



## 2017 Annual Evaluation Form - Senior Administrators

Review Period 1/1/2017 - 12/31/2017



### REVIEWER

Jerald LeBlanc (Manager), Ernest Savoie (Indirect Manager)



**Shannon Gary**

998486|Manager of Research Accounting  
Position

## Overview

### Task Instructions

Your annual performance evaluation is an important tool to support your professional development as an employee of the University of Louisiana at Lafayette. This provides an opportunity to be recognized for your contributions and to collaborate with your supervisor in aligning your goals and performance with the mission and values of the University.

## Executive Goals 2017

### Directions

Please provide a rating for each goal.

### Rating Scale

Rating	Description
Not Evaluated	
Not Met	No dimensions of the goal (i.e. on time, on budget, etc.) were achieved.
Needs Improvement	Most dimensions of the goal (i.e. on time, on budget, etc.) were not achieved.
Partially Met	One or more dimensions of the goal (i.e. on time, on budget, etc.) were not achieved.
Met	Goal was fully achieved (i.e. on time, on budget).
Exceeded	Goal was achieved ahead of schedule and/or under budget

### Describe your accomplishments for Calendar year 2017 and provide an overall rating.

Reviewer	Rating
Shannon Gary (Self)	■
Jerald LeBlanc (Manager)	■

### Comments

#### Shannon Gary (Self):

- Restructured finance split within office to better accommodate overall needs of both Center Research and Departmental Research. Added a 3rd Research Accounting position dedicated to the Picard Center, IRI, and the New Iberia Research Center. This allowed for a dedicated person to maintain consistency with the specialized requirements of these centers.
- Provided informational exchange sessions for all research faculty and staff to disseminate information about updates in Uniform Guidance, University policies and practices, and provided an opportunity for training with other departments imperative to sponsored programs, such as the Office of Innovation Management, Office of Research Integrity, and Information Technology.

- Maintained staffing within office. The only turnover was due to one staff member retiring and the Director vacating the position. The core staff all remained the same and promotion within the department occurred. The office was made up of 1 Interim Director/Manager of Research Accounting, 1 Manager of Post Award, 2 Post Award Specialists, 3 Research Accountants, 1 Research Fund Analyst, 1 Administrative Coordinator, 1 Graduate Assistant, and 1 Undergraduate Student Worker.
- Educational opportunities offered to staff to provided growth in their sponsored program knowledge base to ensure compliance. Sent 3 staff members to NCURA fundamentals training workshops.
- Implemented a contract review process to organize information between multiple departments, such as Operational Review, Office of Innovation Management, Risk Management, and Information Technology, who participate as needed in the contract negotiation process. The process involves dedicated emails per contract that provide the required information needed in a template that has been accepted by all departments referenced above and maintains consistency, clear deadlines, and ease for reference to any special circumstances that need to be noted.
- Worked with Information Technology to implement Banner Workflows upon award setup. These email notices are an automated message from the system upon set up that notifies the PI and Co-PIs that the award is active and the fund can be used. This workflow is an ongoing process that is updated as processes are revised.

**Jerald LeBlanc** (Manager):

Must increase responsiveness, communication and client services approach while maintaining ethical standards.

## Executive Competencies

### Directions

Please provide a rating for each of the core competencies.

**Click the down arrow and then Details to view the items associated with each competency.**

**Click the conversation icon to view a list of behaviors by rating associated with each competency.**

#### Details and Comment Assistant

### Rating Scale

Rating	Description
Not Evaluated	
Does Not Demonstrate	Does not demonstrate this competency at the expected level, even with available

assistance or direction from others.

Developing

Newly developing in this area; has a general understanding of key principles but limited or no applied experience with this competency. Is capable of using this competency with coaching and support, in simple situations.

Proficient

Has sufficient understanding and experience to operate at a fully professional level with this broad range of moderately complex situations. Can generalize basic principles to effectively function in both predictable and new situations.

Advanced

Has broad and deep understanding and skills, with substantial expertise and experience in this area. Can apply this competency regularly and independently and display this competency in complex, varied situations. Role model for this competency.

Expert

You are known as an expert in this area. You can provide guidance, troubleshoot and answer questions related to this area of expertise and the field where the skill is used.

## Builds Relationships and Fosters Collaboration

Cultivates an active network of relationships inside and outside functional area; fosters collaboration and teamwork by inclusive, supportive, cooperative, and sharing power.

Reviewer	Rating
Shannon Gary (Self)	██████
Jerald LeBlanc (Manager)	██████

### Comments

Shannon Gary (Self):

- Promotes a culture of collaboration and teamwork across institutional boundaries.
- Connects people from across functional, institutional, and external boundaries to form productive alliances.
- Is accessible and invests the time necessary to build relationships.
- Establishes a norm where conflicts are managed and resolved in a constructive manner.
- Cultivates networks in order to strengthen expertise and build professional reputation

## Builds Talent

Attracts and retains high caliber people; develops a leadership team with diverse capabilities; accurately assesses the strengths and weaknesses of staff; develops successors.

Reviewer	Rating
Shannon Gary (Self)	██████
Jerald LeBlanc (Manager)	██████

### Comments

Shannon Gary (Self):

- Creates a culture that values, supports, and reflects diversity.
- Builds a functional area in which strong performance is recognized and poor performance is addressed.
- Ensures that development plans and processes are in place to build the necessary talent for today and the future.
- Provides insightful, motivating, and constructive feedback, coaching, and guidance.

## Communicates Openly and Listens

Presents ideas effectively gauging the needs of the audience; actively listens and incorporates input from others.

Reviewer	Rating
Shannon Gary (Self)	██████
Jerald LeBlanc (Manager)	██████

### Comments

Shannon Gary (Self):

- Effectively translates concepts and information related to the functional area.
- Listens attentively and with empathy to concerns expressed by others.
- Ensures others have access to the information necessary to do their work and contribute to the functional area's goals.
- Probes past initial responses to get to underlying issues.

## Cultivates Diversity, Equity and Inclusion

Intentionally attracts a team with diverse perspectives; Champions the development of equitable and inclusive policies and procedures inside the functional area; Develops and employs equitable practices in the hiring, evaluation, and promotion of talent; Recognizes and promotes the shared responsibility for diversity, equity and inclusion.

Reviewer	Rating
Shannon Gary (Self)	██████
Jerald LeBlanc (Manager)	██████

### Comments

Shannon Gary (Self):

- Creates a work environment that values, supports and reflects diversity
- Seeks opportunities for learning and professional development to support diversity and inclusion
- Develops policies and procedures to advance diversity, equity and inclusion
- Understands and addresses the unique needs of those from underrepresented groups
- Serves as an effective sponsor and coach, accelerating others' pathways to leadership
- Collaborates effectively across units to cultivate an inclusive campus climate

## Demonstrates Emotional Acuity

Considers and responds appropriately to the needs and feelings of others; understands impact of own behavior; has a realistic understanding of own strengths and development needs; is committed to continuous learning.

Reviewer	Rating
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Shannon Gary (Self)	██████
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Jerald LeBlanc (Manager)	██████
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Comments
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Shannon Gary (Self):

- Models openness to feedback and desire for learning new things.
- Exhibits an awareness of one's own capabilities and development needs.
- Demonstrates flexibility and comfort with ambiguity.
- Recognizes the feelings of others and exhibits appropriate level of composure, patience, and diplomacy.
- Demonstrates humility while serving others

### Demonstrates Financial Acumen

Understands the meaning and implications of key financial indicators; manages overall financial performance; uses financial analysis to evaluate strategic options and opportunities.

Reviewer	Rating
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Shannon Gary (Self)	██████
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Jerald LeBlanc (Manager)	██████
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Comments
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Shannon Gary (Self):

- Identifies key future developments likely to affect the financial demands of higher education.
- Identifies patterns, trends, and benefits of alternatives before making decisions.
- Understands the implications of financial decisions when leading the functional area.
- Effectively communicates the value of services provided by the functional area

### Ensures Alignment

Ensures that University strategies and plans are integrated and aligned for success; supports the President and Board of Regents by providing timely, direct, and critical insights on initiatives, political positioning, and public perception.

Reviewer	Rating
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Shannon Gary (Self)	██████
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Jerald LeBlanc (Manager)	██████
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Comments
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Shannon Gary (Self):

- Scans the internal and external environment for potential risks in order to provide timely feedback to the President and Regents.
- Readily shares professional judgment with senior leaders and the Board of Regents.
- Shifts the direction of the functional area when dictated by strategic shifts at the University.



- Meets the information needs of the President and Regents.

## Ensures Execution

Anticipates change, conveys clear priorities, and aligns efforts across functions; addresses barriers, takes action, and holds self and others accountable for results.

Reviewer	Rating
Shannon Gary (Self)	██████
Jerald LeBlanc (Manager)	██████

### Comments

Shannon Gary (Self):

- Creates or modifies enterprise infrastructures to support strategic objectives.
- Takes action, even when risk is great, and balances tradeoffs appropriately.
- Balances the achievement of day-to-day results with the accomplishment of key initiatives.
- Ensures that others have the resources, information, authority, and support needed to achieve objectives.
- Holds self accountable and ensures accountability in others for achieving results.
- Takes action in a timely manner to optimize strategic success.

## Establishes Trust

Respects all individuals and treats them fairly; honors commitments to others; models high ethical standards and integrity.

Reviewer	Rating
Shannon Gary (Self)	██████
Jerald LeBlanc (Manager)	██████

### Comments

Shannon Gary (Self):

- Establishes an environment in which integrity and ethics are the norm.
- Delivers on commitments.
- Engages in decision-making processes that are appropriately transparent, well-defined, and understood.
- Makes courageous or unpopular decisions, as appropriate.

## Influences and Inspires

Promotes ideas and proposals persuasively to shape stakeholder opinion; creates a climate that fosters personal investment and nurtures commitment to a common vision and shared values; inspires action without relying solely on authority.

Reviewer	Rating
Shannon Gary (Self)	██████
Jerald LeBlanc (Manager)	██████

**Comments**

**Shannon Gary (Self):**

- Fosters commitment to the University's and functional area's vision, values, mission, and aspirations.
- Generates energy and enthusiasm in others by appealing to their personal values and goals.
- Establishes credibility by demonstrating broad knowledge, good judgment, and deep expertise.
- Positions ideas and proposals to address the needs, interests, and concerns of stakeholders.

**Leads Change**

Uses data-driven decision-making to generate insights, alternatives, and opportunities for success; fosters a continuous improvement environment; makes novel use of existing ideas, approaches, technologies, or products.

Reviewer	Rating
Shannon Gary (Self)	██████
Jerald LeBlanc (Manager)	██████

**Comments**

**Shannon Gary (Self):**

- Fosters an environment that promotes innovation, continuous improvement, and managed risk-taking.
- Anticipates and then addresses the impact of large scale changes on morale and productivity.
- Champions the integration of process improvement efforts within and across functions, colleges, and units.
- Ensures integration of relevant policies and regulatory factors in implementing improvement efforts.

**Shapes Strategic Focus**

Formulates effective and progressive strategies aligned with University mission and values; determines objectives and priorities and acts as a catalyst for institutional innovation and growth.

Reviewer	Rating
Shannon Gary (Self)	██████
Jerald LeBlanc (Manager)	██████

**Comments**

**Shannon Gary (Self):**

- Develops and aligns the functional area's strategic priorities with those of the University.
- Creates and communicates a clear vision of the functional area's future.
- Surveys the horizon to determine important state, regional, national, and global activities and trends.
- Encourages evidence-based decisions that are aligned with strategic priorities.



## Goal Planning

### Directions

Please enter goals for the coming year.

### Campus training and outreach for Sponsored Programs

Provide informational exchange sessions for all research faculty and staff to disseminate information about updates in Uniform Guidance, University policies and practices, and provide an opportunity for training with other departments imperative to sponsored programs. This would be completed by providing at a minimum of quarterly opportunities to present discussions, presentations, and documentation to research faculty and staff.

<b>Start Date</b> 1/1/2018	<b>Due Date</b> 12/31/2018	<b>Progress</b> <div style="background-color: #cccccc; width: 100%; height: 15px;"></div>	<b>0%</b>
<b>Weight</b> 0%			

### Educational opportunities for staff development

Educational opportunities are offered to staff to provide growth in their sponsored program knowledge base to ensure compliance. During 2018, the second team would be sent to NCURA fundamentals training workshops. Along with this training, the managers of SPFAC would also attend NCURA national conferences to learn and broaden knowledge to be able to return to campus and train both staff and campus.

The main goal is to have all new hires attend a NCURA fundamentals workshop upon their one year anniversary within the department and then have the individual attend regional conferences every two years. Also internal workshops would be provided by SPFAC management as guided by NCURA and Director generated trainings.

Permission requested to attend:

- NCURA FRA 2018
- NCURA National Annual 2018
- NCURA Contracts Workshop

<b>Start Date</b> 1/1/2018	<b>Due Date</b> 12/31/2018	<b>Progress</b> <div style="background-color: #cccccc; width: 100%; height: 15px;"></div>	<b>0%</b>
<b>Weight</b> 0%			

### Financial compliance and oversight for Sponsored Programs

Maintain financial compliance and oversight for Sponsored Programs and Non-Restricted research funds. By tracking invoicing, financial reporting submissions, and contract negotiation timelines, would allow for processes to be updated to



ensure the structure if beneficial to both the University and the sponsor. Also, perform periodic internal transaction audits of expenditures that have posted into the financial system to ensure that they were properly reviewed by Post-Award Specialists and invoiced to the sponsor accurately and timely.

<b>Start Date</b> 1/1/2018	<b>Due Date</b> 12/31/2018	<b>Progress</b> <div style="background-color: #ccc; width: 100%; height: 15px;"></div>	<b>0%</b>
<b>Weight</b> 0%			

### Maintain staffing within office

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Continue to maintain current staffing within office and fill vacant positions of Sponsored Program Coordinator and Director. The current staffing structure is made up of 1 Interim Director/Manager of Research Accounting, 1 Manager of Post Award, 2 Post Award Specialists, 3 Research Accountants, 1 Research Fund Analyst, VACANT Sponsored Program Coordinator, 1 Graduate Assistant, and 2 Undergraduate Student Workers. The current staff allows for an even distribution of awards among teams to ensure.

<b>Start Date</b> 1/1/2018	<b>Due Date</b> 12/31/2018	<b>Progress</b> <div style="background-color: #ccc; width: 100%; height: 15px;"></div>	<b>0%</b>
<b>Weight</b> 0%			

## Development Planning

## Summary

### Overall Rating

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**2017 Annual Evaluation Form - Senior Administrators**  
Shannon Gary



## Signatures

X Shannon Gary  
Employee

1/30/2019  
Date

X

X Jerald LeBlanc  
Evaluating Supervisor

1/30/2019  
Date



Second Level Evaluator

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Date

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