

**Cornell Cooperative Extension**  
**CCE Tompkins Leadership Staff Performance Review Form**

**Staff Name:** \_\_\_\_\_

**Position:** \_\_\_\_\_

**Supervisor:** \_\_\_\_\_

**Review Period:** \_\_\_\_\_

Cornell Cooperative Extension's performance dialogue process is designed to improve job understanding, promote more effective job performance and staff development, and encourage the flow of communication between supervisors and staff members. Performance dialogue should be a continuing process throughout the year, with a formal review recommended annually, or when needed. "Opportunity for Improvement" ratings should include comments for development and applicable development goals.

<b>To be Completed by the Supervisor</b>	<b>On Track</b>	<b>Opportunity for Improvement</b>
<b>Position Responsibilities and Essential Functions.</b> Completes position responsibilities and performs the essential functions as outlined in the position description.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Documentation and Deliverables.</b> Consistently and accurately completes all required documentation including program and participant documentation, time and attendance records, business and financial forms, and all other Association required documentation. Meets or exceeds established programmatic or assigned deliverables (e.g. targeted education goals, funding source requirements, etc.) and deadlines.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Attendance.</b> Consistently demonstrates good attendance (e.g. work schedules, staff meetings, trainings, etc.), dependability, and dedication to accomplishing Association objectives. Scheduled absences and approved leaves of absence do not apply to this section.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Health and Safety.</b> Support the Association to maintain a safe working environment. Be familiar and strive to follow any applicable federal, state, local regulations, Association health and safety policies, procedures, requirements or standards. Act proactively to prevent accidents/injuries and communicate hazards to supervisors when identified.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Integrity.</b> <i>Interact with integrity...So people are respected and engaged.</i> Convey respect and professionalism in interactions. Seek to understand and then to be understood. Put others at ease and respond calmly even in difficult situations. Be honest and trustworthy; have a high standard of personal conduct. Acknowledge your mistakes and errors, take timely corrective actions, including an apology if appropriate. Demonstrate empathy and compassion for others. Give, ask for and act on feedback. Manage conflict, taking uncomfortable or unpopular action when necessary.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Inclusion.</b> <i>Create an open and inclusive environment...So people feel like they belong.</i> Create an environment of trust. Demonstrate respect for all individuals. Actively invite new ideas, alternatives and perspectives. Integrate workplace flexibility as a part of the results-oriented work culture. Speak up and take action if others are being excluded or treated inappropriately. Acknowledge the support and contributions of every person.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Vision.</b> <i>Inspire and articulate a shared vision and mission...People know how their work aligns with the Association and team goals.</i> Understand the Association's strategic goals and deliver aligned outcomes. Be adaptable, embrace, promote and implement change. Deliver results today with a sustainable future in mind. Demonstrate foresight and imagination to see possibilities, opportunities and trends. Model stewardship within the organization and Association. Monitor and re-evaluate decisions, priorities and plans in order to achieve a vision.	<input type="checkbox"/>	<input type="checkbox"/>

To be Completed by the Supervisor	On Track	Opportunity for Improvement
<p><b>Communication.</b> <i>Communicate clearly and consistently...So people are informed and heard.</i> Listen first. Share important information and decisions in a timely manner. Ensure people have a clear understanding of the expectations and desired results. Convey thoughts clearly, verbally and when in writing. Adapt messaging to audience. Summarize other points of view to confirm understanding.</p>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>Initiative.</b> <i>Empower staff to act and take initiative...People are supported and confident in taking ownership of their work and results.</i> Adopt a culture of sustainability and efficiency. Strive to develop and implement best practices. Take responsible risks to innovate seeking advancements in products, processes, services, technologies or ideas. Identify opportunities in challenges and show initiative. Reach out in a timely and responsive manner to resolve problems and conflicts. Anticipate and adapt to changing priorities and additional demands.</p>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>Judgment.</b> <i>Display sound judgment in problem solving...People proactively seek solutions to deliver results.</i> Bring stakeholders together to create alignment, shared understanding and action. Ask insightful and probing questions. Use data and metrics to provide informed and thoughtful analyses. Consider impact on others outside your immediate area. Synthesize complex information. Anticipate obstacles and generate alternatives.</p>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>Growth.</b> <i>Am a great coach...People understand their current role and career options.</i> Make work challenging, meaningful and engaging for others. Identify and focus on the most significant priorities, setting achievable goals, milestones and deadlines. Provide others with productive and timely feedback. Delegate and provide good exposure for team members. Develop people and support their growth and mobility.</p>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>Job Skills.</b> <i>Demonstrates competence in tools, equipment, software and technologies to effectively complete assignments and job tasks.</i> Maintains professional certifications, licensing and education in functional expertise and effectively applies knowledge. Understands, interprets and applies regulations, policies and contracts to deliver effective results. Uses good judgment, information and observations to evaluate and recommend actions to support decisions and deliverables.</p>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Program Positions with Program Assessment, Development and Evaluation responsibilities ONLY</b>		
<p><b>Program Development and Evaluation.</b> Develops programs based on identified community needs. Involves clientele in program development when appropriate. Collects data to substantiate program needs, direction and improvements. Evaluates programs for impact; reports and utilizes information to improve programs.</p>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>Program Implementation.</b> Utilizes a variety of teaching methods. Stays within budget restrictions and uses resources wisely. Understands and adapts to learners' needs. Engages in problem-solving; suggests ways to improve performance and be more efficient.</p>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Supervisory Positions ONLY</b>		
<p><b>Supervision.</b> Helps to ensure positive, team-based employee relations. Carries out supervisory responsibilities in accordance with the Association's policies and applicable laws. Serves as a role model for others.</p>	<input type="checkbox"/>	<input type="checkbox"/>

<b>To Be Completed by the Supervisor</b>	
<b>Supervisor Comments (e.g., what is going well, areas for development, etc.)</b>	
<b>Indicate (up to three) goals for the upcoming review period. Include timeframes and resources, where applicable. Include at least one professional development goal. Best practice: indicate which strategic plan objectives each goal supports.</b>	
<b>Goal:</b>	
<b>Goal:</b>	
<b>Goal:</b>	

<b>Staff Comments, if desired. Use additional space if needed.</b>

**Acknowledgement** - Signature does not mean agreement with the information provided in this review, only that the information was received, read, and understood. Supervisors are available to meet with staff if they have questions about the performance review or to discuss any questions they may have.

_____	_____
Staff Member Signature	Date

_____	_____
Supervisor Signature	Date

_____	_____
Next Level Supervisor Signature (if applicable)	Date

_____	_____
Association Executive Director Signature	Date