# DIRECTOR PERFORMANCE APPRAISAL

| | |
|---|---|
| **Name:** | **Title:** |

| | |
|---|---|
| **Period of this Review:** | **Department:** |

| | |
|---|---|
| **Supervisor:** | **Date of Hire:** |

## INSTRUCTIONS

Consider the employee on the basis of the standards you expect for the job that he/she is assigned. Indicate your evaluation of each performance factor by assigning the evaluation numbers 1 through 5 to each category (midpoint numbers [e.g. 3.5] may be used if necessary). The "Comments" section is to summarize the discussion held with the employee and to list specific suggestions for improvement.

## I - DEFINITIONS OF EVALUATION TERMS

**5 - Outstanding:** Performance is clearly recognized and is the very best that can be attained. The employee's contributions and achievements consistently exceed the requirements for this job classification and are widely recognized to be exceptional by others outside his/her own department.

**4 - Exceeds Expectations:** Performance usually exceeds normally expected results. Assignments are accomplished in a highly effective manner with only general guidance and direction. Employee seeks to add to his/her job responsibilities and skills and is recognized outside his/her own department as a valuable contributor to the organization.

**3 - Meets Expectations:** Performance is consistent with and may occasionally exceed normally expected results. Assignments are being accomplished effectively with a normal amount of direction.

**2 - Below Expectations**: Performance is inconsistent and often falls short of what is expected. Employee requires more than normal coaching, guidance, and direction. Improvement is required.

**1 - Unacceptable:** Performance does not meet the minimum requirements. Performance improvement must be accomplished in order to justify retention in this job classification.

We are passionately committed to:

**Faith:** modeling, teaching, and being shaped by a faith that is consistent with a Christian worldview.

**Integrity:** demonstrating exemplary lifestyles reflective of Christian ethics with accountability to Christ, each other, our students, and our community.

**Excellence:** teaching a Biblical, accredited curriculum and providing outstanding, innovative educational programs that prepare our students for success in life.

**Community:** creating an environment of generosity and compassion that is responsive to the needs of those we serve.

**Partnership:** sustaining a partnership with families to enhance our students' character, learning, and development.

**Global Outreach:** presenting the message of Jesus Christ to all the world, while living as trustworthy and accountable stewards within God's creation.

| Factors | Comments | Rating |
|---|---|---|
| **Planning and Goal Setting**<br>Sets and communicates goals and job standards; able to prioritize, allocate resources, and delegate to achieve desired results with set time frame. Anticipates needs and/or obstacles. | | |
| **Profit and Cost Sensitivity**<br>Generates and implements cost-saving and profit-improving initiatives. Achieves goals within operating budgets. | | |
| **Judgment and Decision-Making**<br>Makes logical decisions. Reasons from cause to effect, weighs and reconciles conflicting data, and handles emergency or unusual situations effectively. | | |
| **Organization**<br>Implements operational plans; redefines priorities as needed to meet time frame; allocates resources to achieve results in timely matter. | | |
| **Problem Solving**<br>Anticipates and identifies underlying causes of, and creates a range of alternative solutions to, complex problems. | | |
| **Risk Taking/Initiative**<br>Effective in seeking out, developing, and accepting accountability for new and difficult challenges. Follows through with assignments. | | |
| **Communication/Interpersonal Skills**<br>Transmits internal and external business information. Is effective in expressing ideas, both orally and in writing. Relates favorably to all levels within the organization; works harmoniously with others. | | |

| Factors | Comments | Rating |
|---|---|---|
| **Leadership** <br> Achieves desired goals through directing the activities of subordinates.  Effective in motivating, training and developing subordinates. | | |
| **Delegation** <br> Makes assignments according to abilities and skill levels of subordinates.  Inspires maximum effort and achievement from staff. | | |
| **Flexibility and Adaptability** <br> Handles pressure well; responds to changing requirements in a positive and professional manner. | | |
| **Human Resources Management** <br> Generates work team dedication to high performance and raises the quality of performance through effective selection, appraisal, and coaching. | | |
| **Core Values** <br> Consistently demonstrates adherence to the Core Values in work duties as well as interpersonal relationships. (Faith, Integrity, Excellence, Community, Partnership, Global Outreach.) | | |

# IV - GOALS AND OBJECTIVES

Refer to the goals and objectives set or agreed upon during the last performance appraisal.  List the items and comment on results achieved since the preceding appraisal.

1.

2.

3.

4.

List the goals that you and your subordinate have agreed upon or you have assigned.  Be as explicit as possible in explaining each item.

1.

2.

3.

4.

# V - DEVELOPMENTAL PLAN

What are your plans for assisting the employee to improve?  As appropriate, note developmental steps that will help the employee to achieve his or her potential.

1.

2.

3.

Comments regarding achievements and/or contributions the employee has made during the review period or progress since the last review.

1.

2.

3.

4.

# VI - OVERALL EVALUATION

Add the total of the ratings in Part I and divide by 12 to calculate Overall Evaluation

**Total of ratings: _____**
**Divide by 12**

**Overall Evaluation: _____**

# VII - APPROVALS

Reviewed By:  _____       Date: _____

Approved By:  _____       Date: _____
**Reviewer's Supervisor**

Approved By:  _____       Date: _____
**Human Resources**

# VIII - EMPLOYEE RESPONSE

The individual being appraised may comment below on any areas of agreement or disagreement.

_____

_____

_____

_____

_____

_____

My signature means that I reviewed the completed appraisal and discussed the contents with my immediate supervisor. It does not necessarily indicate that I agree with this evaluation.

EMPLOYEE SIGNATURE:_____DATE: _____

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