

**University of Dayton**

**Performance Review**

**Mission Based Competencies**

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| **Employee:** |  | **Evaluation Period:** |  |
| **Position Title:** |  | | |

**Performance Ratings:**

**Highly Effective:** Frequently exceeds expectations

**Effective:** Meets Expectations

**Needs Improvement:** Sometimes does not meet expectations

**Unsatisfactory:** Fails to meet minimum standards and expectations

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| **Job Knowledge** | **Highly Effective** | **Effective** | **Needs Improvement** | **Unsatisfactory** |
| Displays sound knowledge of University policies and procedures |  |  |  |  |
| Understands needs and requirements of the job |  |  |  |  |
| Demonstrates a strong functional knowledge of industry principles practices and responsibilities |  |  |  |  |
| Keeps informed of new and emerging trends that are critical to position |  |  |  |  |
| Comments: | | | | |
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| **Quality of Work** | **Highly Effective** | **Effective** | **Needs Improvement** | **Unsatisfactory** |
| Consistently performs duties and meets obligations with minimal supervision |  |  |  |  |
| Volunteers to take on extra work assignments and performs those assignments with a high degree of competence |  |  |  |  |
| Proactively seeks opportunities for improvement |  |  |  |  |
| Demonstrates accuracy, thoroughness and orderliness in performing work assignments |  |  |  |  |
| Comments: | | | | |
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| **Quantity of Work** | **Highly Effective** | **Effective** | **Needs Improvement** | **Unsatisfactory** |
| Effectively prioritizes work and meets deadlines |  |  |  |  |
| Manages multiple assignments effectively |  |  |  |  |
| Follows through and follows up |  |  |  |  |
| Produces high volume of work without jeopardizing quality |  |  |  |  |
| Comments: | | | | |
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| **Customer Service Orientation** | **Highly Effective** | **Effective** | **Needs Improvement** | **Unsatisfactory** |
| Is dedicated to meeting the expectations and requirements of internal and external customers |  |  |  |  |
| Actively seeks information to understand customers’ circumstances, problems, expectations, and needs |  |  |  |  |
| Exercises problem ownership |  |  |  |  |
| Effectively monitors customers’ concerns, issues and satisfaction |  |  |  |  |
| Comments: | | | | |
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| **Personal Character Dimension** | **Highly Effective** | **Effective** | **Needs Improvement** | **Unsatisfactory** | **N/A** |
| **Develops character:** strives for high integrity and honesty; is self-reflective about his/her vocation as a leader; has a capacity for self-transformation and change; exhibits transparency of motives; inspires trust; models balance in work and personal time; acts in an ethical manner |  |  |  |  |  |
| **Strives for personal meaning:** integrates faith in the transcendent dimensions of life and/or pursues a personal framework of meaning consistent with the work of leadership |  |  |  |  |  |
| **Develops professional and technical skills:** models life-long learning; is aware of deficiencies in skill and experience and seeks to mitigate gaps in knowledge base and ability; expands skills in problem solving and issue analysis |  |  |  |  |  |
| **Possesses strong achievement drive:** accepts responsibility and accountability for outcomes; demonstrates the resilience and resolve necessary to overcome obstacles and setbacks; is self-confident, optimistic, and ambitious in the service of the organization |  |  |  |  |  |
| **Displays sound judgment:** applies broad knowledge and seasoned experience when addressing complex issues; makes timely, tough decisions |  |  |  |  |  |
| **Demonstrates an inquisitive and inquiring nature:** believes he/she is enriched by others’ perspectives and experiences; learns from experience and adjusts course accordingly; is comfortable with ambiguity and uncertainty; is able to hold creative tension |  |  |  |  |  |
| Comments: | | | | | |
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| **People/Interpersonal Dimension** | **Highly Effective** | **Effective** | **Needs Improvement** | **Unsatisfactory** | **N/A** |
| **Intentionally builds leadership capacity as central to our values:** attracts high caliber, diverse people; develops teams and talent with diverse capabilities; develops successors and talent pools |  |  |  |  |  |
| **Uses inclusive decision making:** actively solicits different perspectives and experiences when making decisions; recognizes importance of and attends to process as well as the content of activities |  |  |  |  |  |
| **Empowers others:** creates a climate that fosters personal investment and excellence from everyone they influence |  |  |  |  |  |
| **Builds relationships and community:** encourages effective working relationships through challenge and support, using sensitivity and empathy; finds common ground with others to establish a common purpose; fosters mutual trust and respect; builds community, internally and externally, in order to strengthen institutional collaboration |  |  |  |  |  |
| **Communicates with skill, sensitivity, and candor:** fosters open dialogue; listens actively; encourages open and honest expression of ideas and opinions; delivers clear, convincing and well-organized presentations |  |  |  |  |  |
| Comments: | | | | | |

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| **Strategic/Results Dimension** | **Highly Effective** | **Effective** | **Needs Improvement** | **Unsatisfactory** | **N/A** | |
| **Demonstrates continuity between actions and the Catholic and Marianist mission of the University:** understands and pursues successful outcomes within the context of Catholic & Marianist values; encourages others to seek avenues that both move us toward excellence and respect the philosophical ideals upon which the University is based |  |  |  |  |  | |
| **Is forward looking:** is open and honest in interrogating current reality and assumptions; seeks to learn from others; develops distinctive strategies to achieve competitive advantage; establishes stretch goals; continues to learn the way to realize the desired future; aligns resources to support strategic priorities |  |  |  |  |  | |
| **Articulates a clear vision:** maintains a long-term, big-picture view; foresees obstacles and opportunities; uses effective communication skills to mobilize and inspire |  |  |  |  |  | |
| **Drives for results/executes:** demonstrates and fosters a sense of urgency and strong commitment to achieving goals; assigns clear authority and accountability; directs change while maintaining operating effectiveness; monitors results; tackles problems directly and effectively |  |  |  |  |  | |
| **Leads courageously:** takes principled personal and organizational risks to do what is right and achieve organizational success, and supports others who do so; takes responsibility for outcomes |  |  |  |  |  | |
| **Champions continuous improvement and innovation:** encourages alternative approaches and new ideas; generates creative, resourceful solutions; challenges current assumptions, processes, and practices with a mindset of continuous improvement |  |  |  |  |  | |
| Comments: | | | | | |
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| **Overall Performance** | **Highly Effective** | **Effective** | **Needs Improvement** | **Unsatisfactory** |
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| Comments: | | | | |
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Employee Strengths (Dimensions) Employee Opportunities (Dimensions)

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Accomplishments from this review cycle:

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| 1. |  |
| 2. |  |
| 3. |  |

Goals/Objectives for the coming year, including developmental goals:

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| 1. |  |
| 2. |  |
| 3. |  |

Employee Comments:

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***NOTE*:** Signature indicates the employee has read and understands the performance appraisal. It is not an indication of agreement or disagreement with the evaluation.

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| Employee’s Signature |  | Date |  |
| Reviewer’s Signature |  | Date |  |