MARIST COLLEGE

Administrative Performance Appraisal
for Administrators With Supervisory Responsibilities

NAME: ______________________________________________________________________

TITLE: _____________________________________________________________________

OFFICE/DIVISION: ____________________________________________________________

SUPERVISOR: __________________________________________________________________

EVALUATION DATES: Beginning______________________ Ending______________________

CURRENT STATUS: ___ FULL-TIME ___12-MONTH ___ 10-MONTH

___ PART-TIME ___ OTHER

TYPE OF APPRAISAL: ____ PROBATIONARY ____ MID-YEAR ___ YEAR END

JOB DESCRIPTION REVIEW
*Supervisor and staff member must review the job description together.

Does the current job description properly describe the duties and responsibilities of this position?

____ YES  ____ NO

Are there any significant duties or responsibilities which would materially change the Job Description that should be:

______Added _____Deleted_____Rephrased?

If there are any necessary changes, please note them on the current job description, and attach a copy to this performance appraisal.
Performance Ratings Scale

The following ratings shall be utilized to evaluate performance in each area. Supervisors may add comments which support or clarify the rating assigned in the space provided. (Attach additional pages as necessary to appropriately document ratings).

Exceptional (5):
Consistently exceeds standards in all performance categories. Provides leadership, is highly productive, innovative, responsive, fosters teamwork, and generates top-quality work. Has made significant contributions in support of College goals and initiatives.

Exceeds Expectations (4):
Consistently meets and often exceeds standards in all performance categories. Is very productive and effective in key areas of responsibility. Has made contributions in support of College goals and initiatives.

Meets Expectations (3):
Meets standards in all performance categories; may exceed expectations in some areas. Is productive and has made contributions in support of College goals and initiatives.

Below Expectations (2):
Sometimes meets standards in performance categories; seldom exceeds and often falls short of desired results. Improvement is needed in key areas of responsibility. Does not make adequate contributions in support of College goals and initiatives.

Unsatisfactory (1):
Does not meet standards in most performance categories; productivity in key areas of responsibility is unacceptable.
I. Leadership and Community Development

1. Builds commitment to mission and priorities of the unit and College.

   1  2  3  4  5

2. Encourages teamwork: builds and maintains cooperative working relationships across departmental lines; actively supports development of campus community.

   1  2  3  4  5

3. Supports responsible risk taking, creative problem solving and innovative thinking.

   1  2  3  4  5

4. Maintains confidentiality and fosters a work environment characterized by trust, mutual respect, integrity and ethical behavior.

   1  2  3  4  5

5. Identifies conflicts and helps parties resolves them.

   1  2  3  4  5

6. Demonstrates a commitment to hiring, developing and maintaining a diverse workforce, and to the College’s Affirmative Action Program.

   1  2  3  4  5

7. Promotes a supportive, harassment-free environment for all employees.

   1  2  3  4  5

8. Communicates clearly and effectively; receives and provides constructive feedback; fosters open communication.

   1  2  3  4  5

Additional comments and/or criteria:

____________________________________________________________________________________________

____________________________________________________________________________________________

____________________________________________________________________________________________
II. Focus on Results

1. Develops plans and establishes long-and short-range goals in support of College and unit missions, the strategic plan and unit operational plans.

   1  2  3  4  5

2. Effectively directs staff toward meeting planned goals

   1  2  3  4  5

3. Appropriately organizes resources and workflow to meet deadlines.

   1  2  3  4  5

4. Assigns work to maximize individual and group strengths.

   1  2  3  4  5

5. Involves staff actively in planning, decision making and problem solving.

   1  2  3  4  5

6. Delegates action/decision authority to most appropriate level.

   1  2  3  4  5

7. Maximizes efficiency and effectiveness through the best use of resources and staff.

   1  2  3  4  5

8. Establishes and monitors realistic budget plans.

   1  2  3  4  5

9. Achieves targeted/planned results (unit and individual).

   1  2  3  4  5

Additional comments and/or criteria:

_____________________________________________________________________________________________

_____________________________________________________________________________________________

_____________________________________________________________________________________________

5 – Exceptional  4 – Exceeds Expectations  3 – Meets Expectations  2 – Below Expectations  1 – Unsatisfactory
III. Learning and Development

1. Reflects on and continually learns from experiences.
   
   1  2  3  4  5

2. Demonstrates flexibility and adapts well to change
   
   1  2  3  4  5

3. Demonstrates initiative and accepts new challenges.
   
   1  2  3  4  5

4. Participates in learning and development activities
   
   1  2  3  4  5

Additional comments and/or criteria:

___________________________________________________________________________________
___________________________________________________________________________________
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___________________________________________________________________________________
**IV. Commitment to Quality**

1. Sets and monitors appropriate unit standards for the delivery of quality service in terms of accuracy, timelines, reliability and consistency.

   1  2  3  4  5

2. Monitors and reacts appropriately to issues relating to “Customer” Satisfaction/ “Customer” Relations for internal as well as external customers.

   1  2  3  4  5

3. Encourages and supports unit/staff efforts to improve the quality of programs, services, methods, procedures, systems etc in support of improved service quality delivery.

   1  2  3  4  5

**Additional comments and/or criteria:**

____________________________________________________________________________________________

____________________________________________________________________________________________

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____________________________________________________________________________________________
V. Performance Management and Staff Development

1. Establishes and clearly communicates realistic performance expectations to staff, which support the College’s mission and strategic plan and the unit mission and operational plans.

   1  2  3  4  5

2. Encourages staff to seek and utilize feedback from multiple sources.

   1  2  3  4  5

3. Uses coaching and regular feedback effectively to improve performance, foster staff development; create change.

   1  2  3  4  5

4. Documents agreed upon goals, objectives achievements, problems and concerns.

   1  2  3  4  5

5. Follows a policy of progressive discipline.

   1  2  3  4  5


   1  2  3  4  5

7. Identifies performance improvement needs and supports employee learning and professional development.

   1  2  3  4  5

8. Recognizes employee contributions and successful performance.

   1  2  3  4  5

Additional comments and/or criteria:

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_____________________________________________________________________________________________

5 – Exceptional  4 – Exceeds Expectations  3 – Meets Expectations  2 – Below Expectations  1 – Unsatisfactory
VI. Planning, Assessment, and Continuous Improvement

1. Creates quality operational planning objectives
   
   1  2  3  4  5

2. Creates and conducts quality assessment activities
   
   1  2  3  4  5

3. Demonstrates continuous improvement in his/her areas of responsibility
   
   1  2  3  4  5

4. Produces work in support of the College’s strategic goals and initiatives
   
   1  2  3  4  5

Additional comments and/or criteria:

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VII. Summary of Appraisal

A. Summary Performance Rating

Indicate your overall appraisal rating of the employee considering his/her value to the College which should reflect the actual accomplishments and performance level during the evaluation period.

_____ 5. Exceptional
_____ 4. Exceeds Expectations
_____ 3. Meets Expectations
_____ 2. Below Expectations
_____ 1. Unsatisfactory

Additional comments:

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VIII. Additional Comments

A. Performance Outcomes/Results

Use this section to describe the major outcomes/results the employee achieved during this review period. You may list any relevant achievements but the focus should be on those planned outcomes/results achieved either in support of College/Unit mission or which were priorities/projects established to support the strategic plan or unit operating plan.

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B. Please list any areas needing improvement:

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5 – Exceptional  4 – Exceeds Expectations  3 – Meets Expectations  2 – Below Expectations  1 – Unsatisfactory
C. Employee Comments:

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D. Line Executive Comments

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IX. Signatures

I have read and discussed this review with my supervisor and I understand its contents. My signature does not necessarily imply that I agree with the review or its contents.

______________________________  ____________________________
Employee’s Signature                                                                 Date

______________________________  ____________________________
Immediate Supervisor’s Signature                                                                 Date

______________________________  ____________________________
Line Executive’s Signature                                                                 Date
### X. Goals and Objectives for the Next Evaluation Period

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5 – Exceptional  4 – Exceeds Expectations  3 – Meets Expectations  2 – Below Expectations  1 – Unsatisfactory
XI. Professional Development and/or Performance Improvement Plan

A. Describe the coaching, training or development activities that would help improve performance in any performance category, promote learning and job growth, and/or enhance career development.

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