

CALIFORNIA LUTHERAN UNIVERSITY

PERFORMANCE FACTORS GUIDELINES

SUPERVISOR SUPPLEMENT

RATING SCALE FOR PERFORMANCE FACTORS

5. Consistently Exceeds Expectations	To receive a "5" rating, an employee <i>consistently</i> exceeds the expectations of the position. The management and colleagues recognize the employee's excellence and their unique contributions. They serve as a role model for the organization and would be considered a top performer in any high-performing organization.
4. Often Exceeds Expectations	These employees <i>often</i> exceed and provide significant and measurable contributions well beyond their position responsibilities. They understand their job duties and can be relied upon to always meet all expectations and challenges.
3. Fully Meets Expectations	These employees fully meet the <i>basic</i> job duties and understand expectations of their position.
2. Does Not Meet Expectations	These employees <i>require improvement</i> in the quality, quantity and/or timeliness of their work. They should be placed on a formal Performance Improvement Plan (PIP). Their performance may be successful in some areas of the job, or on some occasions but overall, the employee's performance falls below expectations.
1. Unsatisfactory	These employees <i>are not meeting the expectations of their position</i> . They should be placed on a formal Performance Improvement Plan (PIP). This level suggests either a lack of willingness and/or ability to perform the requirements of their position and there is consistent evidence of unacceptable job performance. Separation from employment may be indicated unless the employee's performance improves significantly and the improvement is sustained.

COMMITMENT TO CLU'S MISSION AND VISION		SUPERVISOR RATING
WORKING RELATIONSHIPS	Supervisor is open, approachable, encouraging dialogue to clarify decision-making and inform staff; speaks and writes clearly in a manner appropriate to the audience; protects the integrity and confidentiality of information; creates an environment that builds trust and eliminates fear; demonstrates and expects honesty and truthfulness at all times; sincerely interested in the suggestions of co-workers. Supervisor works well with other departments and divisions; models expected customer service demeanor. Consistently works within policies and guidelines as established by the organization.	
SENSITIVITY TO DIVERSITY	Supervisor ensures compliance with all federal, state and regional regulations regarding harassment and discrimination prevention, diversity,	
ADHERENCE TO STRATEGIC PLAN	Supervisor ensures staff understands the five (5) statements of purpose in the Strategic Plan; supervisor is able to motivate and direct staff work towards successful completion of action steps as	

	part of the department goals and objectives supporting the Plan.	
QUALITY OF WORK		SUPERVISOR RATING
SUPERVISORY RESPONSIBILITY	Supervisor is able to motivate, obtain optimum productivity and respect from direct-reports; models appropriate behavior; enforces safety policies and guidelines; able to deal with change and adversity. Able to establish achievable goals for the department and measure staff work in progress towards goals; able to train, develop and mentor staff, ensuring compliance with training goals and requirements.	
COMMUNICATION AND FEEDBACK	Supervisor delivers timely and meaningful annual performance reviews in accordance with CLU policy and process; addresses performance issues in a timely manner, ensuring confidential, candid feedback; regularly assess staff and their work to ensure projects and deliverables are on track.	
FISCAL MANAGEMENT	Supervisor is aware of strategic plan and ensures department budget is aligned with that plan; able to keep expenditures within budget by anticipating spending needs; ensures the efficient and effective use of resources; makes sound business decisions; demonstrates accountability; takes remedial action where needed.	
PLANNING AND ORGANIZATION	Supervisor is able to analyze work to be done, set goals for the department and individuals based on CLU values, mission and needs; develops plans of action, setting timelines and deadlines; ensure the balance an individual employee needs for supervision as it impacts the extent to which you can trust them to carry out assignments conscientiously.	
DEVELOPING STAFF	Supervisor will work with staff to assess and provide feedback on their skills and interests; select training and development activities that match their career development objectives and job needs; use the annual performance review process to review the employee's skill set and to create an annual development plan; stay informed of current policies and practices that support employee development; follow up with employees after a learning activity to integrate new skills and knowledge into their responsibilities.	

SIGNATURES			
Employee Signature *		Date	
Supervisor Signature		Date	
Next Level Supervisor Signature		Date	
Received by H.R.		Date	