



# PERFORMANCE APPRAISAL FOR MANAGEMENT

Name of Appraisee : \_\_\_\_\_  
Position : \_\_\_\_\_  
Department/Division : \_\_\_\_\_  
Date of Employment : \_\_\_\_\_  
Appraised by : \_\_\_\_\_  
Position : \_\_\_\_\_

**Instructions: Encircle the applicable evaluation/appraisal of the appraisee's performance.**

## 1. Quality of work

**Definition:** Produces results and/or provides services consistent with defined University standards for the position

### Behavioral Indicators:

- a. Demonstrates attention to detail and accuracy
- b. Produces work that is accurate, complete and of high quality
- c. Provides service that is responsive, courteous and respectful
- d. Seeks opportunities and takes action to improve skills and quality of work product and/or services
- e. Maintains a safe workplace for self and others

0	1	2	3	4	5
Not applicable	Below Expectations	Meets some Expectations	Meets Expectations	Exceeds some Expectations	Exceeds Expectations

### Comments:

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## 2. Productivity

**Definition:** Takes initiative and produces work that is consistent with defined productivity standards for the position

### Behavioral Indicators:

- a. Completes assignments on or ahead of schedule; demonstrates project planning and time management capabilities
- b. Prioritizes tasks and implements efficient work procedures, routines and/or systems to maximize productivity
- c. Successfully overcomes obstacles and barriers to timely completion of tasks, projects and/or goals
- d. Cooperates with and motivates others to achieve goals and meet deadlines

0	1	2	3	4	5
Not applicable	Below Expectations	Meets some Expectations	Meets Expectations	Exceeds some Expectations	Exceeds Expectations

**Comments:**

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### 3. Reliability/Accountability

**Definition:** Demonstrates reliability, dependability and accountability in all aspects of the defined role

**Behavioral Indicators:**

- a. Is reliable and trustworthy
- b. Regularly completes all duties and goals with minimal supervision or assistance
- c. Is punctual and meets work attendance and deadline requirements
- d. Adapts well to changes in work assignments or goals
- e. Accepts accountability for outcomes

0	1	2	3	4	5
Not applicable	Below Expectations	Meets Some Expectations	Meets Expectations	Exceeds Some Expectations	Exceeds Expectations

**Comments:**

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### 4. Integrity/Ethics

**Definition:** Operates in accordance with APO policies and applicable laws and exhibits conduct consistent with APO's Code of Ethics.

**Behavioral Indicators:**

- a. Is fair, straightforward and honest
- b. Cooperates and is responsive to requests and/or reviews conducted by APO and is accountable for actions
- c. Maintains confidentiality
- d. Supports diversity and creates an inclusive environment of mutual respect and collegiality
- e. Raises questions or concerns regarding ethical and/or policy violations to supervisor as appropriate

0	1	2	3	4	5
Not applicable	Below Expectations	Meets Some Expectations	Meets Expectations	Exceeds Some Expectations	Exceeds Expectations

**Comments:**

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## 5. Communication

**Definition:** Is effective in interpersonal interactions as well as communicating both verbally and in writing.

**Behavioral Indicators:**

- a. Shares pertinent information and ideas with others as appropriate
- b. Listens carefully, is open to other points of view and accepts constructive feedback
- c. Uses appropriate language, tone, style and structure in all communications
- d. Fosters and maintains effective work relationships

<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Not applicable	Below Expectations	Meets Some Expectations	Meets Expectations	Exceeds Some Expectations	Exceeds Expectations

**Comments:**

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## 6. Customer Service/Customer Focus

**Definition:** Effectively applies knowledge of departmental service or product to best satisfy the customer's needs and expectations

**Behavioral Indicators:**

- a. Resolve customer questions and/or complaints efficiently, effectively and professionally
- b. Demonstrates a sense of urgency and responsibility to consistently provide service at all levels
- c. Is committed to increasing customer satisfaction and confidence
- d. Regularly seeks feedback and input from customers
- e. Demonstrates consistent customer follows-up

<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Not applicable	Below Expectations	Meets Some Expectations	Meets Expectations	Exceeds Some Expectations	Exceeds Expectations

**Comments:**

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## 7. Problem Solving/Decision Making

**Definition:** Builds a logical approach to address problems and/or manage the situation at hand by drawing on one's knowledge and experience, calling on other references and resources as necessary

### Behavioral Indicators:

- a. Undertakes a complex task by breaking it down into manageable parts in a systematic and detailed manner utilizing critical thinking and analysis
- b. Thinks of several possible explanations or alternatives for a situation, anticipates potential obstacles, and develops contingency plans to overcome them
- c. Identifies the information needed to solve problems effectively and communicate outcomes
- d. Presents problem analysis with recommended solutions, rather than simply describing the problem

0	1	2	3	4	5
Not applicable	Below Expectations	Meets Some Expectations	Meets Expectations	Exceeds Some Expectations	Exceeds Expectations

### Comments:

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## 8. Creativity/Innovation

**Definition:** Thinks and operates creatively. Seeks out new responsibilities; acts on opportunities. Has significant impact in creating breakthrough products or services that fulfill an institutional need

### Behavioral Indicators:

- a. Generates new and progressive ideas; appropriately challenges the status quo
- b. Takes responsibility and informed risks
- c. Supports and fosters change; encourages and rewards innovative practices
- d. Solves problems creatively and independently

0	1	2	3	4	5
Not applicable	Below Expectations	Meets Some Expectations	Meets Expectations	Exceeds Some Expectations	Exceeds Expectations

### Comments:

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## 9. Teamwork/Collaboration

**Definition:** Interfaces and works with internal and external team members in ways that foster optimal team interaction and results

**Behavioral Indicators:**

- a. Meets team deadlines and responsibilities; keeps stakeholders informed appropriately
- b. Listens to and values others' opinions, promoting a collegial team atmosphere
- c. Supports, assists and empowers team leaders while also leveraging own expertise to accomplish group goals
- d. Contributes to effective team processes and deliverables (e.g., team communication, team meetings, team exercises, etc.)

<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Not applicable	Below Expectations	Meets Some Expectations	Meets Expectations	Exceeds Some Expectations	Exceeds Expectations

**Comments:**

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## 10. Management

**Definition:** Manages projects, resources, individuals and teams to effectively accomplish defined goals and objective within all applicable ethics and compliance standards

**Behavioral Indicators:**

- a. Establishes high standards of performance; provides coaching, feedback, and corrective action when necessary with fairness and consistency
- b. Is approachable to subordinates and effectively manages the talent lifecycle (workforce planning, hiring, compensation, training, career development, rewards/recognition, and performance evaluation)
- c. Manages staff in planning and organizing projects; develops goals, milestones and accountabilities; ensures effective execution and delivery of results
- d. Effectively allocates resources, manages budgets and establishes metrics to minimize costs and maximize impact
- e. Is alert to possible misconduct and accountable for taking action to resolve issues effectively and efficiently

<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Not applicable	Below Expectations	Meets Some Expectations	Meets Expectations	Exceeds Some Expectations	Exceeds Expectations

**Comments:**

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## 11. Leadership

**Definition:** Establishes the vision, strategic directions and high performance culture within his/her area of responsibility and exhibits the ability to build trust, influence outcomes, and inspire others to effectively deliver results that positively impact the institution

### Behavioral Indicators:

- a. Facilitates the process of co-creating and communicating a vision and strategy that supports institutional goals and priorities with measurable results
- b. Develops self and others; fosters a culture of mutual respect, continuous learning, innovation and focus on results
- c. Continuously scans the environment and makes adjustments to strategy and organizational direction as appropriate; effectively navigates through change and transformation cycles
- d. Supports, communicates and embodies institutional values, vision and strategic priorities
- e. Leads by example

0	1	2	3	4	5
Not applicable	Below Expectations	Meets Some Expectations	Meets Expectations	Exceeds Some Expectations	Exceeds Expectations

### Comments:

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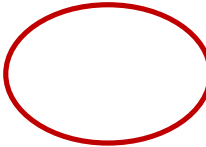
## 12. OVERALL PERFORMANCE RATING SCORE:

Add Individual Competency Ratings / Number of Competencies

Overall Performance Rating

\_\_\_\_\_ / \_\_\_\_\_

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\_\_\_\_\_  
Signature of Appraiser