



UNIVERSITY  
of HAWAII®  
SYSTEM

**MEMORANDUM**

March 29, 2017

TO: Vice Presidents  
Chancellors

FROM: David Lassner  
President

A handwritten signature in dark ink, appearing to read 'David Lassner'.

SUBJECT: Performance Evaluation and 360 Performance Assessment of Executive and Managerial Personnel

It is that time of the year again. Performance evaluations for all executive and managerial (E/M) employees for the evaluation period from May 1, 2016 to April 30, 2017 must be completed by June 30, 2017. E/Ms who have not been in their current position for at least 6 months prior to April 30, 2017 are not included in this process. Critical dates and milestones are outlined in Attachment A and must be strictly adhered to by all E/M Supervisors.

Components of the performance evaluation shall include the following:

- A review and evaluation of the goals and objectives for the evaluation period
- A review and evaluation of the duties and responsibilities set forth in the position description
- A review of accomplishments and areas needing improvement
- The consideration of 360 Performance Assessment feedback\*

\* The 360 Performance Assessment is an anonymous online survey completed by evaluators selected by the E/M and the E/M's supervisor.

Evaluators should include appropriate University subordinates (faculty and staff) and peers as well as appropriate constituents such as colleagues, governance/advisory group members, and partner organizations. As a reminder, Vice Presidents and Chancellors shall take an active role in identifying appropriate evaluators for your subordinate E/Ms to ensure a well-rounded representation of survey respondents. This assessment provides subordinate, peer and constituent groups an opportunity to provide anonymous comments on the performance of University E/Ms. The qualities assessed in the 360 survey are leadership, relations with others, planning, decision making/problem solving, communication, and work environment.

For UH Hilo and UH Mānoa, the President's Office will contact the leadership of the respective governance groups to seek the names and email addresses of the leadership members who can provide comments on behalf of their group on the performance of their Chancellor. Comments received for the Hilo Chancellor will be provided directly to the President. The Board of Regents will review the performance of the President/Mānoa Interim Chancellor.

The Human Resources office for the respective campuses will coordinate the distribution and collection of the evaluator listings.

The E/M supervisor shall discuss all of the above evaluation components with their respective E/M and recommend an overall performance rating to me in accordance with the Performance Criteria outlined in Attachment B and utilizing the attached excel spreadsheet. These ratings are subject to my review and a final determination.

The following performance rating scale shall be applied:

Exceptional: Performance far exceeded expectations due to exceptionally high quality of work performed in all essential areas of responsibility and either:

- (1) Included the completion of a major goal or project, or
- (2) made an exceptional or unique contribution in support of agreed upon unit, department, or University objectives.

Exceeds Expectations: Performance consistently exceeded expectations in all essential areas of responsibility and the quality of overall work was excellent. Annual agreed upon goals and objectives were met.

Meets Expectations: Performance consistently met expectations in all essential areas of responsibility and the quality of overall work was very good. The most critical annual agreed upon goals were met.

Does Not Meet Expectations: Performance failed to meet expectations in essential areas of responsibility and/or the most critical agreed upon goals were not met.

#### Attachments

- c: Office of the Board of Regents  
System Interim Director of Human Resources

**Attachment A: 360° Performance Evaluation – Key Deadlines**

**2017**

April 10, 2017 (9:00 am)	Deadline for office/program representatives to email the excel spreadsheet of their respective EMs' evaluator lists to System Office of Human Resources via <a href="mailto:dpschun@hawaii.edu">dpschun@hawaii.edu</a> .
April 18, 2017	All evaluators notified of their participation with the link to the survey site via email.
May 2, 2017	Deadline for completion of all surveys.
May 17, 2017	360° Assessment results to President/Vice President/Chancellor for appropriate action.
June 30, 2017	Deadline for supervisors to complete and communicate their evaluation and final rating to the E/M evaluation and final rating to the E/M.
July 5, 2017	Deadline for Vice Presidents/Chancellors to submit recommendations for executives and managers under their purview to President.

## **Attachment B: Performance Criteria**

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### **Quality:**

Achieves goals reflecting a high standard and degree of excellence. This criterion is characterized by successful completion of identified projects, programs, goals and objectives in a manner, which exemplifies success, creativity, innovation, leadership, organizational abilities, problem solving, judgment and planning.

### **Quantity:**

Achieves high volume of completed projects, programs, goals and objectives that have a positive impact on the institution that is in alignment with overall strategic initiatives.

### **Planning and Timeliness:**

Plans and prioritizes initiatives in support of organization goals to meet objectives and deadlines.

### **Resource management:**

Manages the organization's resources, including all financial, technological, human and material resources, in an efficient and effective way to maximize results. Exercises accountability, transparency and effectiveness in resource management and use.

### **Interpersonal impact:**

Promotes collegiality, cooperation, consideration and goodwill amongst colleagues, peers, subordinates and critical constituents in a positive work environment.

Understands and fosters effective working relationships with internal and external constituencies. Supports, mentors and develops subordinate faculty and staff.

### **Decision-making:**

Understands the impact of a decision by soliciting feedback and gathering information to provide timely direction in the achievement of goals and objectives.

### **Equal opportunity/affirmative action/gender equality:**

Demonstrates commitment to the University's goals of diversity, equity, equal opportunity, and affirmative action.