



**Administrative Officer
Performance Development Program**

Name: _____ Organizational Unit: _____

Please complete the "Administrative Officer's Self Assessment" in advance of the performance development discussion.

PERFORMANCE DEVELOPMENT AGENDA	Check upon completion
1. Discuss the administrative officer's self assessment.	<input type="checkbox"/>
2. Review leadership competencies (see back).	<input type="checkbox"/>
3. Discuss barriers to effective work performance and job satisfaction.	<input type="checkbox"/>
4. Discuss any resources/support needed to achieve objectives and leadership goals.	<input type="checkbox"/>
5. Discuss potential process improvements.	<input type="checkbox"/>
6. Discuss administrative officer's development (over past year; future needs for current job; long term career goals and developmental needs to achieve them).	<input type="checkbox"/>
7. Discuss whether officer continues to grow to meet future needs and demands of the changing environment.	<input type="checkbox"/>
8. Discuss significant succession/development issues within the unit.	<input type="checkbox"/>
9. Administrative officer may provide feedback/constructive suggestions for the reviewer.	<input type="checkbox"/>
10. Discuss anything else the administrative officer or the review would like to address.	<input type="checkbox"/>

Reviewer/Administrative Officer Comments:

These topics have been discussed by:

Signature of Administrative Officer: _____ Date: _____

Signature of Reviewer: _____ Date: _____

COMPETENCIES

The following are examples of competencies critical to superior performance, which may be considered during annual performance review discussions. Other competencies specific to the administrative officer's unit strategic plan or professional growth and development may also be used.

Organizational Success	<p>Collaborate with Others: Create an environment in which individuals work in partnership and demonstrate teamwork at all levels.</p> <p>Build External Relationships: Develop, create, and sustain positive personal relationships with outside parties with the potential to impact the work unit or University's mission.</p> <p>Provide Vision: Generate and communicate broad, compelling organizational goals as outlined in the strategic plan and inspire others to pursue them.</p>	<p>Think Dynamically: Develop and foster creative approaches or imaginative solutions that maximize future potential with consideration of current work unit dynamics.</p> <p>Commit to Learning: Create an environment that fosters learning, growth, and development and rewards people for doing so.</p> <p>Pursue Opportunities: Anticipate, recognize, and create opportunities to grow the work area's opportunities.</p>
Making People Matter	<p>Demonstrate Candor: Be straightforward and open, leaving oneself and others with a sense of being heard, understood, and valued.</p> <p>Build Trust: Maintain one's reputation for honesty, candor, confidentiality, fairness, and reliability.</p>	<p>Value Others' Perspectives: Demonstrate open, non-judgmental consideration of differences; values inclusion, diversity.</p>
Job Effectiveness	<p>Communicate Clearly: Listen, speak, and act in a manner that results in powerful and effective action, internally and externally.</p> <p>Critically Assess: Analyze logic and data to identify root causes, issues, or approaches to deal with complex situations.</p> <p>Exercise Business Judgment: Utilize one's understanding of the University's finance model, as well as one's experience and expertise, to make the right decision for the work unit and the University.</p>	<p>Leverage Resources: Identify, align, and optimize resources.</p> <p>Focus on External Entities: Understand how trends and emerging opportunities apply to stakeholders, competitors, products, and services.</p> <p>Focus on Results: Work to achieve profit and increase the long-term value of the unit through high levels of individual and organizational performance, and implementation of the strategic plan.</p> <p>Embody a Global Perspective: Demonstrate a "global view"—that the world is larger than one's own geography, work unit, and function.</p>