



# PERFORMANCE EVALUATION FORM

## Executive Management (EM)

### (Direct Reports to the President and CEO)

**Mission** – Charles R. Drew University of Medicine and Science is a private non-profit student centered University that is committed to cultivating diverse health professional leaders who are dedicated to social justice and health equity for underserved populations through outstanding education, research, clinical service, and community engagement.

**Name:** \_\_\_\_\_ **Department:** \_\_\_\_\_

**Position Title:** \_\_\_\_\_ **ID #:** \_\_\_\_\_

**Supervisor:** \_\_\_\_\_ **Supervisor's Title:** \_\_\_\_\_

**Evaluation Date:** \_\_\_\_\_ **Evaluation Period:** \_\_\_\_\_

**Evaluation Type:**    **Annual**                       **Bi-Annual**                       **Other**

---

### **PERFORMANCE RATINGS:**

#### ***EXCEEDS EXPECTATIONS***

Work that is characterized by sustained exemplary accomplishments at the highest level throughout the rating period. Exhibiting performance that consistently exceeds and sometimes far exceeds the performance expectations and goals of the job. Typically demonstrates full mastery of the knowledge, skills, and abilities for the required work. ***Any rating of exceeds expectations must be accompanied by a description of achievements.***

#### ***MEETS EXPECTATIONS***

Work that is characterized by achieving results at a level that generally meets and sometimes exceeds the performance goals of the job. Typically demonstrates fully proficient knowledge, skills, and abilities for the required work. Requires an appropriate amount of supervision and follow-up.

#### ***NEEDS IMPROVEMENTS***

Work that requires improvement to fully meet the performance goals in or more areas; provides basic support to contributions of the organization. Typically demonstrates beginner knowledge, skills, and abilities for the required work.

#### ***UNSATISFACTORY***

Work that fails to meet the goals of the job function; generally falls short of performance goals (even though sometimes approaching goals); provides minimal support to the contributions of the organization. Requires direction, support and follow-up more frequently than others. May exhibit knowledge and or skills deficit. ***Any rating of unsatisfactory must be accompanied by comments specifying deficiencies.***

## A. PERFORMANCE STANDARDS/ LEADERSHIP COMPETENCIES:

For each core competency below, check the rating that most closely represents your overall judgment of the individual's performance. Comments are required and should be provided if rated Exceeds Expectations or Unsatisfactory.

1. **INTEGRITY:** Is truthful, equitable and honest in performing all aspects of the position, including professional endeavors: patient care, education, research, community contribution, and fiscal/administrative management. Attentive to the needs of staff and helps them reach their fullest potential; highly ethical leader who acts as a role model; demonstrates acceptance of individual differences, and encourages creativity in problem solving; uses influence rather than direct/coercive power to gain desired results and fosters a team environment. Sets and communicates expectations; holds self and others to high standards; initiates and manages change; presents self as a role model; creates equitable workplace based on respect; directs and accepts responsibility for the performance of subordinates.

Exceeds Expectations  Meets Expectations  Needs Improvement  Unsatisfactory  N/A

Comments:

2. **LOYALTY/COMMITMENT:** Consistently exhibits a commitment to the success of the University. Demonstrates an understanding of the University's Vision, Mission and Values in their performance of duties.

Exceeds Expectations  Meets Expectations  Needs Improvement  Unsatisfactory  N/A

Comments:

3. **ACCOUNTABILITY:** Plans for optimal use of all resources based on full knowledge and understanding of the unit's current and future mission. Arranges for the most advantageous deployment of staff in order to foster and maintain effectiveness in new and ongoing programs. Optimizes utilization and/or reconfiguration of available resources to accommodate current and future programs and projects.

Exceeds Expectations  Meets Expectations  Needs Improvement  Unsatisfactory  N/A

Comments:

4. **TEAMWORK/ COLLABORATION:** Holds self and all team members accountable for decisions made, as well as actions taken and not taken. Understands the importance of individual and team responsibility on actions. Understands the function and role of all team members and maximizes their contributions to achieve CDU's goals. Creates opportunities for teamwork, utilizing the knowledge, skills, abilities, education, and experience of each team member. Develops and demonstrates strong facilitation skills, using effective teamwork tools to encourage interaction; resolves conflicts focusing on consensus-building. Coaches and mentors subordinates to maximize their contributions to the institution. As problems arise, identifies and implements appropriate solutions, based on available data, engaging all team resources.

Exceeds Expectations  Meets Expectations  Needs Improvement  Unsatisfactory  N/A

Comments:

5. **PROBLEM SOLVING/CONSISTENT JUDGMENT & DECISION MAKING:** Effectively identifies problems; assesses relevant facts; weighs alternatives; makes appropriate decisions; takes responsibility for decisions made; communicates information to appropriate parties; ensures that all decisions are consistent with overall organizational goals; effectively assesses degree of risk in plans and actions. Seeks input from several sources and key stakeholders when possible prior to making decisions; understands financial impact of decisions; makes sound decisions based on data.

Exceeds Expectations  Meets Expectations  Needs Improvement  Unsatisfactory  N/A

Comments:

6. **DELIVERABLES/ RESPONSIVENESS:** Focuses on outcomes; takes accountability for own actions and the actions of faculty and or staff. Sets and monitors realistic goals; achieves financial performance. Demonstrates ability to set goals and priorities; handles multiple tasks simultaneously; delegates effectively; implements strategies to meet deadlines; anticipates and plans for change.

Exceeds Expectations  Meets Expectations  Needs Improvement  Unsatisfactory  N/A

Comments:

7. **FISCAL:** Effectively plans for and establishes sound financial controls within area of responsibility; evaluates expenditures in terms of usefulness, cost effectiveness, and business need; and allocates financial and human resources to achieve business goals.

Exceeds Expectations  Meets Expectations  Needs Improvement  Unsatisfactory  N/A

Comments:

8. **SUPERVISION/MANAGEMENT:** Establishes an environment that fosters the recruitment, development and retention of the most highly qualified and diversified team of professionals. Demonstrates an understanding of the many ways that human performance can be improved in organizational settings; applies coaching skills to close existing or anticipated performance gaps; ability to master new techniques or expectations, and can adjust properly to a changing environment.

Exceeds Expectations  Meets Expectations  Needs Improvement  Unsatisfactory  N/A

Comments:

9. **COMMUNICATION (UP, DOWN, VERTICAL):** Listens attentively; uses tact and diplomacy in interpersonal interactions; uses communication skills to build group commitment; uses empathetic rather than sympathetic statements; gives specific feedback; actively listens; uses effective non-verbal communications; tailors written communication for intended audience; expresses ideas clearly and concisely in written and verbal communication; recognizes scenarios that could result in institutional embarrassment and initiates actions to ameliorate these situations;

Exceeds Expectations  Meets Expectations  Needs Improvement  Unsatisfactory  N/A

Comments:

10. **SUBJECT MATTER EXPERTISE:** Exhibits a highly specialized knowledge and aptitude for providing advice and counsel in the area of their expertise.

Exceeds Expectations  Meets Expectations  Needs Improvement  Unsatisfactory  N/A   
Comments:

**MANDATORY COMPLIANCE & TRAINING (as applicable):**

Meets Expectations  **Licensure/registration** – Employee has provided a copy of the current appropriate state and or federal license/certification.

Meets Expectations  **Mandatory Sexual Harassment Training** – Employee has attended mandatory 2 year supervisory sexual harassment training.

Meets Expectations  **Conflict of Interest** – Employee has completed annual conflict of interest disclosure questionnaire.

Meets Expectations  **HIPAA** - Employee has provided a copy of the current appropriate state and or federal license/certification.

Meets Expectations  **Health Clearance** - TB test has been completed and HIV and Aids. Any other health requirement related to position/grant has been met.

Meets Expectations  **HR Training** – CDU Essentials Training and Webinars (Risk management and Payroll).

Meets Expectations  **Mandatory Management Training** - All organizational and departmental training programs

Meets Expectations  **Safety Training** – OSHA, Workers Compensation, Emergency Evaluation, Vivarium.

Meets Expectations  **Office of Sponsored Programs (OSP) Training**

Comments:

---

**B.** Did this individual achieve the goals established since the previous performance period? Yes  No  N/A

If no, please explain. Please identify this individual’s major achievements, involvement actively supporting programs (i.e. health fairs, health initiatives that encourage well-being, etc.), and or committees participated on during this performance evaluation period.

**C. PERFORMANCE IMPROVEMENT:**

Describe job-related performance improvements (including accountability and responsibility), which would help this individual to be more effective.

**D. NEW GOALS/OBJECTIVES and PROFESSIONAL DEVELOPMENT PLAN:**

List below the performance goals that have been developed for this individual to fulfill during the next fiscal evaluation period, with a completion timetable for each. Include any courses, reading materials, seminars, and on the job training you think the employee should take to further their knowledge and improve their performance in the University.

**Key Result Areas / Performance Objectives:**

Define up to five key result areas and corresponding measurable performance objectives with your employee.

Step 1: Supervisor defines key result areas & performance objectives based on the job description and position responsibilities at the beginning of the evaluation period.

Step 2: Supervisor and employee discuss and finalize the key result areas & performance objectives.

Step 3: Supervisor documents the key result areas & performance objectives and provides a copy to the employee.

Step 4: Supervisor reviews key result areas & performance objectives periodically.

Key result areas/performance objectives:

Established mm/dd/yy	Reviewed mm/dd/yy	Reviewed mm/dd/yy
GOAL # 1		
Performance Objectives		
Comments:		
GOAL # 2		
Performance Objectives		
<b>A:</b>		
<b>B:</b>		
<b>C:</b>		
Comments:		

**OVERALL PERFORMANCE RATING:**

Please provide an overall performance rating based on the specific ratings given throughout the evaluation (Complete pages 2-3).

**Exceeds Expectations**       **Meets Expectations**       **Needs Improvement**       **Unsatisfactory**

Supervisor Comments:

**Supervisor Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

---

Employee Comments:

I acknowledge I have received and reviewed this Leadership Performance Evaluation and that it has been reviewed with me by my direct supervisor. My signature indicates neither agreement nor disagreement with the content of the evaluation.

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Please send the completed original performance evaluation form to the Department of Human Resources.**