

Leadership Performance Evaluation



Employee Name:		Department:		
Job Title:		Manager Name:		Manager Clock #:
Review Period		Clock #	Date Signed	Final Performance Rating
From:	To:			

I. Key Competency Evaluation – Note: The Competency Assessment Guide for Leaders may be helpful when completing this section if used. The Competency Assessment Guide ***should not*** be attached to the employee’s final performance evaluation.

Performance Level	Description	1 – Unsatisfactory Performance	2 – Needs Improvement	3 – Meets Expectations	4 – Exceeds Expectations	5 – Exceptional Performance
Exceptional Performance: 5	Performance levels and accomplishments far exceed normal expectations. This category is reserved for the employee who truly stands out and clearly and consistently demonstrates quality and quantity of work that is easily recognized as truly exceptional by others.					
Exceeds Expectations: 4	Performance frequently exceeds job requirements. Accomplishments are regularly above expected levels. Performance is sustained and uniformly high with thorough and on-time results.					
Meets Expectations: 3	Performance clearly and fully meets all the requirements of the position in terms of quality and quantity of work. It is described as good, solid performance. While minor deviations may occur, the overall level of performance meets all position requirements					
Needs Improvement: 2	Performance is noticeably less than expected. The employee generally meets most job requirements, but struggles to fully meet them all. The need for further development and improvement is clearly recognized.					
Unsatisfactory Performance: 1	Performance must improve substantially within a reasonable period of time if the individual is to remain in this position. The employee is not meeting the job requirements.					
1. Leadership and Change Management - Provides direction, motivation and sets an example through open communication and modeling best practices. Instills, implements and effectively deals with change, challenges and ambiguity while also balancing the need for change with the need for continuity. Includes delivering the message of change and creating an environment that inspires people to change. Comments:		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Accountability/Results Focused - Demonstrates an understanding of the link between one’s own job responsibilities and overall organizational goals and needs. Performs one’s job with the broader goals in mind. Develops goals for cross-functional teams and multi-disciplinary projects and measures successes against those goals. Comments:		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Innovation and Risk Taking - Displays the courage to actively try new approaches to problem solving in order to create efficiencies. Comments:		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Performance Management and Employee Development - Provides appropriate advice, on-going feedback, support and resources through <u>timely completions of Performance Evaluations</u> to improve effectiveness of individuals and teams. Comments:		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Integrity, Inspires Trust and Confidence - Acts in an honest and trustworthy manner based on personal accountability and a moral conviction to do the right thing. Creates an environment in which people communicate honestly and openly, that welcomes the sharing of new ideas. Fosters trust by maintaining consistency in words and actions. Keeps confidences and honors commitments. Comments:		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Exceptional Performance: 5	Performance levels and accomplishments far exceed normal expectations. This category is reserved for the employee who truly stands out and clearly and consistently demonstrates quality and quantity of work that is easily recognized as truly exceptional by others.	1 – Unsatisfactory Performance 2 – Needs Improvement 3 – Meets Expectations 4 – Exceeds Expectations 5 – Exceptional Performance
Exceeds Expectations: 4	Performance frequently exceeds job requirements. Accomplishments are regularly above expected levels. Performance is sustained and uniformly high with thorough and on-time results.	
Meets Expectations: 3	Performance clearly and fully meets all the requirements of the position in terms of quality and quantity of work. It is described as good, solid performance. While minor deviations may occur, the overall level of performance meets all position requirements	
Needs Improvement: 2	Performance is noticeably less than expected. The employee generally meets most job requirements, but struggles to fully meet them all. The need for further development and improvement is clearly recognized.	
Unsatisfactory Performance: 1	Performance must improve substantially within a reasonable period of time if the individual is to remain in this position. The employee is not meeting the job requirements.	
6. Communication/Customers Service Skills - Communicates effectively with people from all levels and-backgrounds including supervisor, peers, and customers. Fulfills the needs of internal and/or external customers by anticipating needs and delivering service accurately and on time.		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Comments: 		
Overall Rating – Total score 1 through 6 above:		Average Score:

II. Performance Summary

(Attach additional pages as necessary)

- List aspects of Leader's performance that contribute to his or her effectiveness.

- List aspects of Leader's performance that require improvement for greater effectiveness.

- Leader has completed Performance Evaluations for the following percent of direct reports:
Please indicate the percent of Performance Evaluations completed by leader for the review period:

1=20%	2=40%	3=60%	4=80%	5=100%	Score:
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III. Goal Review

Goal 1:	Outcome(s):	Rating
Goal 2:	Outcome(s):	Rating

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Goal 3:	Outcome(s):	Rating
Goal 4:	Outcome(s):	Rating
Overall Goals Rating		

IV. Employee Comments:

V. Final Performance Rating

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Exceeds Expectations: 4	Performance frequently exceeds job requirements. Accomplishments are regularly above expected levels. Performance is sustained and uniformly high with thorough and on-time results.
Meets Expectations: 3	Performance clearly and fully meets all the requirements of the position in terms of quality and quantity of work. It is described as good, solid performance. While minor deviations may occur, the overall level of performance meets all position requirements
Needs Improvement: 2	Performance is noticeably less than expected. The employee generally meets most job requirements, but struggles to fully meet them all. The need for further development and improvement is clearly recognized.
Unsatisfactory Performance: 1	Performance must improve substantially within a reasonable period of time if the individual is to remain in this position. The employee is not meeting the job requirements.

Final Performance Rating

This performance review will become part of your personnel file. Please sign below to acknowledge that you have received this document. *Please mark the appropriate period for this evaluation.*

Mid-Year	Year End
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Leader's Signature:

Date:

Supervisor's Signature:

Date:

Department Head Signature:

Date: