

# 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”

Primary Performance Expectations: Responsibilities/Objectives and Standards	Mid-Year Progress Notes	End of Period Rating of Success and Effectiveness Comment and Place X on Scale to Rate Not Strong                  Very Strong
Objective 1:		----- ----- ----- -----
Objective 2:		----- ----- ----- -----
Objective 3:		----- ----- ----- -----
Objective 4:		----- ----- ----- -----
Objective 5:		----- ----- ----- -----

Objectives for new rating period reviewed and agreed to:				Mid-Year Review:			
Evaluator	Date	Employee	Date	Evaluator	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 Rate Not Strong      Very Strong
<b>Establishing Direction and Focus:</b> Develops, explains, and discusses objectives that support Department and University Mission.		----- ----- ----- -----
<b>Empowering Others:</b> Develops employee confidence in their ability to be successful, by sharing information and allowing employees freedom to make decisions on how objectives will be achieved and issues resolved.		----- ----- ----- -----
<b>Managing Performance:</b> Provides employees with clear expectations regarding organizational values and desired results, clear and honest performance feedback, suggestions for training and self development and timely evaluations.		----- ----- ----- -----
<b>Attention to Communications:</b> Ensures clear, timely communications to others (both oral and written), particularly those who will be affected by change. Listens to others carefully and attentively. Builds effective formal and informal communication channels.		----- ----- ----- -----
<b>Managing Change:</b> Initiates actions that foster acceptance of organizational change and that build commitment to Department and University objectives.		----- ----- ----- -----
<b>Service Orientation:</b> Demonstrates concern for understanding and satisfying needs of “customers,” co-workers, and others with economy, efficiency, flexibility, courtesy, good judgment and continuous measurable improvements. Regularly seeks feedback on quality of and ways to improve services.		----- ----- ----- -----
<b>Managing the Environment:</b> Maintains a work environment that is marked by respect for others; that values inclusiveness and builds workforce diversity; and that fosters cooperation and teamwork.		----- ----- ----- -----
<b>Safety Orientation:</b> Observes safety standards in the workplace. Monitors, reports, and participates, as appropriate, in resolving potential safety and security issues.		----- ----- ----- -----
<b>Demonstrating Initiative and Dependability:</b> Identifies and initiates actions independently to support the vision, mission and objectives and to resolve or avoid problems. Seeks to learn and continuously develop self. Maintains high credibility to accomplish objectives. Uses resources wisely and effectively.		----- ----- ----- -----

Competencies Reviewed and Discussed:				Mid-Year Review			
Evaluator	Date	Employee	Date	Evaluator	Date	Employee	Date

**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:

Comments:

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- Performance consistently and significantly above standards in virtually all areas; far exceeds normal 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.

\_\_\_\_\_  
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