

## PERFORMANCE APPRAISAL FOR EXEMPT / SUPERVISORY / MANAGERIAL / EXECUTIVE STAFF - B (LONG FORM)

### Goal

The goal of the performance appraisal process is to provide timely feedback to management and other exempt staff and assist in career development and training. It is also used to establish the goals for the upcoming year, which then become part of the next year's performance appraisal process.

### Methodology

The methodology involves both a quantitative and qualitative review of the individual's performance as well as support for the rating given. Measurement criteria are broken down into three generic categories: quantity of work, quality of work and support of the organizational principles / values. The first two sections must be adapted by the reviewer to fit the scope and nature of work of individual departments. Measurement criteria may differ department by department or with level of responsibility.

The appraisal form is divided into five sections.

### Summary

Individual quantitative ratings, overall rating and reviewer / reviewee comments. Rating scale definitions are:

1. **Outstanding.** Regularly exceeds all of the position requirements. For example, routinely shows strong self-initiative, well organized, possesses strong communication and leadership skills, etc.
2. **Commendable.** Regularly exceeds most of the position requirements. For example, shows initiative, innovation, organization, and communication skills, etc.
3. **Satisfactory.** Employee consistently meets all requirements of position. (A satisfactory rating should not be viewed as a negative or critical comment of individual's performance)
4. **Below average.** Employee meets minimal criteria for position. Action program to improve employee's performance to be prepared by the manager. Next review will be in six months to measure success in improving performance.
5. **Unsatisfactory.** Employee should be put on probationary status and a remedial program established. Next review will be in three months at which time a rating that shows no improvement may lead to dismissal.

### Quantity of Work

Success against previously established objectives is measured and quantified. Evolving objectives or accomplishments can be added or included. Reviewee has the opportunity to expand or comment on each area.

### Quality of work

Criteria are established. Comment or critique individual's ability to meet or exceed the criteria.

### Observance of guiding principles/values

This is the subjective measurement of the individual's ability to incorporate the guiding principles/values of the rf into his/her work and effectively communicate these values to our constituents through work, personal commitment and clients' perceived results.

### Objectives for the next year

The manager and employee should establish mutual, measurable objectives for the upcoming year. This includes both the employee's personal objectives, departmental objectives to which the employee may be called upon to make a contribution and recommended training and professional development by the manager.

### Process

The manager, in conjunction with the employee, should complete the appraisal form without establishing any individual section or overall numerical ratings. The manager will then review with their senior manager his/her recommendations for numerical ratings for the sections and the overall rating. With the concurrence of the senior manager, the appraiser will meet with the employee, review the appraisal and numerical ratings and agree on future plans. After both the employee and manager have signed the performance appraisal form, it is forwarded to the senior manager for final sign off and sent to human resources to become part of the employee's personnel records.

**Research Foundation CUNY Performance Appraisal**

Name \_\_\_\_\_ Position \_\_\_\_\_ Department \_\_\_\_\_

Review Period \_\_\_\_\_ Manager \_\_\_\_\_

Date of Review \_\_\_\_\_ Date of Follow-Up \_\_\_\_\_

**Individual Ratings**

	1 (Outst.)	2 (Comm.)	3 (Sat.)	4 (Bel. Avg.)	5 (Unsat.)
Quantity Of Work	↑	↑	↑	↑	↑
Quality Of Work	↑	↑	↑	↑	↑
Observance Of Guiding Principles	↑	↑	↑	↑	↑

Manager Summary \_\_\_\_\_

Employee Comments \_\_\_\_\_

Signature of Manager \_\_\_\_\_ Date \_\_\_\_\_

Signature of Employee\* \_\_\_\_\_ Date \_\_\_\_\_

Signature of Senior Manager \_\_\_\_\_ Date \_\_\_\_\_

\*Signature confirms that the discussion has taken place. It does not signify that agreement has been reached. Employees are welcome to discuss their evaluations with their senior manager.

**Section One – Quantity Of Work**

Measuring Volume Of Work Against Objectives (And Any Other Achievements). Takes Into Consideration Speed And Consistency Of Output.

Objectives	Employee Summary	Manager Summary	Rating

**Section One – Quantity Of Work - Continued**

Measuring volume of work against objectives (and any other achievements). Takes into consideration speed and consistency of output

Objectives	Employee Summary	Manager Summary	Rating

Rating for Quantity of Work \_\_\_\_\_

**Section Two – Quality of Work**

The manager, with the input of the employee, should objectively comment on those criteria which are particularly relevant to the individual's job. For managers' appraisals, the quality of work will include the quality of the output of the unit they manage taking into account their own personal contribution.

	If appropriate, give specific examples to justify rating.	Rating
Work is accurate, technically correct and based on sound analysis and judgment		
Work is well organized, properly planned, and focused		
Work is timely and on schedule		
End results are responsive to client's needs (internal and external)		
Work demonstrates creativity and/or initiative		
Work demonstrates clear and effective communication		
Other		

Rating for Quality of Work \_\_\_\_\_

**Section Three – Observance of Guiding Principles/Values**

The manager, with the input of the employee, should objectively comment on those criteria that are particularly relevant to the specific job/management position. The commentary should be an objective assessment of the extent to which the employee observes the guiding principles/values as they relate towards work, colleagues and clients.

	If appropriate, give specific examples to justify rating.	Rating
Mission Conscious		
Results Driven/Problem Solving		
Team Spirit		
Service Orientation (Internal/External)		
Innovative		
Highly Professional		
Dependable		
Punctuality/Attendance		
Other		

Rating for Observance of Guiding Principles \_\_\_\_\_

**Section Four – Objectives for Next Year**

Please summarize or attach the employee’s objectives, bearing in mind the following

- Contribution To Department Objectives In The Business Plan
- Other Contributions To The Research Foundation Including Teamwork Within Department, Collaboration With Other Teams, Leadership (Including Recruitment And Coaching), Overall Contributions To The Research Foundation’s Mission
- Personal And Professional Development Plan

To be completed by manager with input from employee

Objectives	Specific follow-up, if appropriate (e.g. assistance required from manager)

Training	Please summarize below recommended training needs (including any needs listed above)