



Division Director Evaluation

All academic Division Directors will be evaluated by the members of their department(s) each year. The evaluations will be sent directly to the Chief Academic Officer. Division Directors will receive copies of the evaluations.

This form provides the opportunity to express your views about the following Division Director. Your answers are important because they help improve the institutional effectiveness of Aultman College.

Division Director Name: _____

Please indicate your agreement with the following statements using the following designations:

SA=Strongly Agree

A=Agree

D=Disagree

SD=Strongly Disagree

NA=Not Applicable

I. COMMUNICATION	SA	A	D	SD	NA
1. Articulates thoughts clearly and effectively, both verbally and in writing.					
2. Provides regular feedback to staff, directly and honestly, including frequent recognition of good performance and appropriate and timely corrective action for performance issues.					
3. Actively seeks and receives feedback and then uses feedback as a way to enhance performance.					
4. Constantly shares information that people need to do their jobs effectively. This includes clarifying expectations and responding to issues raised by others.					
5. Listens carefully to others. Actively soliciting input from others.					
II. CHANGE MANAGEMENT	SA	A	D	SD	NA
1. Establishes and communicates clear goals and outcomes to drive the change process. Helps others to understand the need for change.					
2. Evaluates people's readiness for change and identifies barriers to change.					
3. Engage employees and leaders in the change process delegating tasks to facilitate involvement.					
4. Leads others through change that enhances organizational performance. The change may pose some short term roadblocks, but will benefit the organization in the long-run. This can be defined as having EDGE.					
5. Is available and visible to address concerns, questions etc.					
III. RESOURCEFUL	SA	A	D	SD	NA
1. Works collaboratively with peers.					
2. Consistently able to analyze situation. Is able to explore and identify different ideas and ways of problem-solving.					
3. Has initiative and takes action pro-actively.					
4. Is decisive and knows when to execute. Is persistent in action.					
5. Continuously improves department performance using process improvement techniques.					
6. Develops and adheres to department budget & productivity targets.					
7. Achieves outcomes in a cost effective and timely manner.					

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IV. INNOVATIVE	SA	A	D	SD	NA
1. Uses creativity and encourages creativity from staff to achieve outcomes.					
2. Is creative in the development of ideas. Consistently challenges the status quo and obtains different perspectives.					
3. Is able to analyze risk. Takes and encourages educated risks.					
4. Actively seeks to gain additional knowledge and skills that will allow for innovation and creativity.					
V. TEAM PLAYER	SA	A	D	SD	NA
1. Interacts professionally with others.					
2. Collaborates. Builds rapport and relationships with others.					
3. Is visible and accessible. Provides the opportunity for ongoing communication.					
4. Promotes teamwork by managing and resolving conflict constructively.					
5. Holds staff and self accountable to meet organizational expectations and goals. Has ability to align personal goals to strategic organizational goals.					
VI. PEOPLE DEVELOPER	SA	A	D	SD	NA
1. Uses systematic approach for coaching employees toward desired outcomes. Actively mentors employees.					
2. Helps others to understand the impact of their behaviors.					
3. Leads by example. Models behavior for others to learn from.					
4. Grows bench strength by exposing and encouraging top talent to development opportunities. Assist in career development of employees.					
5. Hires talented employees who can best fit the Aultman culture.					
6. Knows & applies the Aultman Diversity Statement; improves inclusiveness.					
VII. EMOTIONAL INTELLIGENCE	SA	A	D	SD	NA
1. Demonstrates effective emotional responses in all situations.					
2. Displays ability to recognize own feelings and those of others. Able to be considerate, patient and compassionate depending on the circumstances.					
3. Listens to understand others.					
4. Takes responsibility for issues and mistakes. Sets high expectations self and others.					
5. Capitalizes on strengths of self and others to meet organizational expectations and timelines.					
VIII. CORPORATE CITIZENSHIP	SA	A	D	SD	NA
1. Abides by and enforces with staff the AHF Corporate Code of Conduct.					
2. Understands and utilizes Strategic Plan and organizational pillars in the development of goals and outcomes for unit/area of responsibility.					
3. Understands and uses EXCEerator Q12 data to enhance employee engagement; does effective impact planning and achieves engagement improvements.					
4. Demonstrates ethical business behavior with character and integrity.					
5. Recognizes and accepts a commitment to our community.					
6. Creates and fosters a work environment that is consistent with the Mission, Vision and Values of the Aultman Health Foundation. Communicates these in a way that motivates others to implement.					
7. Supports strategic organizational goals.					
Additional Comments:					