

**Clarkson University
Performance Discussion Guide
Exempt Employees**

Performance Evaluation Period _____

Name _____

Title _____

Department _____

Supervisor _____

Performance Planning and Development

List performance goals or development plans set at the beginning of the evaluation period.

1. _____

2. _____

Performance Discussion

Cooperation/Team Player – Consider the following:

- *Encourages/promotes teamwork for the University goals and Department objectives*
- *Makes decisions that are in the best interest of the University*

Comments: _____

Enthusiasm – Consider the following:

- *Attitude towards job, fellow workers, supervisors, and the University community*

Comments: _____

Communication and Influence – Consider the following:

- *Communicates in a manner that is open, candid, clear, complete and consistent*
- *Invites response and dissent*
- *Listens effectively and probes for new ideas*
- *Treats everyone with dignity and respect*

Comments: _____

Judgement – Consider the following:

- *Accuracy of decisions*
- *Ability to work with little or no instruction*
- *Judgement in unusual circumstances*

Comments: _____

Accountability – Consider the following:

- *Sets and meets aggressive commitments to achieve University/Department/Individual objectives*
- *Demonstrates courage and self-confidence to stand up for beliefs, ideas and subordinates*
- *Fair and compassionate yet willing to make difficult decisions*

Comments: _____

Team Builder – Consider the following:

- *Selects talented people, provides coaching and feedback to develop people to fullest potential*
- *Delegates whole tasks, gives authority and responsibility to subordinates to maximize their effectiveness*
- *Is personally a team player*
- *Recognizes and rewards achievement in others. Creates positive, enjoyable, high-energy workplace*
- *Takes effective corrective action to deal with performance problems*
- *Fully utilizes diversity of workforce to get the job done*

Comments: _____

Knowledge, Expertise and Intellect – Consider the following:

- *Possesses and readily shares functional and technical knowledge and expertise. Constant interest in learning potential*
- *Demonstrates knowledge of issues critical to the University's success*
- *Demonstrates a broader perspective than their own organizational unit*
- *Makes good decisions when data is limited. Applies intellect to the fullest*
- *Quickly sorts relevant from irrelevant information, grasps essentials of complex issues and initiates action*

Comments: _____

Vision – Consider the following:

- *Has developed and communicated a clear, simple, customer-focused vision for their department*
- *Inspires and energizes others to commit to vision, leads by example*
- *Forward-thinking, stretches horizons, challenges imaginations*
- *Focuses attention and resources on achieving University objectives*

Comments: _____

Service – Consider the following:

- *Willingness to help others in need, offer one's time and skills for the good of the University community*

Comments: _____

Performance Goals

Appraise the performance goals developed at the beginning of the evaluation period.

1. _____

2. _____

Based on the performance discussion with your employee, attach a narrative summary of his/her performance over the last performance period.

Performance Planning and Development

List Performance goals or development plans set for the upcoming year.

1. _____

 2. _____

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Performance Discussion Completed with Employee

Supervisor _____ Date _____
Employee _____ Date _____

**Completed Performance Discussion Reviewed by Next Level Supervisor
(Director, Dean or Vice President)**

Name _____ Date _____

(After this review, send form to Human Resources, Box 5542 for Personnel file.)

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