



CJFS Management Team Performance Evaluation

The purpose of evaluating performance is to encourage growth, professionalism and excellence. Such growth is a two-way street. It is our expectation that employees will always strive to be their best and then work to be even better. As an agency we want to support you in that journey, to provide you with a positive work environment, and to play our part in achieving your goals.

This Performance Evaluation is based on core behavioral competencies that are important to every employee's role at CJFS: 1) Client Service, 2) Teamwork, 3) Productivity, Improvement & Innovation, 4) Planning & Decision Making, 5) Communication. As a member of the Management Team, you are also evaluated on Leadership Skills. Each competency is described by a set of behavioral indicators by which you can determine whether the competency is achieved.

Performance in each competency is evaluated using the following levels:

- *Exceeds Expectations:* Performance always meets expectations and often there are indicators that performance exceeds what is expected. Very little opportunity for improvement exists
- *Meets Expectations:* Performance consistently meets expectations. Few improvements are needed.
- *Partially Meets Expectations:* Performance meets expectations some of the time, but not consistently or reliably. Areas needing improvement are clear and improvement is expected.
- *Does Not Meet Expectations:* Performance is almost always below expectations. Improvement must occur.

Instructions:

- The Employee will complete the employee rating section of the evaluation using the above levels and providing at least two example of performance in that area.
- The Supervisor will then complete the supervisor rating section of the evaluation and provide additional examples.
- The Supervisor and Employee will meet to review the evaluation and set goals for the coming year.

Employee: _____

Supervisor: _____

Behavioral Competencies:

1. Client Service

Behavioral Indicators:

- i. Demonstrates an understanding of internal and external clients (i.e. clients, donors, volunteers, staff) and their needs.
- ii. Takes personal responsibility for client satisfaction by identifying appropriate resources to respond to needs.
- iii. Responds promptly and appropriately to needs and concerns.
- iv. Demonstrates a positive attitude and energy.

Employee Rating: _____

Supervisor Rating: _____

Performance Examples:

1.

2.

3.

2. Teamwork

Behavioral indicators

- i. Promotes a culture of teamwork and treats others with dignity and respect.
- ii. Involves appropriate team members in problem solving and decision making.
- iii. Builds and maintains strong partnerships.
- iv. Flexibility in accepting tasks to accomplish team goals.
- v. Deals effectively with differences of opinion.
- vi. Offers and accepts constructive criticism.

Employee Rating: _____

Supervisor Rating: _____

Performance Examples:

1.

2.

3.

3. Productivity, Improvement & Innovation

Behavioral Indicators:

- i. Demonstrates ability to complete job responsibilities independently, efficiently and proficiently with a commitment to quality.
- ii. Defines and seeks to achieve goals.
- iii. Strives to improve skills and seeks out best practices.
- iv. Fully participates in and adds ideas and innovation to organizational activities.
- v. Willingly accepts new assignments.
- vi. Looks for work when primary tasks are completed.

Employee Rating: _____

Supervisor Rating: _____

Performance Examples:

1.

2.

3.

4. Planning and Decision Making

Behavioral Indicators

- i. Plans and organizes before taking action.
- ii. Seeks input and analyzes information before making decisions.
- iii. Prioritizes and uses time efficiently.
- iv. Follows through on commitments.
- v. Takes responsibility for mistakes.

Employee Rating: _____

Supervisor Rating: _____

Performance Examples:

1.

2.

3.

5. Communication

Behavioral Indicators:

- i. Provides clear and organized verbal and written communications.
- ii. Listens to others.
- iii. Actively participates in group discussion.

Employee Rating: _____

Supervisor Rating: _____

Performance Examples:

1.

2.

3.

6. Leadership

Behavioral Indicators:

- i. Clearly communicates performance expectations with direct reports and team members.
- ii. Provides a positive role model and supports others toward the achievement of agency mission.
- iii. Supports accountability on all levels, including own performance.

Employee Rating: _____

Supervisor Rating: _____

Performance Examples:

1.

2.

3.

Insert Annual Goals and Objectives Form Here

Comments & Recommendations (optional):

Manager Signature: _____

Date: _____

Executive Director Signature: _____

Date: _____