Life University

Employee Information

Name:	
Reviewer Name:	
Review Period:	
Hire Date:	

Overall Rating:	
Job Title:	
Reviewer Job Title:	
Review Type:	SUPERVISOR PERFORMANCE APPRAISAL
Department:	

This appraisal uses behavior-based scales. Each statement in the Performance Appraisal describes a behavior category and is accompanied by a numbered rating scale that represents a continuum of behavior patterns within that category. The numbers associated with each of these behavior patterns were desgined to describe those patterns as follows:

Rating Scale Legend

Rating	Abbrev	Description
Level 1*	1	**Description:** Destructive or apathetic to job requirement, duties and/or responsibilities.* *A rating of "Level 1" requires comment describing the pattern of behavior including at least one specific instance and possible strategies to elevate the behavior pattern to the "Responsive" or "Proactive/Anticipatory" level.*
Level 2	2	**Description:** Compliant (careless) in the performance of duties and responsibilities; behaviors do not consistently meet the Standards. The University's expectation is that employees will perform at Level 3 or above).
Level 3	3	**Description:** Receptive and responsive and to requests and assignments.
Level 4*	4	***Description:**. Anticipatory, proactive and/or considerate of the broader/future impact of actions. NOTE: a rating of "Level 4" includes all the positive behaviors associated with a rating of "Level 3" plus additional positive behaviors.* *A rating of "Level 4" requires a description of the pattern of anticipatory responses and/or the employee's broad consideration of his/her actions on others. Please cite at least one specific example.*

Section 1: Review of Performance

I) An Attitude of Helpfulness

Category Rating: [　]

Competency	Rating
I-A) Owns the Problem Until It's Resolved 1. Ignores problems or allows team/members to ignore problems and/or inappropriately passes them along to others 2. Attempts to resolve problems based on limited information or understanding and/or allows the team/members to do the same 3. Makes appropriate attempts to resolve problems and supports the team/members in problem resolution 4. Skillfully assess problems and potential problems, accurately identifies the key people needed, delegates appropriately, and ensures appropriate resolutions	**1 2 3 4** ☐ ☐ ☐ ☐
I-B) Consistently Displays Courtesy 1. Displays rude, abrasive or disrespectful behavior towards others and/or accepts or promotes the same behavior from his/her team/members 2. Communicates in curt or abrupt manner and/or accepts the same behavior from his/her team/members 3. Interacts with others in a manner that is perceived as professional, collegial or friendly and/or expects the same behavior in his/her team/members 4. Ensures that he/she and his/her team/members proactively interact courteously	**1 2 3 4** ☐ ☐ ☐ ☐
I-C) Actively Listens and Responds to Others' Needs 1. Refuses to listen to others and fails to acknowledge questions and/or encourages the same behavior from his/her team/members 2. Listens sufficiently to meet basic request 3. Listens and asks questions that allow request to be fully met as appropriate and encourages team/members to develop and use listening and problem solving skills 4. Actively listens, anticipates future requests and ensures team's/members' ability to proactively resolve requests and meet needs	**1 2 3 4** ☐ ☐ ☐ ☐
I-D) Displays a Commitment and Responsibiilty to Help 1. Refuses to help when asked, offers no alternatives or offers incorrect/inappropriate alternatives; discourages team members from appropriately going out of their way to help 2. Compiles only with specific requests, shares only most basic information needed or offers suggestions for incomplete resolution and accepts the same behavior from team/members 3. Is appropriately helpful to anyone who asks and/or encourages team/members to do the same 4. Goes out of his/her way to appropriately offer help, even if not specifically requested and creates a team environment of helpfulness	**1 2 3 4** ☐ ☐ ☐ ☐
I-E) Manages Information Effectively 1. Withholds or delays helpful or necessary information or provides false and/or antagonistic information and/or creates a team environment that blocks the flow of needed information 2. Shares pertinent information only when asked and/or allows team/members to do the same 3. Provides sufficient information for efficient and effective communication and encourages team/members to do the same 4. Seeks to identify the appropriate constituency for information and disseminates it proactively, and ensures team/members are capable and committed to effective information sharing	**1 2 3 4** ☐ ☐ ☐ ☐
I-F) Appropriately and Reliably Record Information 1. Fails to record or inappropriately records and/or fails to appropriately distribute necessary/accurate information and/or encourages or permits team/members to do the same 2. Records and distributes necesary information only when required and/or allows team/members to do the same 3. Records and appropriately distributes necessary information and encourages team/members to be responsive to information requests 4. Seeks more effective ways for self and team/members to reliably and efficiently record information in its most useable and accessible form	**1 2 3 4** ☐ ☐ ☐ ☐
Comments	

II) A Personal Commitment to Building Relationships

Category Rating: [ ]

Competency	Rating
II-A) Accepts Responsibility for Decisions, Actions, and Results 1. Refuses responsibility for actions related to his/her own and his/her team's assignments 2. Accepts responsibility for assignments, accepts responsibility for and ensures errors are corrected 3. Ensures self and team/members complete assignments and resopnsibilities with minimal errors and reminders; accepts responsibiilty for decisions and team/members' actions and results 4. Manages all personal and team/members' assignments and responsibiilties, including handling unanticipated challenges and issues	**1** **2** **3** **4** ☐ ☐ ☐ ☐
II-B) Appropriately Celebrates Others' Work Contributions 1. Ignores, discounts or ridicules successes and accomplishments and promotes/permits the same behavior in team/members 2. Appropriately acknowledges successes and accomplishments when brought to his/her attention and allows the same behavior in team/members 3. Publicly acknowledges successes and accomplishments in an appropriate manner and encourages the same behavior in team/members 4. Creates an environment of timely and appropriate acknowledgment of successes and contributions both informally and formally, and appropriately uses those accomplishments as examples for others' success	**1** **2** **3** **4** ☐ ☐ ☐ ☐
II-C) Appropriately Addresses Deficiencies 1. Ignores or discounts own or team/ membersrs deficiencies 2. Acknowledges own or team/members' deficiencies when brought to his/her attention 3. Appropriately addresses own or team/members' deficiencies 4. Consistently maintains and communicates development plans to effectively address and minimize own and team/members' deficiencies	**1** **2** **3** **4** ☐ ☐ ☐ ☐
II-D) Promotes Inclusiveness with People of Diverse Backgrounds 1. Uses derogatory, stereotyped (stereotypical) descriptions of people with different backgrounds, and encourages team/members' to do the same 2. Work effectively with individuals diverse backgrounds 3. Appreciates and leverages the capabilities, insights and ideas of all individuals and promotes opportunities for self and team/members to interact with all members of LIFE's community 4. Takes action to increase diversity at LIFE through recruitment and development of, and engagement with, individuals from various backgrounds and cultures	**1** **2** **3** **4** ☐ ☐ ☐ ☐
II-E) Displays and Expects Professionalism 1. Displays and/or accepts a lack of self-control, ethical behavior, appropriate appearance and/or language in the work setting, or when representing Life University and accepts the same in team/members 2. Demonstrates and expects acceptable conduct, appearance and behavior in the work setting and when representing Life University 3. Reliably demonstrates professional conduct, appearance and behavior in the work setting and when representing Life University and addresses unprofessional conduct among team members 4. Sets the example and communicates high expectations for others in demonstration of professional conduct, appearance and behavior in the work setting and when representing Life University, even in stressful situations	**1** **2** **3** **4** ☐ ☐ ☐ ☐
II-F) Builds Pride In and Ownership of the Instiution 1. Ridicules, negates or tolerates institution's mission/direction and/or makes a minimal effort to maintain its physical environment 2. Supports the institution's mission and values, observes care in daily use and appearance of its physical environment 3. Promotes the institution's mission and values, observes practices and communicates ways to improve its physical environment 4. Develops ways to advance the mission and values of the institution and enrich its physical environment	**1** **2** **3** **4** ☐ ☐ ☐ ☐

II-G) Actively Seeks Out and Builds Relationships with Those Necessary for Optimal Function	1 2 3 4
1. Engages in destructive, counterproductive or unproductive interactions with colleagues 2. Fails to seek out and engage with others in the development of constructive collegial relationships 3. Builds and supports constructive relationships within and between other areas/teams 4. Creates an environment that encourages and promotes opportunities to connect with others in ways that optimize function	☐ ☐ ☐ ☐

Comments

III) Manages to the Best Solution

Category Rating: [ ]

Competency	Rating
III-A) Acquires and Develops Job Skills 1. Demonstrates an inability or unwillingness to acquire/apply the necessary skills to effectively and accurately perform and manage required tasks, and discourages team/members from doing so 2. Demonstrates the necessary skill level to effectively and accurately perform required tasks and manage his/her team, but is unwilling to expand skills 3. Takes advantage of opportunities to expand his/her skills and applies them to improve job performance, and encourages team/members in the acquisition of new skills 4. Assesses the need for and acquires new skills for self and team/members,, and advocates for the resources necessary for team/members to acquire new skills	1 ☐ 2 ☐ 3 ☐ 4 ☐
III-B) Asks Appropriate Questions to Discover Needs and Offers Alternative Solutions 1. Offers limited suggestions that don't address needs or provide misdirection and allows the same behavior from team/members 2. Responds only to immediate request, doesn't seek necessary clarification or amplification to fully meet or consider requests 3. Asks appropriate questions for clarification and amplification to meet or consider needs 4. Skillfully and efficiently anticipates and interprets the situation to best resolve needs; encourages team's/members' questions and suggestions	1 ☐ 2 ☐ 3 ☐ 4 ☐
III-C) Uses and Promotes Creative Approaches 1. Demeans, ignores or discourages others' new ideas or approaches 2. Does not generate or ecourage new ideas 3. Addresses issues at hand by generating and/or welcoming new approaches/ideas that appropriately meet/resolve the needs being addressed and support team/members in doing the same 4. Recognizes opportunities and develops strategies for improvement; maintains an environment that encourages creativity in team/members and directs resources and efforts appropriately	1 ☐ 2 ☐ 3 ☐ 4 ☐
III-D) Creates a Productive Environment 1. Distracts or prevents him/herself or team/members from being productive 2. Performs only as instructed or directed and/or accepts the same behavior in team/members 3. Appropriately identifies needed teams'/members' tasks and projects, and ensures that they're done efficiently 4. Envisions and inspires tasks/projects needed for efficient operation, and develops strategies for implementation	1 ☐ 2 ☐ 3 ☐ 4 ☐
III-E) Envisions and Plan for Change 1. Derides team/members' or others' suggestions for change and/or is obstructionistic 2. Plans for and/or makes changes reluctantly or only as directed 3. Recognizes the need for, adapts to and encourages teams'/members' adaptation to change 4. Maintains awareness of current best practices and trends and their potential applicability to his/her area, and promotes an environment of adaptability	1 ☐ 2 ☐ 3 ☐ 4 ☐
III-F) Collaborates in a Positive Manner with Others 1. Refuses to work collaboratively with others, doesn't see, ignores and denigrates the need to collaborate and accepts the same behavior from team/members 2. Collaborates on assignments as appropriate and/or allows the team/members to do the same 3. Demonstrates and expects positive collaboration; actively listens and is open to suggestions in seeking resolution 4. Creates the environment for positive collaboration toward the best solution and equips team/members with collaboration skills	1 ☐ 2 ☐ 3 ☐ 4 ☐
III-G) Supports Decisions That are Made Collaboratively 1. Actively derides or fails to abide by final decisions and/or allows team/members to do the same 2. Abides by final decisions and expects team/members to do the same 3. Clarifies and supports collaborated decisions and ensures team/members understand and support the decision 4. Creates an environment that promotes support of decisions that are made collaboratively and expects team/members to maintain that environment	1 ☐ 2 ☐ 3 ☐ 4 ☐

III-H) Negotiates with Respect, Resolves Conflicts and Reaches Agreement
    1.   Refuses to participate or negotiate in (and/or discourages) conflict resolution; creates and/or permits conflict within the team
    2.   Participates only when required and/or demonstrates limited engagement in resolution of disagreements or conflicts, and/or accepts the same behavior in team/members
    3.   Responds respectfully and constructively in resolution when conflict is identified, and minimizes escalation within/between teams/members
    4.   Actively recognizes and tactfully resolves existing conflicts, actively works to prevent potential conflict, and creates a safe environment for constructive conflict resolution
	1 ☐ 2 ☐ 3 ☐ 4 ☐

Comments	

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IV) User Friendly Always

Category Rating: ☐

Competency	Rating
IV-A) **Prioritizes Own Time and Demands on Others' Time Effectively and Respectfully** 1. Utilizes time ineffectively and/or shows disregard for the effective utilization of team's/members' and others' time 2. Utilizes his/her own time effectively without consideration of team's/members' and others' time 3. Effectively utilizes his/her time and assists in the effective utilization of team's/members' time 4. Actively works to improve his/her own time utilization and the time utilization skills of team's/members'	1 ☐ 2 ☐ 3 ☐ 4 ☐
IV-B) **Acquires and Applies Knowledge, Including Institutional Knowledge** 1. Demonstrates an unwillingness to acquire the necessary knowledge for his/her position or promote the acquisition of knowledge by his/her team/members 2. Acquires necessary knowledge to perform effectively 3. Regularly pursues opportunities to acquire new knowledge that results in personal and team growth and increased effectiveness of job performance 4. Creates an environment where all members of the team actively seek to acquire new knowledge that result in enhanced job performance	1 ☐ 2 ☐ 3 ☐ 4 ☐
IV-C) **Responds to Requests in a Timely Manner** 1. Ignores requests and accepts the same behaviors from team/members 2. Acknowledges requests with minimally effective responses 3. Consistently responds in a prompt and appropriate manner to all requests and supports the same behavior in his/her team 4. Creates an environment in which team members provide timely, complete or better information/service than expected	1 ☐ 2 ☐ 3 ☐ 4 ☐
IV-D) **Utilizes the Planning Cycle Effectively** 1. Sabotages LIFE's planning cycle and/or refuses to plan with his/her team 2. Requires direction to follow and/or makes plans and/or accepts the same behavior from team/members 3. Creates personal and team work plans, and contributes to planning cycle and utilizes plans as intended 4. Creates an environment of consistent planning and feedback processes to increase personal, departmental and institutional productivity and effectiveness	1 ☐ 2 ☐ 3 ☐ 4 ☐
IV-E) **Actively Supports, and Utilizes Internal Policies and Procedures Effectively** 1. Ignores or misapplies existing policies and procedures and/or accepts the same behavior from his/her team/members 2. Applies existing policies and procedures and requires the same behavior from his/her team/members 3. Conducts regular review of and implements improvements to policies and procedures 4. Ensures departmental policies and procedures are consistent with LIFE's mission and contribute to LIFE's advancement	1 ☐ 2 ☐ 3 ☐ 4 ☐
IV-F) **Consistently Models Respectful and Constructive Interaction with All Others** 1. Ignores others or shows contempt for others' presence and/or accepts the same behavior from his/her team/members 2. Engages team/members and others only as needed 3. Encourages respectful and constructive interaction with all others 4. Provides opportunities for constructive interaction for self and team/members, and creates a welcoming environment for all	1 ☐ 2 ☐ 3 ☐ 4 ☐
IV-G) **Considers the Impact of Decisions and Actions (including Failure to Act) on the LIFE Community** 1. Disregards the impact on others when acting or making decisions and/or accepts the same behavior from team/members 2. Considers the impact of own or team's actions or decisions on others 3. Explores and considers the impact of actions and decisions in a broad context, and supports the same behavior from team/members 4. Consistently anticipates and appropriately communicates the impact of own and team's/members' actions and decisions on others and offers alternate arrangements or options, and promotes the same behavior from team/members	1 ☐ 2 ☐ 3 ☐ 4 ☐
Comments	

Overall Performance Rating:

1. Destructive or apathetic to job requirements, duties and/or responsibilities*

*A rating of "1" requires comment describing the pattern of behavior

4. Anticipatory, proactive and/or considerate of the broader/future impact of actions; a rating of "4" includes all the positive behaviors associated with a rating of "3" plus additional positive behaviors.*

*A rating of "4" requires a description of the pattern of anticipatory responses and/or the employee's broad consideration of his/her actions on others. Please cite at least one specific example.

Section 2: Review of Progress in Meeting Goals

Section 3: Performance Plan for Upcoming Review Period -- List of Goals

Section 4: Overall Comments

Overall Comments

Development Plan

Employee Comments

Signatures

_____   _____
Manager/Supervisor   Date   Employee   Date

_____
Human Resources   Date

By signing, employee acknowledges that all necessary forms have been reviewed with them and does not necessarily imply agreement with content.