

MANAGEMENT PEER APPRAISAL

NAME _____ POSITION _____

Rate the Director/Manager shown above on his or her performance during the last fiscal year. He or she should be rated on the following scale: 3 - Exceed Expectations, 2 - Meets Expectations, 1 - Below Expectations. He or she should be rated only on you or your staff's observations or perceptions. You should not seek input about this individual from any other source. Leave the rating blank in any area where you do not feel that you or your staff have had an opportunity to observe this individual's performance.

All comments must be constructive, i.e., they must identify a specific concern and recommend a solution or an approach to resolving the concern. Comments should be stated in a professional manner, i.e., they may not be derogatory, belittling or facetious. Critical comments may not be directed at personal qualities or physical characteristics unless such qualities clearly affect the performance of the job, the reputation of the Unit, Division or the Campus, or the individual's relationship with other staff.

1. **KNOWLEDGE, COMPETENCE IN AREA OF EXPERTISE:** Evaluates this individual's functional credibility. Can you rely on his or her knowledge, i.e. do you have enough confidence in this individual's technical competence to willingly seek out and act on his or her advice? **RATING** _____

COMMENTS: _____

2. **COMMUNICATION SKILLS:** Evaluates whether this individual's communication to you or the group is clear, concise, accurate, objective, informative, and, above all, useful. Does this individual actively and seriously participate in management group discussions? How are his or her listening skills? Does he or she request enough information up front to avoid unnecessary follow-up? Can you count on him or her to accurately interpret, apply or relay information which you provide to him or her? Does this individual exercise discretion in the dissemination of information? Can this individual be counted on to keep information confidential when appropriate or requested? Is this individual diplomatic enough to criticize without demeaning, to disagree without causing a confrontation? **RATING** _____

COMMENTS: _____

3. **RESPONSIVENESS:** Evaluates how quickly and effectively this individual or his or her staff responds to your department's requests for information or assistance. When this individual cannot provide the requested assistance, does he or she attempt to refer you to an alternative resource in a timely manner? When this individual identifies other concerns or needs for support in your area, how quickly does he or she contact you to offer support? **RATING** _____

COMMENTS: _____

4. **PREPAREDNESS:** Evaluates how well this individual is prepared for meetings, annual retreats, etc. Does he or she provide statistical support for key information? Is it presented in an organized, interesting and informative format? Is listening to him or her an effective use of your time, or does the presentation contain meaningless, superfluous or unnecessary information designed simply to support his or her personal agenda? **RATING**_____

COMMENTS: _____

5. **PROFESSIONALISM:** Evaluates this individual's professional appearance, speech and behavior. Would this individual, by nature of his or her appearance, speech and behavior, be an appropriate, effective and respected representative of the University? **RATING**_____

COMMENTS: _____

6. **COOPERATION/TEAMWORK:** Evaluates how well this individual cooperates with you to help you complete major projects and, in general, accomplish your unit's objectives. Does this individual or his or her department provide the necessary support you need or raise unnecessary barriers to your accomplishment of projects and goals? Does this individual or his or her department use you or your staff as a resource when necessary? **RATING**_____

COMMENTS: _____

7. **INTERPERSONAL SKILLS:** Evaluates how comfortable this individual or his or her staff makes you feel when you ask for help or information. Are you treated with courtesy and peer respect when you ask for support from his or her staff or are you made to feel like an intrusion? Do you find that sometimes you would rather not get things done than contact them? Do you like attending meetings with and working with this individual or would you rather avoid him or her? Do you know what emotional response to expect when you have to approach this individual about a controversial subject? **RATING**_____

COMMENTS: _____

8. **UNIVERSAL KNOWLEDGE/UNDERSTANDING/FOCUS:** Evaluates how well this individual knows, understands and applies University policies, procedures, rules and resources; how well he or she understands and supports University goals and objectives; and how well he or she knows and understands the laws and regulations which apply to his or her area. **RATING**_____

COMMENTS: _____

9. **INTEREST AND KNOWLEDGE OF OTHER AREAS:** Evaluates how much interest and knowledge this individual has of your unit or other units, particularly as it relates to the operation of his or her unit or his or her ability to support you in the operation of your unit. **RATING**_____

COMMENTS: _____

10. **FUNCTIONAL VALUE OF THE UNIT:** Evaluates the overall impact of this individual's unit on achieving campus or University goals. Has this individual optimally structured, developed and utilized the unit and unit objectives to contribute to the accomplishment of the campus' or University's goals?

RATING_____

COMMENTS: _____

OVERALL RATING_____ (Sum of above ratings divided by 10)

OVERALL COMMENTS: _____

Reviewer's Name_____ **Signature**_____ **Date**_____