



UNIVERSITY HOSPITAL

Newark, New Jersey

DIRECTOR PERFORMANCE APPRAISAL

Employee Name: <input type="text"/>	University ID: <input type="text"/>
Position Title: <input type="text"/>	
Unit/School: <input type="text"/>	Department: <input type="text"/>
Appraisal Type: Probationary <input type="checkbox"/> Annual <input type="checkbox"/> Reappraisal <input type="checkbox"/>	Evaluation Period: From <input type="text"/> To <input type="text"/> Month/Year Month/Year

INSTRUCTIONS:

1. At the beginning of each annual evaluation period list the performance goals for the coming year on page three. Also, place a check mark to the left of any competency statement on page two requiring particular attention by the Director. Give a copy to the Director.
2. At the end of the evaluation period, make a determination of the extent to which the Director met the standard for each category. Enter a numeric score for each category, using the Ratings Guidelines below.
3. Indicate in the right margin, a plus (+) where performance deserves recognition, or a minus (-) where performance needs attention.
4. Complete the Performance Goals section by following the instructions on page three.
5. Review the entire evaluation. Using the Rating Guidelines, place the corresponding number that best describes your assessment of overall performance in the Overall Rating section on page four.
6. Identify any increase in salary on page four. Give the Director the opportunity to record his/her comments.

RATING GUIDELINES:

- 5 This staff member has made significant contributions to advance the position of the department and/or Hospital toward excellence and prominence. Only a small percentage of staff members who exhibit uniform excellence and initiative will receive this rating.
- 4 This staff member has been instrumental to the department's success and has performed in an exemplary manner.
- 3 This staff member is proficient in the job. Performance is what is expected of a fully qualified and experienced person.
- 2 This staff member occasionally fails to exhibit proficiency in the job. Improvement is necessary to meet the expectations for acceptable performance.
- 1 This staff member has serious deficiencies in key areas. Performance fails to meet expectations and is not acceptable.

DIRECTOR COMPETENCIES

RATING

ADMINISTRATIVE COMPETENCIES:

+ -

- Demonstrates knowledge of the University Hospital's mission and values and their relationship to the department's work.
- Creates effective work plans; identifies the appropriate resources and processes; sets priorities; delegates authority and meets deadlines.
- Incorporates control systems that monitor workflow and ensure task completion.
- Ensures budget dollars are used responsibly; introduces innovative ways to reduce costs.
- Continually seeks customer feedback and designs processes to improve service.
- Identifies customer needs and takes action to meet those needs; continually searches for ways to increase customer satisfaction.
- Emphasizes the need to deliver quality services; defines standards for quality and evaluates processes against those standards in an effort to improve organizational performance.
- Ensures department compliance with regulatory standards such as Joint Commission, OSHA, DOH, EEOC, etc., so that no serious citations exist.
- Understands and adheres to Hospital's compliance standards as they appear in University Hospital's Compliance Policy, Code of Conduct, and Conflict of Interest Policy; sponsors and implements initiatives to achieve the Hospital's compliance goals.
- Enforces for all subordinates and personally complies with all University disease prevention and control, including tuberculosis and hepatitis B.

CATEGORY SCORE: **STAFF MANAGEMENT:**

+ -

- Hires competent staff; creates and develops work teams through coaching, training, and education.
- Develops subordinates through formalized training, continuing education programs, and coaching techniques; grooms employees for promotion.
- Supports the employment, education and development of minorities and protected classes; ensures that decisions are based on the principles of equal employment opportunity.
- Provides staff with continual feedback; recognizes and celebrates exceptional performance and takes corrective action to improve poor performance.
- Conducts all performance appraisals on time; evaluates performance based on results.
- Provides employees with required resources; empowers staff to act with appropriate authority and take responsibility for their work processes.

CATEGORY SCORE: **LEADERSHIP:**

+ -

- Fosters the development of a common vision; provides clear direction and sets priorities; clarifies roles and responsibilities.
- Persuasive; gains support and commitment; mobilizes people to take action.
- Fosters positive attitudes, team spirit and trust as a means to enhance efficiency and productivity.
- Recognizes the existence of, and the need for, diversity in the workplace.
- Demonstrates principled leadership and sound business ethics.
- Acts professionally and responsibly within and outside the Hospital; contributes to a positive image.

CATEGORY SCORE: **WORK METHODS and QUALITIES:**

+ -

- Expresses self well in verbal and written communications; keeps others informed; makes effective presentations.
- Originates new and unique ideas; assumes risk and responsibility.
- Accepts the perspective of others and maintains a positive attitude.
- Analyzes own developmental needs and improves capabilities to meet the changing requirements of the job; ensures or enhances professional position.

CATEGORY SCORE:

EVALUATOR'S COMMENTS:

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PERFORMANCE GOALS

INSTRUCTIONS:

- List goals by order of importance.
- Review goals periodically and make changes to this section if goals or priorities change during the year.
- At the end of the evaluation period, rate each goal individually using the Rating Guidelines listed on the cover of the form.
- Consider your individual rating for each goal relative to its priority. Assign a numeric category score for overall goal achievement.

PRIORITY RATING	GOAL DESCRIPTION	RESULTS and COMMENTS	RATING
1			
2			
3			
4			
5			
6			

CATEGORY SCORE FOR PERFORMANCE GOALS:

EVALUATOR: Discuss your assessment of the Director's developmental needs, suggest ways the Director can meet those needs, and how you plan to help.

DIRECTOR: Discuss your thoughts on this evaluation and identify the specific ways the University can help you optimize your performance.

OVERALL RATING:

I have reviewed my job description as of this date and it is consistent with my present position responsibilities.

Staff Member's Signature: _____

Date: / /
mm dd yy

Note: Staff member's signature indicates review and discussion.

Evaluator's Name: _____

Signature: _____

Date: / /
mm dd yy

**Next Level
Manager's Name:** _____

Signature: _____

Date: / /
mm dd yy