

**Performance Evaluation for Management Personnel Plan Employees**

**GUIDELINES**

**SUMMARY**

Management Personnel Plan employees shall be evaluated after six months and one year of services, and subsequently at one year intervals. Evaluation shall also form the basis for recommendations for management development, professional leaves or other activities related to career development and upward mobility.

**PERFORMANCE EVALUATION**

1. **SELF-ASSESSMENT OF TOP GOALS AND ACCOMPLISHMENT:** Each employee will prepare a self-assessment regarding the top value-added accomplishments and contributions over this review period (e.g., goals accomplished, problems solved, value added program changes), attaching it to this evaluation. The self-assessment form is included in this document and should be no longer than 5 pages when complete.
2. **PERFORMANCE GOALS AND OBJECTIVES:** Establish objectives that are specific, measurable, relevant, and time-based. Metrics are to be developed for each objective to establish clear measurement criteria, which will be used in the assessment of performance and achievement.
3. **LEADERSHIP COMPETENCY AND ACHIEVEMENT:** Assess the employee's accomplishments and contributions as they relate to the following competencies. Please use the *Manager's Comments on Performance* section to provide clarifying remarks, areas in need of improvement, or to highlight particular accomplishments or strengths.

**Performance Ratings:**

**Exceptional Performance** - is significant overachievement of expectations.

**Above Expectations Performance** - is often beyond expectations.

**Satisfactory Performance** - consistently fulfills expectations.

**Improvement Needed Performance** - is inconsistent performance, with expectations only partially achieved. Deficiencies should be addressed in the performance appraisal.

**Unsatisfactory Performance** - is the failure to achieve the majority of expectations. Deficiencies should be specifically addressed in the performance appraisal.

4. **REVIEW PERFORMANCE EVALUATION WITH EMPLOYEE:** The evaluation should be discussed with the employee. Both the supervisor (reviewer) and the employee should sign the evaluation form. Signing the form does not mean the employee agrees with the evaluation; it means that the evaluation has been shared with the employee. A copy shall be provided to them at the conclusion of the discussion, a copy shall be retained by the recommending administrator, and one copy shall be provided to The Center for Human Resources.

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**SELF-ASSESSMENT OF TOP GOALS AND ACCOMPLISHMENT**

Employee's Name:		Red ID Number:	
Performance Year:		Position/Title:	
Department:		Time in Position:	

Please use this form to provide a self-assessment which includes the most significant organizational and individual accomplishments that relate directly to the mission of your division.

Specifically address the following:

- Your accomplishments and contributions that have resulted in enhancing the quality of your division/unit and in advancing the unit's strategic goals.
- Your efforts to provide responsible fiscal oversight of the resources entrusted to you noting the current financial position of your organization including any significant fiscal issues/concerns that may currently exist. If appropriate, please provide an overview of your development targets and accomplishments.
- Your efforts in seeking feedback from both those you serve and members of your workforce, a summary of that feedback and the action steps you took and are taking to address issues identified.
- Your efforts in defining and achieving diversity, equity, and inclusion goals, including maintaining a welcoming workplace and campus climate for diverse individuals and diverse points of view.
- Your efforts in building a more robust and effective infrastructure for your area, reducing administrative support costs through business process improvements, efficiency advances, collaborations with others, etc.

<b>Accomplishment 1:</b>
<b>Accomplishment 2:</b>

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**Accomplishment 3:**

**Accomplishment 4:**

**Accomplishment 5:**

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**PERFORMANCE GOALS AND OBJECTIVES**

Employee's Name:		Red ID Number:	
Performance Year:		Position/Title:	
Department:		Time in Position:	

**PERFORMANCE OBJECTIVES:** Establish objectives that are specific, measurable, relevant, and time-based. Metrics are to be developed for each objective to establish clear measurement criteria, which will be used in the assessment of performance and achievement.

Goal 1:

Objective(s):

Metric:

Goal 2:

Objective(s):

Metric:

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**Goal 3:**

**Objective(s):**

**Metric:**

**Goal 4:**

**Objective(s):**

**Metric:**

**Goal 5:**

**Objective(s):**

**Metric:**

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<b>Employee's Name:</b>		<b>Red ID Number:</b>	
<b>Performance Year:</b>		<b>Position/Title:</b>	
<b>Department:</b>		<b>Time in Position:</b>	

**LEADERSHIP COMPETENCY AND ACHIEVEMENT**

<b>1.</b>	<p><b>Vision:</b> Takes a long-term view and supports the University's vision for the future. Shares vision with others at all levels of the organization; acts as a catalyst for organizational change. Influences others to translate vision into action.</p>	<div style="display: flex; justify-content: space-between;"> <div style="width: 48%;"> <input type="checkbox"/> Exceptional Performance  <input type="checkbox"/> Above Expectations Performance  <input type="checkbox"/> Satisfactory Performance </div> <div style="width: 48%;"> <input type="checkbox"/> Improvement Needed Performance  <input type="checkbox"/> Unsatisfactory Performance  <input type="checkbox"/> N/A </div> </div>
<b>2.</b>	<p><b>Leadership:</b> Demonstrates the ability to bring new strategic concepts to the organization. Anticipates challenges and comes forward with workable solutions. Able to organize and motivate people to achieve stated goals. Encourages collaboration among staff across divisional boundaries and discourages working in silos. Exercises, if appropriate, intersegmental and national higher education leadership.</p>	<div style="display: flex; justify-content: space-between;"> <div style="width: 48%;"> <input type="checkbox"/> Exceptional Performance  <input type="checkbox"/> Above Expectations Performance  <input type="checkbox"/> Satisfactory Performance </div> <div style="width: 48%;"> <input type="checkbox"/> Improvement Needed Performance  <input type="checkbox"/> Unsatisfactory Performance  <input type="checkbox"/> N/A </div> </div>
<b>3.</b>	<p><b>Shared Governance:</b> Develops goals and objectives that support the strategic objectives of the university. Adheres to University principles of transparency and openness in working with all constituents, practices principles of shared governance, and nurtures a culture of representation, strategic engagement, and planning.</p>	<div style="display: flex; justify-content: space-between;"> <div style="width: 48%;"> <input type="checkbox"/> Exceptional Performance  <input type="checkbox"/> Above Expectations Performance  <input type="checkbox"/> Satisfactory Performance </div> <div style="width: 48%;"> <input type="checkbox"/> Improvement Needed Performance  <input type="checkbox"/> Unsatisfactory Performance  <input type="checkbox"/> N/A </div> </div>
<b>4.</b>	<p><b>Accountability:</b> Takes responsibility for all work activities and personal actions; follows through on commitments; implements decisions that have been agreed upon; maintains confidentiality with sensitive information; acknowledges and learns from mistakes without blaming others; recognizes the impact of one's behavior on others.</p>	<div style="display: flex; justify-content: space-between;"> <div style="width: 48%;"> <input type="checkbox"/> Exceptional Performance  <input type="checkbox"/> Above Expectations Performance  <input type="checkbox"/> Satisfactory Performance </div> <div style="width: 48%;"> <input type="checkbox"/> Improvement Needed Performance  <input type="checkbox"/> Unsatisfactory Performance  <input type="checkbox"/> N/A </div> </div>
<b>5.</b>	<p><b>People Management:</b> Sets clear expectations and high standards for work team. Provides environment and opportunities for individual growth and career development. Provides clear, specific and timely performance feedback; recruits, mentors and retains talented managers and employees; provides effective coaching, delegates effectively and recognizes superior performance.</p>	<div style="display: flex; justify-content: space-between;"> <div style="width: 48%;"> <input type="checkbox"/> Exceptional Performance  <input type="checkbox"/> Above Expectations Performance </div> <div style="width: 48%;"> <input type="checkbox"/> Improvement Needed Performance  <input type="checkbox"/> Unsatisfactory Performance </div> </div>

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<input type="checkbox"/> Satisfactory Performance	<input type="checkbox"/> N/A
<p><b>6. Creativity and Innovation:</b> Develops and encourages creative and innovative approaches to addressing issues and challenges. Offers a variety of alternatives and approaches to solving problems. Receptive to change.</p>	
<input type="checkbox"/> Exceptional Performance <input type="checkbox"/> Above Expectations Performance <input type="checkbox"/> Satisfactory Performance	<input type="checkbox"/> Improvement Needed Performance <input type="checkbox"/> Unsatisfactory Performance <input type="checkbox"/> N/A
<p><b>7. Communication Skills:</b> Demonstrates proficient written and verbal communication/presentation skills, including the ability to present complex ideas and issues in a clear, concise manner both internally and, if necessary, externally.</p>	
<input type="checkbox"/> Exceptional Performance <input type="checkbox"/> Above Expectations Performance <input type="checkbox"/> Satisfactory Performance	<input type="checkbox"/> Improvement Needed Performance <input type="checkbox"/> Unsatisfactory Performance <input type="checkbox"/> N/A
<p><b>8. Interpersonal Skills:</b> Willing to accept and consider differing viewpoints and constructive feedback.</p>	
<input type="checkbox"/> Exceptional Performance <input type="checkbox"/> Above Expectations Performance <input type="checkbox"/> Satisfactory Performance	<input type="checkbox"/> Improvement Needed Performance <input type="checkbox"/> Unsatisfactory Performance <input type="checkbox"/> N/A
<p><b>9. Work Productivity and Quality:</b> Proactive and consistently achieves high levels of productivity and quality in work products. Meets deadlines and operates efficiently and within the University's policies and procedures. Seeks to determine whether programs and activities add value to the University and the campuses. Works collaboratively and effectively with campus leadership and representatives from other segments.</p>	
<input type="checkbox"/> Exceptional Performance <input type="checkbox"/> Above Expectations Performance <input type="checkbox"/> Satisfactory Performance	<input type="checkbox"/> Improvement Needed Performance <input type="checkbox"/> Unsatisfactory Performance <input type="checkbox"/> N/A
<p><b>10. Community and Inclusion:</b> Demonstrates an active and engaged commitment to creating community. Works to establish a climate that welcomes and promotes respect for all individuals, regardless of differences. Ensures different perspectives and viewpoints on search committees, project committees, outreach efforts, etc. Promotes transparency and access to growth and advancement by describing the review process for new staff and administrators, encouraging participation in career advising or mentoring programs, etc. Fosters a positive working and learning environment by maintaining a climate of fairness, cooperation, civility, and professionalism. Practices and integrates these basic principles in all interactions.</p>	
<input type="checkbox"/> Exceptional Performance <input type="checkbox"/> Above Expectations Performance <input type="checkbox"/> Satisfactory Performance	<input type="checkbox"/> Improvement Needed Performance <input type="checkbox"/> Unsatisfactory Performance <input type="checkbox"/> N/A
<p><b>11. Resource Management and Financial Budget:</b> In a manner consistent with University objectives and initiatives, develops strategic goals and objectives to achieve accountability and efficient stewardship of University resources (operational, financial, and human), in a manner consistent with University objectives and initiatives.</p>	

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- ☐ Exceptional Performance
- ☐ Above Expectations Performance
- ☐ Satisfactory Performance

- ☐ Improvement Needed Performance
- ☐ Unsatisfactory Performance
- ☐ N/A

**12. Client Service:** Understands that CSU and SDSU is a large, complex organization with many internal and external constituents. Determines if a program advances the University's goals, and carries out organizational philosophy to provide the best possible services in support of its mission: teaching, public service, and research. Determines whether a program or activity impedes or advances the University's goals.

- ☐ Exceptional Performance
- ☐ Above Expectations Performance
- ☐ Satisfactory Performance

- ☐ Improvement Needed Performance
- ☐ Unsatisfactory Performance
- ☐ N/A

**13. Health and Safety:** Understands that safety and environmental issues are essential elements of ensuring the continued success of SDSU and its employees. Maintains a safe, healthy and environmentally sound workplace.

- ☐ Exceptional Performance
- ☐ Above Expectations Performance
- ☐ Satisfactory Performance

- ☐ Improvement Needed Performance
- ☐ Unsatisfactory Performance
- ☐ N/A



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**MANAGER'S COMMENTS ON PERFORMANCE:** Please provide a written narrative to support the general evaluation and achievement of goals for the review period listed above. Relevant topics could include: evidence of effective planning and decision making; communication and relationship skills; ability to accomplish assigned objectives; management of resources; leadership ability; effective and efficient use of time; commitment to client/customer service, areas of improvement, etc.

**Manager's Comments:**

**Overall Appraisal Rating:**

- ☐ **Exceptional Performance** - is significant overachievement of expectations.
- ☐ **Above Expectations Performance** - is often beyond expectations.
- ☐ **Satisfactory Performance** - consistently fulfills expectations.
- ☐ **Improvement Needed Performance** - is inconsistent performance, with expectations only partially achieved. Deficiencies should be addressed in the performance appraisal.
- ☐ **Unsatisfactory Performance** - is the failure to achieve the majority of expectations. Deficiencies should be specifically addressed in the performance appraisal.

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**1) Employee:**

\_\_\_\_\_  
Name (Print)

\_\_\_\_\_  
Signature Date

**2) Evaluator:**

\_\_\_\_\_  
Name and Red ID# (Print)

\_\_\_\_\_  
Signature Date

**3) Dean/Director/AVP:**

\_\_\_\_\_  
Name (Print)

\_\_\_\_\_  
Signature Date

**4) VP/Cabinet Officer:**

\_\_\_\_\_  
Name (Print)

\_\_\_\_\_  
Signature Date