APPENDIX DEFINITIONS

MANAGERIAL PERFORMANCE EVALUATION FORM
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1. **GENERAL MANAGEMENT ABILITIES AND PRACTICES**

   **PLANNING**
   How well does this person establish goals, set priorities, anticipate problems, and otherwise plan work in her or his areas of responsibility?

   **ORGANIZATION AND ADMINISTRATION**
   How well does this person allocate, balance and integrate work? How well does she or he arrange and facilitate the accomplishment of tasks? How accurate and timely are reports? How well are administrative systems utilized and procedures followed?

   **DELEGATION**
   How well does this person delegate? Is work delegated to each subordinate on the basis of her or his capability? Are subordinates provided with the appropriate authority to complete the work delegated to them?

   **FOLLOW-UP AND CONTROL**
   How well does this person check and review work both while it is being done and after its completion? Is work accomplished with thorough and effective direction? Does this person pay appropriate attention to details?

2. **INTERPERSONAL ABILITIES AND RELATIONSHIPS**

   **RELATIONSHIPS WITH STUDENTS**
   How well does this person relate to students? Does she or he work to establish trust in dealing with students? Are student relationships friendly and courteous? Is this employee sensitive to student needs?

   **COMMUNICATIONS**
   How well does this person get her or his meaning across to others? Are verbal instructions and reports clear and concise? Are memos, letters, and other written communications accurate and well constructed? Does this person speak and write with some sensitivity to how his or her words might be taken by others? Does this person have good listening skills?

   **RELATIONSHIPS WITH SUPERIORS**
   How well does this person relate with superiors? How hard does she or he work to establish relationships with superiors? Does she or he work to establish trust in dealing with superiors?

   **RELATIONSHIPS WITH PEERS**
   How well does this person relate with peers? How hard does she or he work to establish relationships with peers? Does she or he work to establish trust in dealing with peers?

   **SUPERVISION AND MOTIVATION OF SUBORDINATES**
   How well does this person relate to subordinates? How hard does she or he work to establish relationships with subordinates and motivate them? Does she or he delegate and monitor work properly? Does this person commit time and effort to train and develop others? Does he or she provide the guidance to others that will help to build a stronger work force for the University?

   **HOLDING SUBORDINATES ACCOUNTABLE TO PERFORMANCE STANDARDS**
   How well does this person establish job related standards and communicate them to subordinates? Does the person hold subordinates to the established standards? Does the person work with
subordinates to identify areas that need improvement and develop improvement plans? Does the person address performance problems with subordinates, including discipline when appropriate?

INNOVATIONS IN PRODUCTIVITY AND FISCAL MANAGEMENT
Is the person creative in finding methods that improve the effectiveness and efficiency of the work unit? Does the person stay current in their particular field and bring modern business practices to the work unit? Is the person responsible in their use of resources?

STIMULATION AND MOTIVATION OF OTHERS
How effectively is this person able to stimulate others to motivate themselves to higher levels of performance? How effectively is this person able to handle mistakes in a way which will help people learn and grow?

PERFORMANCE EVALUATION OF SUBORDINATES
Does she or he take the task of performance evaluation seriously? Does the person provide timely reaction to work performance? Does she or he motivate subordinates to improve performance by timely counseling and development? Does the person evaluate performance objectively?

3. JOB SPECIFIC ABILITIES AND ACCOMPLISHMENTS

PROBLEM SOLVING
How well does this person solve problems? Are proper goals established? Are alternative solutions considered and weighted? Are attempted solutions evaluated?

DECISION MAKING
How well does this person make decisions? Are “reversible” decisions made quickly? Are “irreversible” decisions made on a timely basis but given proper and careful consideration? Does the person seek opinions, ideas, and suggestions of others?

GOAL SETTING AND ACHIEVEMENT
Does this person commit to challenging, yet realistic, goals and subsequently pursue her or his achievement in an aggressive manner? Does the person set and meet realistic deadlines?

JOB KNOWLEDGE
How aware is this person of the methods, techniques, and skills in her or his functional areas which are necessary for satisfactory performance?

MANAGEMENT OF RESOURCES
How well does this person utilize finances, budgets, facilities, equipment, supplies, and materials for the overall benefit of the University?

STANDARDS AND QUALITY OF WORK
What is the quality or lack of quality by which the manager performs management tasks? Does the person make expectations clear? Are standards set high enough to stimulate people to meet the challenge, but not so high as to discourage an attempt?