

MISSISSIPPI UNIVERSITY FOR WOMEN

Manager/Director Performance Appraisal

(To be used by President's Cabinet members to evaluate their employees who are managers/directors)

I. Personal Information

Employee Name: _____

Title: _____ Department: _____

President's Cabinet Member completing appraisal: _____

Appraisal period _____ To _____

Type of appraisal	<input checked="" type="checkbox"/> Annual	<input type="checkbox"/> Promotion/ Transfer	<input type="checkbox"/> Termination	<input type="checkbox"/> Merit	<input type="checkbox"/> Unsatisfactory Performance	<input type="checkbox"/> Other
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How often does the evaluator interact with the person being evaluated? (i.e. daily, weekly, etc.) _____

II. Primary Duties of the Manager Being Evaluated:

III. Evaluation in Relation to Current Job Requirements: President's Cabinet Member should carefully evaluate the manager's work performance in relation to current job requirements. For each factor mark the appropriate rating.

Explanation of Rating Scale		
5	Outstanding	Performance is exceptional and is recognizable as being superior to others.
4	Exceeds Expectations	Performance is of high quality and clearly exceeds most position requirements.
3	Satisfactory	Meets requirements. Competent and dependable level of performance.
2	Marginal	Performance is below expectations in certain areas. Some improvement is necessary.
1	Unsatisfactory	Performance is generally unacceptable and requires significant improvement.
N/A	Not Applicable	Too soon to rate – not observed.

FACTORS		RATING					
1.	<u>Planning</u> Extent to which manager anticipates needs and prioritizes workload.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
2.	<u>Organizing</u> Extent to which manager establishes courses of action and delegates workload effectively so as to meet schedules and deadlines.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
3.	<u>Problem Solving</u> Extent to which manager identifies problems and develops alternative solutions identifying their consequences and impact.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
4.	<u>Decision Making</u> Extent to which manager makes timely, logical decisions within the scope of University policies and procedures.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
5.	<u>Economy</u> Extent to which manager exercises judgement and economy in the utilization of available monetary and human resources.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>

6.	<u>Initiative</u> Extent to which manager seeks out new assignments and voluntarily assumes additional duties when necessary.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
7.	<u>Innovation</u> Extent to which manager is creative and exercises original thinking to introduce new ideas or courses of action.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
8.	<u>Productivity/Quantity of Work</u> Extent to which manager demonstrates results regarding the amount of work accomplished.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
9.	<u>Information Security/Confidentiality</u> Extent to which manager uses proper judgement in determining what information should or should not be disclosed to others.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
10.	<u>Time Management</u> Extent to which manager is able to execute work and follow through to completion while meeting deadlines and schedules.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
11.	<u>Quality</u> Extent to which manager accomplishes work accurately, thoroughly and with results that can be depended upon.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>

CONDUCT/BEHAVIOR

1.	<u>Customer Service</u> Extent to which manager is courteous and attentive to the needs of students, faculty, and staff.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
2.	<u>Attendance</u> Extent to which manager is appropriately present at work.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
3.	<u>Appearance and Grooming</u> Extent to which manager has good personal habits, clothing, and grooming considering the nature of the job.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
4.	<u>Enthusiasm</u> Extent to which manager demonstrates energy and animation in the job.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
5.	<u>Dedication</u> Extent to which manager is devoted to accomplishing the job.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>

COMMUNICATION SKILLS							
1.	<u>Listening</u> Extent to which manager understands and comprehends advice and receives information.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
2.	<u>Writing</u> Extent to which manager effectively and clearly expresses ideas on paper.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
3.	<u>Speaking</u> Extent to which manager effectively and clearly expresses ideas orally.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
4.	<u>Effective Coordination</u> Extent to which manager includes all appropriate university employees/managers on correspondence in a timely and accurate fashion.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
5.	<u>Interaction with Others</u> Extent to which manager communicates with other staff in the division or department in an effective and courteous manner.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
6.	<u>Responsiveness</u> Extent to which manager responds to requests and needs of others in a timely and useful manner.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
LEADERSHIP							
1.	<u>Managing Subordinates</u> Extent to which manager maintains a positive work atmosphere through resolution of subordinates' interpersonal conflicts.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
2.	<u>Objectivity</u> Extent to which manager demonstrates fairness and avoids bias towards subordinates.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
3.	<u>Motivates Subordinates</u> Extent to which manager has the support of and motivates his/her subordinates.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
4.	<u>Supportive</u> Extent to which manager provides positive feedback to subordinates for accomplishments.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
5.	<u>Directing Subordinates</u> Extent to which manager provides staff with resources and assistance needed to attain objectives.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
6.	<u>Development of Subordinates</u> Extent to which manager develops skills of and provides training for subordinates.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>

PROFESSIONAL QUALITIES							
1.	<u>Exhibits Loyalty</u> Extent to which manager adheres to and supports University policies.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
2.	<u>Integrity</u> Extent to which manager demonstrates honesty and sincerity in performing his/her job.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
3.	<u>Responsibility</u> Extent to which manager accepts personal responsibility and accountability.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
4.	<u>Ethics</u> Extent to which manager demonstrates acceptable ethical standards.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
5.	<u>Professional Development</u> Extent to which manager shows a willingness to learn and improve his or her skills.	N/A <input type="checkbox"/>	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>

IV. **President's Cabinet Member's Comments** on future potential and expectations.

V. **President's Cabinet Member's Comments** on strengths, weaknesses, and suggestions for improvement.

VI. **Manager's Comments** (Additional sheets may be attached.)

VII. **Follow-up appraisal** to assess improvement is required or is not required. (If follow-up appraisal will be conducted, provide scheduled date.) _____

VIII. **OVERALL PERFORMANCE RATING (check one)**

5 – Outstanding 4 – Exceeds Expectations 3 – Satisfactory 2 - Marginal 1 – Unsatisfactory

IX. Date this performance appraisal was discussed with the manager. _____

President's Cabinet Member's Signature

Date

Manager's Signature*

Date

*Manager's signature does not indicate agreement with this appraisal. It only acknowledges that the manager was given the opportunity to discuss the appraisal with the President's Cabinet Member.

Copies: Original – Office of Human Resources; Copy – Manager; Copy – President's Cabinet Member