



University Human Resources

Rutgers Legacy UMDNJ

DIRECTOR PERFORMANCE APPRAISAL

Employee Name:	<input type="text"/>	University ID:	<input type="text"/>
Position Title:	<input type="text"/>		
Unit/School:	<input type="text"/>	Department:	<input type="text"/>
Appraisal Type:	Probationary <input type="checkbox"/>	Annual <input type="checkbox"/>	Reappraisal <input type="checkbox"/>
Evaluation Period:	From <input type="text"/>	To <input type="text"/>	
		Month/Year	Month/Year

INSTRUCTIONS:

- At the beginning of each annual evaluation period list the performance goals for the coming year on page three. Also, place a check mark to the left of any competency statement on page two requiring particular attention by the Director. Give a copy to the Director.
- At the end of the evaluation period, make a determination of the extent to which the Director met the standard for each category. Enter a numeric score for each category, using the Ratings Guidelines below.
- Indicate in the right margin, a plus (+) where performance deserves recognition, or a minus (-) where performance needs attention.
- Complete the Performance Goals section by following the instructions on page three.
- Review the entire evaluation. Using the Rating Guidelines, place the corresponding number that best describes your assessment of overall performance in the Overall Rating section on page four.
- Identify any increase in salary on page four. Give the Director the opportunity to record his/her comments.

RATING GUIDELINES:

- ⑤ This staff member has made significant contributions to advance the position of the department and/or University toward excellence and prominence. Only a small percentage of staff members who exhibit uniform excellence and initiative will receive this rating.
- ④ This staff member has been instrumental to the department's success and has performed in an exemplary manner.
- ③ This staff member is proficient in the job. Performance is what is expected of a fully qualified and experienced person.
- ② This staff member occasionally fails to exhibit proficiency in the job. Improvement is necessary to meet the expectations for acceptable performance.
- ① This staff member has serious deficiencies in key areas. Performance fails to meet expectations and is not acceptable.

DIRECTOR COMPETENCIES

RATING

ADMINISTRATIVE COMPETENCIES:

+ -

- Demonstrates knowledge of the University's mission and values and their relationship to the department's work.
- Creates effective work plans; identifies the appropriate resources and processes; sets priorities; delegates authority and meets deadlines.
- Incorporates control systems that monitor workflow and ensure task completion.
- Ensures budget dollars are used responsibly; introduces innovative ways to reduce costs.
- Continually seeks customer feedback and designs processes to improve service.
- Identifies customer needs and takes action to meet those needs; continually searches for ways to increase customer satisfaction.
- Emphasizes the need to deliver quality services; defines standards for quality and evaluates processes against those standards in an effort to improve organizational performance.
- Ensures department compliance with regulatory standards such as Joint Commission, OSHA, DOH, EEOC, etc., so that no serious citations exist.
- Understands and adheres to Rutgers compliance standards as they appear in the Legacy UMDNJ Corporate Compliance Policy, Code of Conduct, and Conflict of Interest Policy; sponsors and implements initiatives to achieve the University's compliance goals.
- Enforces for all subordinates and personally complies with all University disease prevention and control, including tuberculosis and hepatitis B.

CATEGORY SCORE:

STAFF MANAGEMENT:

+ -

- Hires competent staff; creates and develops work teams through coaching, training, and education.
- Develops subordinates through formalized training, continuing education programs, and coaching techniques; grooms employees for promotion.
- Supports the employment, education and development of minorities and protected classes; ensures that decisions are based on the principles of equal employment opportunity.
- Provides staff with continual feedback; recognizes and celebrates exceptional performance and takes corrective action to improve poor performance.
- Conducts all performance appraisals on time; evaluates performance based on results.
- Provides employees with required resources; empowers staff to act with appropriate authority and take responsibility for their work processes.

CATEGORY SCORE:

LEADERSHIP:

+ -

- Fosters the development of a common vision; provides clear direction and sets priorities; clarifies roles and responsibilities.
- Persuasive; gains support and commitment; mobilizes people to take action.
- Fosters positive attitudes, team spirit and trust as a means to enhance efficiency and productivity.
- Recognizes the existence of, and the need for, diversity in the workplace.
- Demonstrates principled leadership and sound business ethics.
- Acts professionally and responsibly within and outside the University; contributes to a positive image.

CATEGORY SCORE:

WORK METHODS and QUALITIES:

+ -

- Expresses self well in verbal and written communications; keeps others informed; makes effective presentations.
- Originates new and unique ideas; assumes risk and responsibility.
- Accepts the perspective of others and maintains a positive attitude.
- Analyzes own developmental needs and improves capabilities to meet the changing requirements of the job; ensures or enhances professional position.

CATEGORY SCORE:

EVALUATOR'S COMMENTS:

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PERFORMANCE GOALS

INSTRUCTIONS:

- List goals by order of importance.
- Review goals periodically and make changes to this section if goals or priorities change during the year.
- At the end of the evaluation period, rate each goal individually using the Rating Guidelines listed on the cover of the form.
- Consider your individual rating for each goal relative to its priority. Assign a numeric category score for overall goal achievement.

PRIORITY RATING	GOAL DESCRIPTION	RESULTS and COMMENTS	RATING
1			
2			
3			
4			
5			
6			

CATEGORY SCORE FOR PERFORMANCE GOALS:

EVALUATOR: Discuss your assessment of the Director's developmental needs, suggest ways the Director can meet those needs, and how you plan to help.

DIRECTOR: Discuss your thoughts on this evaluation and identify the specific ways the University can help you optimize your performance.

OVERALL RATING:

Increase in salary (if applicable): Yes No N/A

Amount:

I have reviewed my job description as of this date and it is consistent with my present position responsibilities.

Staff Member's Signature: _____

Date: / /
mm dd yy

Note: Staff member's signature indicates review and discussion.

Evaluator's Name: _____

Signature: _____

Date: / /
mm dd yy

**Next Level
Manager's Name:** _____

Signature: _____

Date: / /
mm dd yy