Case Western Reserve University Performance Management Outline for the Development and Evaluation of Managers and Supervisors

Case Western Reserve University is a leading independent center for education, research and community citizenship. The University achieves its goals through the performance and excellence of each individual. The University expects all managers and supervisors to exemplify its values through committed leadership and concern for human relationships. As an organization, we value:

A working environment that encourages:

- Mutual respect and open communication
 - Innovation and continuous learning
 - A cooperative spirit and teamwork
- Respect for diversity and inclusiveness
- Personal growth and celebration of accomplishments
 - Safety orientation

Personal responsibility based on:

- Integrity and ethics
- Accountability for results
- Clear goals and empowerment
 - Dependability
- •Protecting resources against waste, loss, or misuse

A customer-focused service orientation which exhibits:

- Concern for the customer's goals and needs
 - Economy, efficiency, and flexibility
 - Courtesy
 - Responsiveness with good judgment
- Continuous and measurable improvements

Employee Name					
Job Title					
Department					
Evaluator					
Objectives & Development Planning Period:					
From	Through				



Performance Management Outline

SECTION I Responsibilities/Objectives and Performance Standards in Support of Departmental Goals "Maximizing one's professional qualifications to make a difference"

Prin Respon	nary Performano sibilities/Object	ce Expectations: cives and Standards		Mid-Y Progress		of Success an Comment and	riod Rating ad Effectiveness Place X on Scale Rate Very Strong
Objective 1:							
Objective 2:							
Objective 3:							
Objective 4:						 	
Objective 5:							
Objectives fo	r new rating perio	od reviewed and agreed to:		Mid-Year I	Review:		
Evaluator	Date	Fmployee	Date	Fyaluator	Date	Employee	Date

SECTION II

Performance Competencies Necessary to manage and supervise within a vision, "Making a Difference by Working and Learning Together."

			Mid-Year Progress Notes		End of Period Rating of Key Competencies Place X on Scale to Ra Not Strong Very Stro	s ate
Establishing Direction and Focus: Develops support Department and University Mission		ojectives that				-
Empowering Others : Develops employee consharing information and allowing employees objectives will be achieved and issues resolved.	freedom to make decisions or					$\overline{-}$
Managing Performance: Provides employee organizational values and desired results, cl suggestions for training and self developmen	ear and honest performance f at and timely evaluations.	eedback,				<u> </u>
Attention to Communications : Ensures coral and written), particularly those who will carefully and attentively. Builds effective for	be affected by change. Lister mal and informal communica	ns to others ation channels.				<u> </u>
Managing Change: Initiates actions that for that build commitment to Department and U	Jniversity objectives.	Ü				<u> </u>
Service Orientation: Demonstrates concer "customers," co-workers, and others with ecjudgment and continuous measurable improquality of and ways to improve services.	onomy, efficiency, flexibility, o	courtesy, good			 	\dashv
Managing the Environment: Maintains a value for others; that values inclusiveness and but cooperation and teamwork.	ilds workforce diversity; and t	hat fosters				\dashv
Safety Orientation: Observes safety standa and participates, as appropriate, in resolving						\dashv
Demonstrating Initiative and Dependabili independently to support the vision, mission problems. Seeks to learn and continuously accomplish objectives. Uses resources wisely	and objectives and to resolve develop self. Maintains high	e or avoid				\dashv
Competencies Revie	wed and Discussed:		Mid-Year Review			
Evaluator Date	Employee	Date	Evaluator	Date	Employee Da	ate

SECTION III

End of Period Summary Performance Rating

Based on a review of Section I, Success and Effectiveness in Position Responsibilities/Accomplishing Objectives and Standards, and Section II, Performance Competencies, provide a summary performance rating:

Comme	nts:				
	Performance consistently and significantly above standards in virtually all areas; far exceeds no	ormal expectations.			
	Performance well above standards in many important aspects; usually exceeds normal expectations.				
	☐ Performance meets standards in all important aspects; good contributor.				
	Performance slightly below standards in some important aspects, but meets standards in others; performance generally acceptable but improvement needed to fully achieve functional performance level.				
	Performance below standards in a number of critical aspects; substantial improvement needed				
	Evaluaton Cignatum	Doto			
	Evaluator Signature	Date			
I have read this appraisal and it has been discussed with me. I understand that signing this appraisal does not necessarily mean I agree with all of the information in it or that I forfeit my right for review.					
	Employee Signature	Date			