

FAS Performance Review Form – FY13



Overview

This form is the basis for discussion between the employee and his or her manager regarding the employee's performance from July 1, 2012 to June 30, 2013 (the "Performance Year"). After you complete this form, please conduct your in-person performance conversation with the employee. Completed forms should be returned to your department administrator by May 3, 2013.

Employee: Jesse R. Watkins	Employee HUID: 12345678	Grade Level: 56
Title: Sponsored Research Administrator	Department/Center/Unit: MCB	
Manager: Gordon Ruiz	Date of Review: 3/12/2013	

Section 1: Attainment of Individual FY13 Performance Goals (if applicable)

If the employee and manager have not agreed on Individual FY13 Goals, please skip to Section 2.

Individual Performance Goals (as completed by the employee at the beginning of the 2013 Performance Year)	Goal Attainment (to be assessed by the manager at the end of the 2013 Performance Year)
1. Manage post award grant activities including award setup and coordination of non-financial report submissions, and communicating with PIs as needed.	<input checked="" type="checkbox"/> Fully Met <input type="checkbox"/> Partially Met <input type="checkbox"/> Did Not Meet <i>Additional comments:</i>
2. Analyze and reconcile CREW Detail Listings, monitor research programs, and use these data to create projections and PI funding snapshots.	<input checked="" type="checkbox"/> Fully Met <input type="checkbox"/> Partially Met <input type="checkbox"/> Did Not Meet <i>Additional comments:</i> Jesse uses her skills and capabilities to accomplish this work – she is self-directed, demonstrates good judgment, and is at ease in using a variety of databases including CREW, and highly proficient with Excel. She meets every deadline and gives her PIs ample notice when she needs something from them. During the second half of the year, Jesse was a



	<p>very good resource for the department when a particularly complex international grant needed her attention. I know that staff and PIs appreciated her willingness to take on additional work during crunch times. Jesse modeled teamwork, proactive communication, and further developed relationships within the department.</p>
<p>3. Analyze proposal instructions and work with the PI and his assistant to prepare and submit grant and contract proposals within departmental, university, and sponsor regulations. Draft budgets and supporting documents as needed. Upload forms and budgets to GMAS or use other sponsor-required formats/applications as necessary, and submit well-prepared proposals for review at the Office for Sponsored Programs at least five days prior to the sponsor due date.</p>	<p><input checked="" type="checkbox"/> Fully Met <input type="checkbox"/> Partially Met <input type="checkbox"/> Did Not Meet</p> <p><i>Additional comments:</i></p> <p>Jesse fulfilled her budgeting and reporting requirements in a timely and accurate manner. She secured PI inputs and prepared proposals well within our internal deadlines and according to all regulations.</p>

<Add more goals here if applicable>

Section 2: Manager Assessment of Employee Performance: Job Capabilities

For your evaluation of the employee's performance please use the following Assessment Scale:

Assessment	Definition
<p>Leading Performance</p>	<p>Consistently exceeds expectations. A high performer in all areas of job responsibilities; adheres to the highest standards of excellence, creates outstanding results, and is a role model to others in the team or department. Demonstrates excellent judgment and mastery of the highest level of skills and competencies relating to the position.</p>
<p>Strong Performance</p>	<p>Often exceeds expectations, and consistently meets expectations in all areas of job responsibilities with very good results. Demonstrates sound judgment, a high degree of effectiveness, and a high level of the skills and competencies required to successfully meet all job responsibilities.</p>
<p>Solid Performance</p>	<p>Consistently meets expectations in all areas of job responsibilities with dependably good results. Demonstrates sound judgment, a high degree of effectiveness, and the skills and competencies required to successfully meet all job responsibilities.</p>
<p>Building Consistent Performance</p>	<p>Does not consistently meet expectations. Meets expectations in most, but not all, areas of responsibility. Needs to perform more consistently and/or to acquire necessary knowledge and skills in order to meet all job responsibilities.</p>
<p>Needs Immediate Improvement</p>	<p>Does not meet expectations. Lacks the knowledge, skills and ability to successfully execute job responsibilities; and/or frequently fails to perform at an acceptable level of quality and consistency.</p>



The following job capabilities are common to all FAS positions and are core expectations for all jobs. Please select one assessment for each job capability that best describes the employee's performance against this capability in question. To the extent possible, please include examples in the comments section to support your assessment.

- 1. Planning and Organizing:** Consistently sets and meets realistic goals based on work needs. Re-evaluates priorities and assignments in order to effectively manage one's workload. Anticipates potential problems and plans for the unexpected. Ability to make and meet appropriate deadlines.

Assessment: *Building Consistent Performance*

Comments: Jesse occasionally misses meetings and does not always come to meetings prepared. She is working hard to become more organized and has recently taken a CWD class on time management. While this class has had a positive impact, I see this as an ongoing goal for Jesse as a way to improve on and to enhance her productivity.

- 2. Job Knowledge:** Has solid knowledge of the FAS, his or her department, and current position, as well as policies, processes, practices, and tools required to complete the work efficiently and effectively. Grasps aspects of required duties and skills needed to be successful in this role.

Assessment: *Solid Performance*

Comments: As a member of the department for six years, Jesse exhibits a solid grasp of FAS, our department, and her role. She is also quite familiar with Harvard, FAS, NIH and NSF policies.

- 3. Delivers Results:** Understands how to leverage key resources to achieve objectives and reaches closure on projects and tasks. Works steadily toward achieving goals and consistently meets deadlines in a timely way. Monitors results and makes adjustments as needed and accepts responsibility for outcomes. Takes ownership for missteps and refocuses efforts when necessary. Continues forward in the face of obstacles or when the path forward is less clear.

Assessment: *Solid Performance*

Comments: Jesse consistently delivers results and does what she says she will do.

- 4. Communication:** Exhibits effective listening skills and checks for understanding. Demonstrates strong verbal and written communication and actively listens to others' ideas and suggestions. Informs others of what is needed in a clear and concise manner. Shares appropriate information and actively seeks varying perspectives within and across the organization. Uses an appropriate tone and content in all forms of communication.

Assessment: *Solid Performance*

Comments: Jesse is pro-active about asking questions; and she volunteers her insights to others who are seeking clarification. She exhibits cooperative teamwork and is becoming a "go-to" person around departmental policy.



5. Management (if employee has one or more direct reports): Builds skills and capabilities and supports the development of individuals and the team to meet departmental goals. Seeks to recruit and engage a diverse group at all levels. Encourages direct reports and peers to provide ideas that will enhance what the team delivers. Provides effective feedback to direct reports.

Assessment: *Strong Performance*

Comments: Jesse currently manages two staff members and she does a very good job establishing goals for her employees and in giving them feedback on their performance, helping them to reach and exceed their goals. I will look for Jesse to help both employees continue to develop their skills and capabilities in the coming year.

Section 3: Manager Assessment of Employee's Overall Performance

Please assess your employee's *overall* performance based on your assessment of the employee's performance in Sections 1 and 2, plus any other important aspects of his or her performance or effectiveness in the role.

Assessment: *Solid Performance*

Summary of Performance: Jesse's accomplishments and contributions to our department are demonstrated through her ability to manage multiple grants and handle herself well with PIs, colleagues, and representatives from outside agencies. She has fully met her goals this year. I highly value her contributions to the department and will continue to support her in her current work and longer term career goal to manage staff. I look forward to working with Jesse in FY14.

Additional Comments:

Section 4: Areas for Development

Identify key areas for development that could help this employee continue to develop his or her skills and capabilities and to grow professionally.

Jesse is strongly interested in developing as a manager, therefore, I suggest she take the CWD course offerings on effective management and the FAS HR course on Strengths-Finder based management to hone her skills and knowledge of management techniques.



Section 5: Employee Comments

The space below is designated for the employee to include comments, if any, regarding his or her performance during the Performance Year.

I appreciate the suggestions for improvement and plan to attend the suggested courses. I am very interested in working with my manager to develop a plan that would enable me to earn a "Strong" assessment in FY14.

Section 6: Signatures

Jesse R. Watkins

3/12/2013

Employee signature

Date

The employee's signature indicates only that the employee has had a performance conversation and not necessarily that he or she agrees with the review.

Gordon Ruiz

March 12, 2013

Manager signature

Date

Gordon Ruiz

87654321

Manager name (please print)

Manager HUID

