

Manager Being Evaluated _____
Department _____
Evaluation Period _____
Evaluator/Supervisor _____

California State University, Fresno
MPP Annual Performance Review Process

Perception Survey *

THANK YOU!

Thank you for participating in this process. We are assessing the leadership and effectiveness of our Management Personnel Plan (MPP) employees. Your views and perceptions of the individual being evaluated are important to include in this survey.

CONFIDENTIALITY

Your responses will remain confidential. Only the evaluator sees this survey and comments. Please respond to all questions for which you have an opinion. Completed surveys should be returned directly to the Evaluator named above. Unsigned or unattributed comments will not be used.

YOUR COMMENTS

If this survey overlooks an issue that you consider important for evaluating the effectiveness of a manager, please attach a page with your comments. The evaluator will not consider written comments, however, unless signed. Please do not include comments of a personal nature that cannot be summarized with the survey results.

HOW THE RESULTS WILL BE USED

The goal behind this survey is to obtain a clearer picture of management practices and ultimately to help improve the effectiveness of our managers. Survey results will provide additional information that the employee's evaluator may use in identifying the manager's strengths and professional growth needs. Your responses will not only contribute to the manager's evaluation, but they may also be useful in assisting the employee and his or her supervisor in formulating relevant professional development goals for the coming year.

RETURN COMPLETED SURVEY TO: _____

MAIL STOP: _____

* Adapted from: "Survey of Management and Organizational Patterns" © Regents of the University of California (used by permission)

Perception Survey

The following perceptions of strengths and weaknesses pertain to the Manager being evaluated:

The MPP employee being evaluated....	Strongly Disagree	Disagree Somewhat	Agree Somewhat	Strongly Agree	Not Observed
1. Respects and rewards people who look for ways of doing things in his/her unit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Works well with other managers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Supports equal opportunity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Accepts constructive criticism without becoming defensive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Models the behavior he/she expects from others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Shows respect when communicating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Cares about employees as individuals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Communicates what he/she expects subordinates to accomplish	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Enjoys a climate of <i>mutual respect</i> at all job levels along with his/her co-workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Maintains consistency between words and actions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Takes action to resolve interpersonal conflicts in his/her area of responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Puts the good of the organization ahead of personal gain	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Would act ethically even if it required personal sacrifice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Leads a work group that is efficient and productive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Leads a work group that continually improves its practices, productivity, and effectiveness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Leads a work group whose members share common values of service, quality, and excellence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Sets objectives and monitors results (rather than telling subordinates <i>how</i> to do their job)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Perception Survey

The MPP being evaluated....	Strongly Disagree	Disagree Somewhat	Agree Somewhat	Strongly Agree	Not Observed
18. Blames others when things go wrong	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Discourages staff bringing up problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Favors an “in group” of staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Makes some people look good at others’ expense	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Makes good decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Waits until a problem escalates before acting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. While observing how the MPP and members of his/her work unit function in group tasks, I feel that:					
<input type="checkbox"/> Everyone shares responsibility for the results					
<input type="checkbox"/> Only a few people are responsible for the results					
<input type="checkbox"/> Only the MPP is responsible for the results					
<input type="checkbox"/> Not observed					
25. Please select one, most applicable response:					
<input type="checkbox"/> This MPP mainly uses threats and consequences to ensure performance in staff					
<input type="checkbox"/> This MPP mainly uses recognition to motivate performance in staff					
<input type="checkbox"/> This MPP mainly uses money (e.g. merit salary recommendations) to motivate performance in staff					
<input type="checkbox"/> Not observed					
26. My perception is that <i>customers</i> rate the MPP unit’s performance:					
<input type="checkbox"/> Consistently outstanding		<input type="checkbox"/> Fair			
<input type="checkbox"/> Usually very good		<input type="checkbox"/> Poor			
<input type="checkbox"/> Good		<input type="checkbox"/> Don’t know			

Signed

Date