

EASTERN MICHIGAN UNIVERSITY

PART A: PERFORMANCE MANAGEMENT REVIEW

NON-SUPERVISORY ADMINISTRATIVE/PROFESSIONAL AND PROFESSIONAL/TECHNICAL STAFF

Employee Name: _____ Department: _____

Title: _____ Salary Grade: _____

Type of Review: [] Annual [] Probationary [] Special

Review Period: From _____ to _____

OVERVIEW

This performance management review evaluates administrative/professional and professional/technical staff members on competencies and characteristics that provide the foundation for building a culture at EMU that strives for results, serves our constituencies, and builds successful teams and coalitions within and outside the university.

Staff will be measured on the following categories:

1. **Organizational Effectiveness** -encompasses the ability to develop and implement work vision and plan that integrates key priorities, values, and other factors; to think creatively; and to maintain focus, intensity and persistence, even under adversity.
2. **Staff Relations** – involves the ability to effectively relate to others in the course of the job, including supporting and promoting diversity, effectively handling conflict, and working cooperatively with others.
3. **Achieving Results** -stresses accountability and continuous improvement.
4. **Resource Management** – involves the ability to effectively handle the resources related to the job (i.e. fiscal, technology and physical resources).
5. **Professional Effectiveness** – identifies the many personal and professional attributes that are critical to successful performance as a staff member.

RATING SCALE

EXCEEDS REQUIREMENTS – This rating is reserved for the highest level of performance. The performance substantially and consistently exceeds work expectations, requirements, or standards; employee has a consistent record of achievements during the evaluation period which render a significant service to the university.

MEETS REQUIREMENTS - The performance consistently meets, and sometimes exceeds, work expectations, requirements, or standards; shows initiative in additional achievements.

NEEDS IMPROVEMENT - The performance does not fully meet work expectations, requirements, or standards; the performance is inconsistent; the employee must improve his/her efforts to achieve a satisfactory level of evaluation.

BELOW REQUIREMENTS – The performance is unacceptable and consistently falls below normal job expectations. Typically, this rating should be used when the supervisor has previously discussed performance problems with the employee. Use of this rating should be accompanied by a required plan for immediate improvement.

ORGANIZATIONAL EFFECTIVENESS (Overall Rating _____)

	RATING AND COMMENTS
1. <i>CREATIVITY AND INNOVATION</i> : Ability to execute responsibilities and approach problems in new, innovative, and original ways; suggests improvements and new ways to do the work.	
2. <i>EXTERNAL AWARENESS</i> : Identifies and integrates key issues affecting the organization, including political, economic, social, technological, legal, and administrative factors; understands near-term and long-range plans and determines how best to positively position the university.	
3. <i>FLEXIBILITY</i> : Is open to change and new information; tolerates ambiguity; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles; adjusts rapidly to new situations warranting attention and resolution.	
4. <i>EXTERNAL PARTNERING</i> : Contributes and collaborates with other divisions of the university as well as working with the community, if applicable; is committed and dedicated to the university;	
5. <i>CONTINUAL LEARNING</i> : Grasps the essence of new information; masters new learning in the profession; recognizes own strengths and weaknesses; pursues self-development; seeks feedback from others and looks for opportunities to master new knowledge.	
6. <i>VISION</i> : Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others; influences others to translate vision into action.	
7. <i>ENTREPRENUERSHIP</i> : Identifies opportunities to develop and market new services and products within and external to the university; is willing to take risks; looks for creative ways to generate additional revenue and resources; works effectively with university advancement area to generate gifts to the university.	

STAFF RELATIONS (Overall Rating _____)

1. <i>SUPERVISION</i> : Provides direction and motivates other employees and student employees to perform at their highest level; able to responsibly evaluate the work of other employees and student employees, taking appropriate action when necessary; enforces department policies in a positive manner.	
2. <i>LEVERAGING DIVERSITY</i> : Incorporates principles of diversity and equity into his/her work; helps foster an inclusive workplace that maximizes the talents of each individual; respects, understands, values and seeks out individual differences to achieve the vision and mission of the university.	

<p>3. <i>CONFLICT MANAGEMENT</i>: Resolves conflicts in a positive and constructive manner to minimize negative impact; takes immediate actions to resolve conflicts; proactively identifies and takes steps to address situations that could lead to greater conflict or confrontations; thinks in “win-win” terms.</p>	
<p>4. <i>EMPLOYEE RELATIONS</i>: Promotes solid staff/management partnerships and deals effectively with employee relations matters; attends to morale and organizational climate issues; conducts business in a manner that is consistent with collective bargaining agreements and university policies and procedures related to personnel management.</p>	

ACHIEVING RESULTS (Overall Rating _____)

	RATING AND COMMENTS
<p>1. <i>CUSTOMER SERVICE</i>: Balances interests of a variety of constituencies; readily evaluates and readjusts priorities based on customers’ changing demands and needs; is committed to the continuous improvement of services and processes.</p>	
<p>2. <i>ACCOUNTABILITY</i>: Sets standards and holds self and others accountable for rules and standards; ensures that projects and assignments within scope of responsibility are completed in time and within budget; conforms to established work schedule and attendance policies.</p>	
<p>3. <i>PROBLEM SOLVING</i>: Anticipates, identifies, diagnoses and consults on potential or actual problem; gathers and identifies appropriate information before making decisions; seeks advice from others when problem is outside own level of expertise; demonstrates flexibility in designing/applying different/creative solutions to changing demands;</p>	
<p>4. <i>DECISIVENESS</i>: Exercises good judgment; makes sound, well-informed decisions; perceives the impact and implication of decisions; makes effective and timely decisions even on limited information or when the called-for decision produces unpleasant consequences.</p>	
<p>5. <i>TECHNICAL CREDIBILITY</i>: Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise; keeps current on issues, regulations, theories, practices, and procedures related to scope of responsibility.</p>	

RESOURCE MANAGEMENT (Overall Rating _____)

	RATING AND COMMENTS
1. <i>FINANCIAL MANAGEMENT</i> : Adheres to sound fiscal policies; provides timely and accurate budget information to supervisors; uses responsible, cost-saving purchasing practices; complies with all university policies and procedures related to financial matters.	
2. <i>TECHNOLOGY MANAGEMENT</i> : Uses efficient and cost-effective approaches to integrating technology into the workplace; uses technology to improve programs, services decision-making, and processes; understands the impact that technology changes have on the workplace	
3. <i>PHYSICAL RESOURCES</i> : Effectively manages all physical resources within area of responsibility; develops short and long-range plans for effective maintenance, replacement, enhancement; renovation and new construction of equipment and/or facilities; maximizes available space and equipment for the most efficient and productive provision of services to students, faculty, staff, professional representatives and other clientele.	

PROFESSIONAL EFFECTIVENESS (Overall Rating _____)

	RATING AND COMMENTS
1. <i>INTEGRITY/TRUSTWORTHINESS</i> : Adheres to high standards of ethics and integrity; instills mutual trust and confidence; maintains confidentiality; behaves in a fair and ethical manner toward others; demonstrates a sense of ethical responsibility toward the university; honors commitments and promises to others.	
2. <i>INTERNAL PARTNERING</i> : Establishes and maintains positive working relationships with internal constituencies; uses contacts to build and strengthen internal support bases; is able, as a team member or leader, to gain cooperation from others to obtain information and accomplish goals; creates effective teams and workgroups based on members' expertise and strengths as opposed to "playing politics."	
3. <i>COMMITMENT</i> : Displays a high level of initiative, effort, and commitment to higher education; is proactive and achievement-oriented; and is self-motivated.	
4. <i>RESILIENCE</i> : Deals effectively with pressure; maintains focus and intensity and remains persistent, even under adversity; recovers quickly from setbacks; effectively balances personal and professional life.	

<p>5. <i>INTERPERSONAL SKILLS</i>: Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful and treats others with respect; exhibits good listening skills; models cooperation, teamwork, inclusiveness, and respect.</p>	
<p>6. <i>COMMUNICATION SKILLS</i>: Exhibits strong written and oral communications skills; is able to “read audiences” and adjust communication style to maximize listeners’ understanding; listens effectively and tries to understand other points of view; effectively reads the non-verbals as well as what is being said.</p>	

PART B: EVALUATION OF BASIC WORK RESPONSIBILITIES – NON-SUPERVISORY ADMINISTRATORS AND PROFESSIONAL TECHNICAL EMPLOYEES
 (you may use employee’s work plan, if one was developed last year)

1. **List the major activities and basic work responsibilities that were to be completed by the employee during this past year. (include any goals and objectives the employee was responsible for accomplishing)**

2. **Identify the accomplishments from Item 1 that had the most impact on furthering the department’s mission.**

3. **Identify the tasks and basic responsibilities from Question 1 that were not completed with an explanation of why they were not.**

4. **FOR NON-BARGAINED-FOR STAFF ONLY: If the University allocates funds for non-bargained-for merit increases for 2007-08, describe the accomplishments, projects, and activities that should be taken into consideration in awarding you a merit adjustment for this past year.**

PART C: SUMMARY RATINGS

SUMMARY RATING – Performance Management Review Factors

Based on the ratings in the five categories of performance management, this employee’s performance:

- | | |
|---|---|
| <input type="checkbox"/> EXCEEDS REQUIREMENTS | <input type="checkbox"/> MEETS REQUIREMENTS |
| <input type="checkbox"/> NEEDS IMPROVEMENT | <input type="checkbox"/> FALLS BELOW REQUIREMENTS |

SUMMARY RATING – Review of Basic Work Responsibilities

Based on a review of the work accomplished by the employee during this past year, his/her performance:

- | | |
|---|---|
| <input type="checkbox"/> EXCEEDS REQUIREMENTS | <input type="checkbox"/> MEETS REQUIREMENTS |
| <input type="checkbox"/> NEEDS IMPROVEMENT | <input type="checkbox"/> FALLS BELOW REQUIREMENTS |

EVALUATOR’S COMMENTS:

ACKNOWLEDGEMENT BY EVALUATOR(S)

Name of Evaluator: _____ **Title:** _____

Signature of Evaluator: _____ **Date:** _____

Signature of Evaluator’s Supervisor: _____ **Date:** _____
(If applicable)

ACKNOWLEDGEMENT BY EMPLOYEE

My signature acknowledges only that my supervisor(s) met with me to review my performance and that I have received a copy of this form. My signature does not signify approval or disapproval of the performance management review form.

Employee’s Signature **Date**

Optional Comments (check all that apply):

- I agree with this Performance Management review.
- I disagree with this Performance Management review.
- I am attaching comments regarding this Performance Management review.