

United States Naval Academy Civilian Department Chair Performance Rating Report

Department Chair: _____

Rank/Title: _____

Department/Division: _____

Review Period: _____

The critical elements below include job knowledge and competence; leadership; curriculum, pedagogy, and assessment; planning and budgeting; communication; decision making and governance; adaptability and initiative; faculty and staff supervision; and faculty roles.

SECTION I.

Job Knowledge / Competence (Critical element)	OB	S	ME	NI	UN	NA
Demonstrates competence in required position / job skills and knowledge						
Understands how the position interacts with the Division Office, the AcDean, as well as the Faculty and acts in support of the Naval Academy organization as whole						
Understands and follows internal and external procedures and regulations						
Accomplishes assignments and meets deadlines						
Produces results and displays skill in meeting objectives						
Assumes responsibility and accountability for work						
Summary of Job Knowledge / Competence						

Leadership (Critical element)	OB	S	ME	NI	UN	NA
Inspires respect from others						
Inspires trust from others						
Shows courage to take action						
Motivates others to perform well						
Establishes a collective focus or vision in consultation with staff members and supervisor						
Summary of Leadership						

Curriculum, Pedagogy, and Assessment (Critical element)	OB	S	ME	NI	UN	NA
Manages all operational elements of the department curriculum						
Ensures curricula are up-to-date and support institutional objectives						
Maintains a positive and supportive environment conducive to midshipman learning, pedagogical improvements, and scholarly activity.						
Coordinates the academic assessment of all programs within the department						
Summary of Curriculum, Pedagogy, and Assessment						

Planning and Budgeting (Critical element)	OB	S	ME	NI	UN	NA
Establishes appropriate goals and objectives						
Plans strategically and establishes priorities						
Allocates and utilizes personnel resources appropriately and effectively						
Allocates and utilizes financial resources appropriately and effectively						
Acts as a good steward of funds						
Summary of Planning and Budgeting						

Communication (Critical element)	OB	S	ME	NI	UN	NA
Facilitates effective communication between the department, the Division Director, and the Dean's Office						
Respects and observes the leadership "chain of command"						
Interacts effectively and professionally with faculty, staff, students						
Works well as part of a team						
Speaks and writes clearly, professionally, and effectively						
Listens well and seeks clarification						
Responds appropriately to questions and requests for assistance						
Demonstrates effective group presentation and leadership skills						
Summary of Communication						

Decision Making and Governance (Critical element)	OB	S	ME	NI	UN	NA
Identifies and shares problems in a timely manner						
Gathers and analyzes information skillfully, and views problems fairly and objectively						
Develops and presents viable solutions reflecting stakeholder input where appropriate						
Demonstrates sound and accurate judgment						
Includes appropriate people in decision-making processes (for example, department committees)						
Explains reasoning for decisions						
Demonstrates willingness to make timely decisions						
Summary of Decision Making and Governance						

Adaptability and Initiative (Critical element)	OB	S	ME	NI	UN	NA
Adapts and responds well to change						
Anticipates future developments and takes advantage of opportunities						
Takes independent action and calculated risks						
Balances competing interests						
Displays original thinking, creativity, and resourcefulness						
Accepts and seeks to understand criticism and feedback						
Seeks help when appropriate						
Summary of Adaptability and Initiative						

Faculty and Staff Supervision (Critical element)	OB	S	ME	NI	UN	NA
Creates a positive work environment and is aware of and sensitive to the needs of others						
Respects diverse opinions						
Is accessible and establishes trust and open communication						
Maintains effective working relationships						
Provides direction and leadership to staff and faculty including an environment of mentorship.						
Evaluates department faculty and staff annually; meets regularly with faculty and staff and provides feedback						
Appropriately handles personnel issues and evaluates colleagues fairly						
Manages and supports faculty and staff in order to enable their promotion, tenure, and professional growth						
Serves as a positive role model						
Actively promotes diversity and maintains a supportive environment for underrepresented groups						
Ensures that EEO principles are adhered to throughout the organization and promptly addressed allegations of discrimination, harassment, and retaliation						
Summary of Faculty and Staff Supervision						

Faculty Roles (Critical element)	OB	S	ME	NI	UN	NA
Teaching effort contributes to effective student learning						
Provides effective mentoring and advising of students						
Maintains an active scholarly program and contributes sufficient peer evaluated work to the discipline						
Participates in appropriate service within the Academy, profession, and community						
Summary of Faculty Roles						

Equal Opportunity Employment (Critical element)	OB	S	ME	NI	UN	NA
Supports EEO guidelines regarding selection and promotion						
Supports EEO in treatment of employees						
Supports EEO in training and counseling						
Summary of Equal Opportunity Employment						

Internal Controls (Critical element)	OB	S	ME	NI	UN	NA
Complies with applicable laws						
Safeguards against waste and abuse						
Maintains accountability over assets						
Efficiently manages resources						
Summary of Internal Controls						

Occupational Safety and Health (Critical element)	OB	S	ME	NI	UN	NA
Supports OS&H Program						
Maintains safe working environment and support						
Summary of Occupational Safety and Health						

SECTION II. Remarks:

This space should not be left blank. Remarks should be as specific as possible, and should be used to provide a summary of the supervisor’s judgment about the extent and quality of an individual’s performance for each critical element. The Summary comments should address cooperation with colleagues and support of the USNA mission. The remarks also must be used to explain any behavior ranked as Needs Improvement or Unsatisfactory.

1. Job Knowledge / Competence.

2. Leadership.

3. Curriculum, Pedagogy, and Assessment.

4. Planning and Budgeting.

5. Communication.

6. Decision Making and Governance.

7. Adaptability and Initiative.

8. Faculty and Staff Supervision.

9. Faculty Roles.

10. Equal Employment Opportunity.

11. Internal Controls.

12. Occupational Safety and Health.

13. Summary.

Summary	Satisfactory	Unsatisfactory
Overall Summary Rating		

Critical Elements Reviewed	EMPLOYEE DATE	SUPERVISOR DATE
Annual Performance Appraisal	EMPLOYEE DATE	SUPERVISOR DATE
	REVIEWER DATE	

Form Information:

The purpose of this evaluation is to assess the effectiveness of the Department Chair in performing job responsibilities and to enhance the ability of the Department Chair to advance the mission of the United States Naval Academy. This evaluation instrument is intended to generate discussion constituting both a formative and summative assessment of important performance objectives. Specific guidance regarding the performance expectations listed in this evaluation form is published annually in ACDEANNOTE 12451 (Faculty Performance Expectations: Practical Guidance) and ACDEANNOTE 12452 (Annual Performance Review Expectations).

The following scale will be used to evaluate the degree to which the Department Chair meets each of the evaluation criteria. The “remarks” section should be used to provide a summary of the supervisor’s judgment about the extent and quality of an individual’s performance for each critical element, and also must be used to explain any behavior ranked as Needs Improvement or Unsatisfactory.

OB = One of the Best (Level 5) - Performance objectives have been exceeded in all areas. A rating in this category implies that the person’s performance during the rated period is of special note (For example, recognized for a Yard wide award, or for an outstanding/uncommon achievement(s) in teaching scholarship and/or service within or outside of USNA).

S = Strong (Level 4) - Performance objectives have been met and demonstrated with a very high level of skill and ability. A rating in this category implies that the person performed significantly above the norm. (For example, one’s teaching or service is demonstrably superior or beyond expectations, or one’s scholarly contributions or accomplishments are greater than average).

ME = Met Expectations (Level 3) - Performance objectives have been met satisfactorily and demonstrated with the expected level of skill and ability. A rating in this category implies that the person satisfied performance expectations by doing very good to excellent work.

NI = Needs Improvement (Level 2) - Performance objectives have been partially met, or marginally met relative to the expected level of skill and ability. A rating in this category implies that the faculty member should be attentive to opportunities for improvement in order for the performance to become fully satisfactory.

UN = Unsatisfactory (Level 1) - Performance objectives have not been met and/or performance indicates a deficit in skill and ability. A rating in this category leads to the development of a performance improvement plan, requiring human resource actions.

NA = Not Applicable - Area of evaluation does not apply to the position, or was not observed during the rating period.