



LEADERSHIP PERFORMANCE EVALUATION FORM

Executive Management (EM) and Senior Management Professional (SMP) Job Description Titles
(Chiefs Officers, Controllers, Vice Presidents, Deans, Provosts)

Mission – To conduct education, research and clinical services in the context of community engagement to train health professionals who promote wellness, provide care with excellence and compassion, and transform the health of underserved communities.

Name: _____ **Department:** _____

Position Title: _____ **ID #:** _____

Supervisor: _____ **Supervisor's Title:** _____

Evaluation Date: _____ **Evaluation Period:** _____

Evaluation Type: **Annual** ☐ **Bi-Annual** ☐ **Other** ☐

PERFORMANCE RATINGS:

EXCEEDS EXPECTATIONS

Work that is characterized by sustained exemplary accomplishments at the highest level throughout the rating period. Exhibiting performance that consistently exceeds and sometimes far exceeds the performance expectations and goals of the job. Typically demonstrates full mastery of the knowledge, skills, and abilities for the required work. *Any rating of exceeds expectations must be accompanied by a description of achievements.*

MEETS EXPECTATIONS

Work that is characterized by achieving results at a level that generally meets and sometimes exceeds the performance goals of the job. Typically demonstrates fully proficient knowledge, skills, and abilities for the required work. Requires an appropriate amount of supervision and follow-up.

NEEDS IMPROVEMENTS

Work that requires improvement to fully meet the performance goals in or more areas; provides basic support to contributions of the organization. Typically demonstrates beginner knowledge, skills, and abilities for the required work.

UNSATISFACTORY

Work that fails to meet the goals of the job function; generally falls short of performance goals (even though sometimes approaching goals); provides minimal support to the contributions of the organization. Requires direction, support and follow-up more frequently than others. May exhibit knowledge and or skills deficit. *Any rating of unsatisfactory must be accompanied by comments specifying deficiencies.*

OVERALL PERFORMANCE RATING:

Please provide an overall performance rating based on the specific ratings given throughout the evaluation (Complete pages 2-3).

Exceeds Expectations ☐ **Meets Expectations** ☐ **Needs Improvement** ☐ **Unsatisfactory** ☐

Supervisor Comments:

Supervisor Signature: _____ **Date:** _____

A. PERFORMANCE STANDARDS/ LEADERSHIP COMPETENCIES:

For each core competency below, check the rating that most closely represents your overall judgment of the individual's performance. Comments are required and should be provided if rated Exceeds Expectations or Unsatisfactory.

1. **TRANSFORMATIONAL LEADERSHIP:** Attentive to the needs of staff and helps them reach their fullest potential; highly ethical leader who acts as a role model; demonstrates acceptance of individual differences, and encourages creativity in problem solving; uses influence rather than direct/coercive power to gain desired results and fosters a team environment. Sets and communicates expectations; holds self and others to high standards; initiates and manages change; presents self as a role model; creates equitable workplace based on respect; directs and accepts responsibility for the performance of subordinates.

CDU Value: Excellence, Leadership, Compassion, Integrity

Exceeds Expectations ☐ Meets Expectations ☐ Needs Improvement ☐ Unsatisfactory ☐ N/A ☐

Comments:

2. **INTEGRITY:** Is truthful, equitable and honest in performing all aspects of the position, including professional endeavors: patient care, education, research, community contribution, and fiscal/administrative management.

CDU Value: Integrity, Service, Community, Diversity, Excellence, Legacy

Exceeds Expectations ☐ Meets Expectations ☐ Needs Improvement ☐ Unsatisfactory ☐ N/A ☐

Comments:

3. **STRATEGIC PLANNING:** Plans for optimal use of all resources based on full knowledge and understanding of the unit's current and future mission. Arranges for the most advantageous deployment of staff in order to foster and maintain effectiveness in new and ongoing programs. Optimizes utilization and/or reconfiguration of available resources to accommodate current and future programs and projects.

CDU Value: Excellence, Integrity, Leadership, Service, Accountability

Exceeds Expectations ☐ Meets Expectations ☐ Needs Improvement ☐ Unsatisfactory ☐ N/A ☐

Comments:

4. **PROBLEM SOLVING/CONSISTENT JUDGMENT & DECISION MAKING:** Effectively identifies problems; assesses relevant facts; weighs alternatives; makes appropriate decisions; takes responsibility for decisions made; communicates information to appropriate parties; ensures that all decisions are consistent with overall organizational goals; effectively assesses degree of risk in plans and actions. Seeks input from several sources and key stakeholders when possible prior to making decisions; understands financial impact of decisions; makes sound decisions based on data.

CDU Value: Leadership, Excellence, Service, Innovation, Accountability

Exceeds Expectations ☐ Meets Expectations ☐ Needs Improvement ☐ Unsatisfactory ☐ N/A ☐

Comments:

5. **PEOPLE DEVELOPER:** Establishes an environment that fosters the recruitment, development and retention of the most highly qualified and diversified team of professionals. Demonstrates an understanding of the many ways that human performance can be improved in organizational settings; applies coaching skills to close existing or anticipated performance gaps; ability to master new techniques or expectations, and can adjust properly to a changing environment.

CDU Value: Diversity, Excellence, Legacy, Community, Compassion, Leadership

Exceeds Expectations ☐ Meets Expectations ☐ Needs Improvement ☐ Unsatisfactory ☐ N/A ☐

Comments:

6. **RESULTS ORIENTED:** Focuses on outcomes; takes accountability for own actions and the actions of faculty and or staff. Sets and monitors realistic goals; achieves financial performance. Demonstrates ability to set goals and priorities; handles multiple tasks simultaneously; delegates effectively; implements strategies to meet deadlines; anticipates and plans for change.

CDU Value: Excellence, Service, Innovation, Integrity

Exceeds Expectations ☐ Meets Expectations ☐ Needs Improvement ☐ Unsatisfactory ☐ N/A ☐

Comments:

7. **FINANCIAL AND OPERATIONAL PERFORMANCE:** Effectively plans for and establishes sound financial controls within area of responsibility; evaluates expenditures in terms of usefulness, cost effectiveness, and business need; and allocates financial and human resources to achieve business goals.

CDU Value: Service, Excellence, Innovation, Accountability

Exceeds Expectations ☐ Meets Expectations ☐ Needs Improvement ☐ Unsatisfactory ☐ N/A ☐

Comments:

8. **CLEAR COMMUNICATOR:** Listens attentively; uses tact and diplomacy in interpersonal interactions; uses communication skills to build group commitment; uses empathetic rather than sympathetic statements; gives specific feedback; actively listens; uses effective non-verbal communications; tailors written communication for intended audience; expresses ideas clearly and concisely in written and verbal communication.

CDU Value: Leadership, Accountability, Compassion, Service, Legacy, Excellence

Exceeds Expectations ☐ Meets Expectations ☐ Needs Improvement ☐ Unsatisfactory ☐ N/A ☐

Comments:

9. **FUTURE FOCUSED:** Understands the mission, vision, strategy, goals and culture of the organization; demonstrates awareness of business functions and how business decisions affect financial or non-financial work results; sees organization as dynamic, political, economic and social a system that has multiple goals.

CDU Value: Excellence, Legacy, Diversity, Community, Integrity, Service, Innovation

Exceeds Expectations ☐ Meets Expectations ☐ Needs Improvement ☐ Unsatisfactory ☐ N/A ☐

Comments:

MANDATORY COMPLIANCE & TRAINING (as applicable):

Meets Expectations ☐ **Licensure/registration** – Employee has provided a copy of the current appropriate state and or federal license/certification.

Meets Expectations ☐ **Mandatory Sexual Harassment Training** – Employee has attended mandatory 2 year supervisory sexual harassment training.

Meets Expectations ☐ **Conflict of Interest** – Employee has completed annual conflict of interest disclosure questionnaire.

Meets Expectations ☐ **HIPPA** - Employee has provided a copy of the current appropriate state and or federal license/certification.

Meets Expectations ☐ **Health Clearance** - TB test has been completed and HIV and Aids. Any other health requirement related to position/grant has been met.

Meets Expectations ☐ **HR Training** – CDU Essentials Training and Webinars (Risk management and Payroll).

Meets Expectations ☐ **Mandatory Management Training** - All organizational and departmental training programs

Meets Expectations ☐ **Safety Training** – OSHA, Workers Compensation, Emergency Evaluation, Vivarium.

Meets Expectations ☐ **Office of Sponsored Programs (OSP) Training**

Comments:

B. Did this individual achieve the goals established since the previous performance period? Yes ☐ No ☐ N/A ☐

If no, please explain.

C. PERFORMANCE IMPROVEMENT:

Describe job-related performance improvements (including accountability and responsibility), which would help this individual to be more effective.

D. ACHIEVEMENTS/PAST GOALS/OBJECTIVES:

Please identify this individual's major achievements, involvement actively supporting programs (i.e. health fairs, health initiatives that encourage well-being, etc.), and or committees participated on during this performance evaluation period.

E. NEW GOALS/OBJECTIVES and PROFESSIONAL DEVELOPMENT PLAN:

List below the performance goals that have been developed for this individual to fulfill during the **next fiscal** evaluation period, with a completion timetable for each. Include any courses, reading materials, seminars, and on the job training you think the employee should take to further their knowledge and improve their performance in the University.

Key Result Areas / Performance Objectives:

Define up to five key result areas and corresponding measurable performance objectives with your employee.

- Step 1: Supervisor defines key result areas & performance objectives based on the job description and position responsibilities at the beginning of the evaluation period.
- Step 2: Supervisor and employee discuss and finalize the key result areas & performance objectives.
- Step 3: Supervisor documents the key result areas & performance objectives and provides a copy to the employee.
- Step 4: Supervisor reviews key result areas & performance objectives periodically.

Key result areas/performance objectives:

| Established mm/dd/yy | Reviewed mm/dd/yy | Reviewed mm/dd/yy |
|-------------------------------|-------------------|-------------------|
| GOAL # 1 | | |
| | | |
| Performance Objectives | | |
| A: | | |
| B: | | |
| C: | | |
| Comments: | | |
| | | |
| GOAL # 2 | | |
| | | |
| Performance Objectives | | |
| A: | | |
| B: | | |
| C: | | |
| Comments: | | |
| | | |

Employee Comments:

I acknowledge I have received and reviewed this Leadership Performance Evaluation and that it has been reviewed with me by my direct supervisor. My signature indicates neither agreement nor disagreement with the content of the evaluation.

Employee Signature: _____ Date: _____

Please send the completed original performance evaluation form to the Department of Human Resources.