

## Performance Appraisal Addendum for Supervisors

Name: \_\_\_\_\_

Department: \_\_\_\_\_

Supervisors at Molloy University are defined as those employees who have full supervisory authority over one or more full time employees and includes Academic Deans, Associate Deans and Department Chairs.

*For each of the factors listed below, mark the number that most closely represents your judgement of the individual's performance in a supervisory capacity. Comments are encouraged and helpful and are required for a score of 1 or 4.*

**4 - Exceptional** – Performance at this level is clearly unique and far in excess of established expectations. The employee consistently exceeds expectations in the outcomes achieved in work quality, quantity and timeliness. The employee exhibits leadership among peers in all dimensions of the field work performed.

**3 - Exceeds Expectations** – Performance at this level often exceeds established expectations and standards of work quality, quantity and timeliness. The employee exhibits mastery of most dimensions of the field of work performed.

**2 - Meets Expectations** – Performance at this level meets established expectations and standards for work quality, quantity and timeliness. The employee competently achieves the requirements of the position.

**1 - Needs Improvement** – Performance at this level is below the level expected of an employee in the position. Improvement is required in significant dimensions of the job in order to meet the expectations and standards for work quality, quantity and timeliness.

**Communication** - Consistent with the Molloy mission, the supervisor demonstrates an ability to listen with understanding and flexibility, communicates with respect and dignity for all, and remains balanced and open minded when differences of opinion occur.

	4	3	2	1
Models open dialogue allowing differing opinions to be heard.				
Solicits and is eager to share pertinent information with appropriate personnel.				
Clearly presents thoughts and ideas, converses effectively and with ease.				
Demonstrates attention and understanding by actively listening to the comments and concerns expressed by others.				
Communicates in a consistently professional, appropriate, and respectful manner in both written and verbal communications.				
Written communications are thorough, timely, concise, complete and understandable.				
Provides constructive feedback maintaining respect for the individual.				
Encourages discussion and collaboration.				
Communication – Average Score				

**Management** – Accomplishes defined goals and objectives, successfully manages projects, resources and teams and demonstrates effective problem solving, decision making and conflict management skills that are consistent with the mission of the University.

	4	3	2	1
Accomplishes individual and departmental goals/priorities and/or projects.				
Anticipates potential obstacles, develops multiple contingency plans when necessary.				
Demonstrates the flexibility to compromise and work with a spirit of interdependence.				
Manages resources efficiently and appropriately, including budget, if applicable.				
Follows Molloy's policies and procedures.				
Consistently meets or exceeds established deadlines.				
Conducts fair, timely, informative and growth oriented performance evaluations.				
Acts as an effective mediator when conflicts occur; remains non-defensive in the midst of disagreements or debates.				
Makes decisions in a logical and timely fashion.				
Adept at addressing problems before they escalate.				
Models an exemplary work ethic.				
Delegates appropriately and effectively.				
Respects confidentiality				
Manages resources wisely				
Management – Average Score				

**Leadership** – Fosters and supports a culture that builds relationships, creates an environment of innovation and flexibility, celebrates differences and recognizes the strengths of all individuals. Establishes a vision and strategic direction within areas of oversight and ensures that future planning supports the mission of the University by incorporating elements of community, spirituality, study and service into all activities and initiatives.

	4	3	2	1
Builds, fosters and maintains effective working relationships at all levels.				
Fosters an environment that is inclusive and celebrates differences.				
Assumes and exhibits personal responsibility in a leadership capacity.				
Supports a culture that allows a wide variety of thoughts, questions and concepts to be part of the environment.				
Exhibits the ability to build trust, influence outcomes and inspire others to effectively deliver results that positively impact the University.				
Establishes and communicates a strategic vision that is consistently tied to Molloy's mission, vision and core values.				
Develops and aligns the functional area's strategic priorities with those of the University.				
Effectively navigates through change and transformational cycles.				
Creates new and progressive ideas that challenge the status quo.				
Models a workstyle critical to maintaining a high performance, high productivity culture.				
Leadership – Average Score				

**Training and Development** –Demonstrates the importance of sharing individual gifts and talents. Fosters a culture of learning and development by ensuring employees have the appropriate tools, training, resources and ongoing education necessary for effective job performance.

	4	3	2	1
Ensures employees have appropriate resources to perform their job.				
Has a personal development plan, e.g., attends conferences and keeps breast of current practices related to the department as well as effective management skills.				
Supports and fosters change and improvement.				
Encourages development by supporting training for workshops, webinars, conferences, etc.				
Recognizes performance deficiencies of staff and offers appropriate time and resources for development.				
Engages staff in a shared plan for future development.				
Fosters a culture of mentoring and continuous learning and development, implements cross-training where appropriate.				
Training and Development – Average Score				

<b>Employee Signature:</b>	<b>Date:</b>
<b>Supervisor's Signature:</b>	<b>Date:</b>
<b>Vice President's Signature:</b>	<b>Date:</b>