

## MPP/CONFIDENTIAL PERFORMANCE EVALUATION GUIDELINES

### Part 1: Completion of the Self-Assessment Form

Each employee being evaluated must first complete a self-assessment which addresses the established goals/objectives based on their Position Description and any other assignments or achievements completed throughout the year. The evaluator is responsible for setting the deadline for a self-assessment to be completed.

**Section A (for MPP):** The employee should specifically describe their leadership and management responsibility.

**Section B:** The employee should specifically describe their goals and accomplishments for the evaluation period.

**Section C (for MPP, optional for Confidential):** The employee should specifically describe their involvement with organizations or activities within the campus community.

Please note Section C is required for MPP performance evaluations, and optional for Confidential performance evaluations.

**Section D:** The employee should outline proposed goals for the next fiscal year.

### Part 2: Completion of the Evaluation Form (Step 1-9)

**Step 1:** The supervisor must complete a narrative evaluation of the employee that includes comments about the overall quality and quantity of the work performed and if applicable, the individual's effectiveness in managing human resources, providing leadership, managing financial resources, communicating and problem solving. The supervisor should consider the content of the employee's self-assessment and provide specific examples supporting the evaluative conclusions.

**Step 2:** The supervisor must describe the effectiveness of the employee's leadership and management responsibilities (Section A). Describe the effectiveness of the employee's leadership and management responsibilities. Does the manager create and promote an atmosphere of trust and integrity, make timely decisions, effectively delegate, empower staff to make independent decisions at appropriate operational levels and hold employees accountable for successful completion? Does the employee provide long-term goals compatible with CSUDH's mission, develop effective procedures to achieve goals, provide constructive feedback, and demonstrate initiative and innovation? The supervisor must confirm if performance evaluations for the employee's direct reports have been completed, and if the position description for their direct reports have been reviewed and are up to date, if applicable.

**Step 3:** The supervisor must describe the employee's goals and accomplishments and campus community involvement for the evaluation period (Section B & C). What Goals and accomplishments were achieved during the evaluation period? Please be specific and cite evidence and measures of success. If goals were not achieved, what prevented this?

**Step 4:** Goals for next fiscal year must be cooperatively established by both the MPP/Confidential employee and their supervisor, who will set the expectations for each goal (Section D). Provide specific, quantitative goal statements. Include strategies to achieve goal(s), measurement/benchmarks that demonstrate goal accomplished, timeline for completion, and anticipated outcome, including how the goal furthers the University, division or department mission/goals. The supervisor will include the final performance goals for the upcoming year in the employee's performance evaluation.

**Step 5:** The supervisor must complete the MPP/Confidential Evaluation Form, which requires a rating of overall performance. In determining the overall rating, consider the following performance factors and standards:

## **Performance Factors:**

1. **Accountability:** Accepts personal responsibility for the quality and timeliness of work and holds self and others accountable for results. Addresses barriers, takes action, and creates and nurtures a performance-based culture.
2. **Adaptability:** Adapts easily to changing needs, conditions, and work responsibilities. Modifies approach, goals and methods in dynamic situations to achieve successful results. Easily and willingly considers other perspectives in reaching solutions.
3. **Communications:** Facilitates and solicits feedback from others in an accommodating way and is able to collaborate and resolve issues. Is able to ascertain the vision and goals of others and consider that information in fulfilling their responsibilities and contributing to University goals.
4. **Creativity and Innovation:** Makes novel use of existing ideas, approaches, technologies, and/or products and develops innovative ideas and solutions to a variety of challenges.
5. **Diversity and Inclusiveness:** Creates and/or contributes to a culture that values, supports, and reflects diversity and incorporates a multitude of perspectives in pursuit of University goals. Progress on University goals is measured by more than simple demographic changes, but how policies and procedures have adapted to accommodate a diverse workplace.
6. **Ethics and Integrity:** Models high standards of ethics and integrity, and establishes an environment in which such behavior is the norm. Engages in decision-making that is appropriately transparent, and delivers on commitments. Fosters an environment where people trust that there is a high degree of congruence between what an individual says, and their actions.
7. **Professional Development:** Accurately assesses strengths and weaknesses of staff and provides insightful, motivating, and constructive feedback and guidance. Promotes professional development into workplace culture and empowers others to maximize their performance and growth potential.
8. **Relationship Building:** Cultivates an active network of constructive working relationships characterized by high levels of acceptance, cooperation and mutual respect and fosters collaboration and teamwork by being inclusive and supportive. Physically present and accessible to the campus community.
9. **Results Orientation & Empowering Initiative:** Facilitates a climate of risk taking that empowers others. Focuses on results and outcomes. Anticipates change, conveys clear priorities, and aligns efforts across functions. Takes action and balances day-to-day results with the accomplishment of key initiatives.
10. **Stakeholder Focus:** Appreciates and practices shared governance. Builds and maintains internal and/or external constituent satisfaction. Positions ideas and proposals to address the needs, interests, and concerns of multiple stakeholders.
11. **Leadership:** Creates an inspiring vision of the future. Motivates, inspires and coaches others to achieve that vision.

12. **Strategy Alignment:** Formulates effective strategies aligned with University mission and values. Determines aggregate objectives, and sets priorities, consistent with strategic objectives.
13. **Teamwork:** Promotes a culture of collaboration and teamwork across institutional boundaries. Motivates teams to work with shared purpose, and resolves conflict in a constructive manner.
14. **Student Success:** Contributes to student success, and makes decisions that incorporate that goal into workplace actions in a meaningful way.
15. **Campus Involvement:** Degree to which one interacts with multiple stakeholders and domains across the campus to accomplish goals and achieve the University's mission and directives.

**Ratings:**

**Exceptional (5):** Performance and results far exceed the position's requirements and expectations. Consistently integrates a wide variety of skills to outstandingly and effectively solve problems and carry out duties, responsibilities, goals and objectives well beyond the expectations of the position. Outcomes and solutions are routinely excellent and seldom matched by others. Demonstrates the highest level of performance standards in handling all assignments. Performance is consistent with the behavior associated with the selected critical performance factors. Overall, performance demonstrates a very high degree of expertise, initiative and leadership and serves as a model of excellence for others. Incumbent adds value to the organization well beyond what was expected. High level of sustained performance merits special recognition and compares with the best the CSU has. This score may be awarded because of outstanding performance involving a one-time special project.

**Exceeds Expectations (4):** Accomplishes considerably more than required or expected. Incumbent frequently demonstrates the ability to integrate a variety of skills to effectively solve problems, seek out areas that require attention, and carry out duties, responsibilities and objectives beyond the expectations of the position. Performance is consistent with the behavior associated with the selected critical performance factors and he/she is expected to successfully complete their assigned annual goals. Consistently adds value to the organization beyond what is expected and is one of the key contributors to the organization.

**Meets Expectations (3):** Performance consistently meets the position's requirements and expectations. Assigned goals, tasks, responsibilities and projects are achieved within acceptable standards. Basic, routine work is handled efficiently and effectively. During the review period, there may have been some accomplishments that exceeded expectations, most that met expectations and, possibly, some areas where results may not have fully met expectations. Overall, demonstrates the ability to handle projects or assignments within the scope of the position and demonstrates the ability to integrate a variety of skills to solve problems and carry out duties, responsibilities and objectives. Performance is generally consistent with the behavior associated with the selected critical performance factors. Provides value to the organization and is a fully competent performer.

**Needs Improvement (2):** Performance and results meet some, but not all of the position's requirements and expectations. Overall performance needs improvement. The need for further development or improvement in one or more of the critical performance factors is recognizable. Requires more than a normal amount of guidance and follow-up to ensure that assignments are progressing adequately. Performance is occasionally consistent with the behavior associated with the selected critical performance factors. Sustained progress and improvements are required in one or more of the critical performance factors. Such employees must be given a plan for improvement with appropriate measurements and re-evaluated within a six-month period. Failure to show improvement must result in an examination of other ways to improve or a discussion on future employment.

**Unsatisfactory (1):** Performance and results are not acceptable. Performance is below the minimum needed to fulfill the principal duties, responsibilities, objectives and expectations of the position. Incumbent requires an unreasonable amount of direction and guidance. Such employees must be given a plan for improvement with

appropriate measurements and re-evaluated within a six-month period. Performance must improve to an acceptable level or corrective action will be taken, up to and including notice of non-retention.

**Step 6:** After acquiring the necessary signatures, present to the employee the completed evaluation, the narrative which must then be discussed with the MPP/Confidential employee, who is provided a copy.

**Step 7:** All final MPP/Confidential evaluations are to be submitted to your Division Vice President (or to the President if you work in the President's Office). Your Vice President (or the President) will inform you of the date that you must submit your self-assessment as well as the evaluations for those MPPs and Confidential employees who report to you.

**Step 8:** All final MPP/Confidential evaluations are to be submitted to your Division Vice President (or to the President if you work in the President's Office). Your Vice President (or the President) will inform you of the date that you must submit your self-assessment as well as the evaluations for those MPPs and Confidential employees who report to you.

**Step 9:** All final and signed MPP/Confidential evaluations must be submitted to Human Resources Management and a copy must be given to the employee.