



## 2017 Annual Evaluation Form - Senior Administrators

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



### REVIEWER

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

**Tommy Pears**

999170|Director, Auxiliary Services  
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
Tommy Pears (Self)	██████████
Jerald LeBlanc (Manager)	██████████

### Comments

**Tommy Pears (Self):**

1. All auxiliary enterprises producing first breakeven then cashflow
  - a. Grow revenue per year - at minimum double inflation rate:
    - 1) Grow the core business by 20% to provide resources to the institution
    - 2) Develop new engines which represent 20% revenue growth to provide resources to the institution
  - b. Operate efficiently at 50% of inflation rate
  - c. Invest in high return projects - 20% ROI - based on creative destruction



2. Hire and retain good people - fully trained

**Jerald LeBlanc** (Manager):

I agree.

## 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
Tommy Pears (Self)	██████████
Jerald LeBlanc (Manager)	██████████

**Comments**

Tommy Pears (Self):

1. Build strategic auxiliary plans to include the connections upstream and cross functionally
2. Have clear and measurable goals for each auxiliary unit which connects to the strategic plans - with regular reporting and coaching to achieve the goals
3. All project work begins with a team approach/cross functional team approach - to include training and reporting

**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
Tommy Pears (Self)	██████████
Jerald LeBlanc (Manager)	██████████

**Comments**

Tommy Pears (Self):

1. Each unit manager will be required as part of expectation and regular reporting to build and maintain a talent pool for key positions
2. Each unit manager will be trained in management and leadership standard training
3. Each unit will train on operational basics during on-boarding and ongoing
4. Each employee will have a career plan as part of the employee performance plan

**Communicates Openly and Listens**

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

Reviewer	Rating
Tommy Pears (Self)	██████████
Jerald LeBlanc (Manager)	██████████

**Comments**

Tommy Pears (Self):

1. Each staff member will produce an idea a week to improve quality, grow revenue, reduce cost, and/or improve speed
2. Each staff member will produce at least one problem and one success per week
3. Each unit will have a customer service response team

### 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
Tommy Pears (Self)	██████████
Jerald LeBlanc (Manager)	██████████

Comments
<p>Tommy Pears (Self):</p> <ol style="list-style-type: none"> <li>1. Talent pools will include diversity sensitivity</li> <li>2. Each unit staff development plan will be sensitive to diversity</li> </ol>

### 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
Tommy Pears (Self)	██████████
Jerald LeBlanc (Manager)	██████████

Comments
<p>Tommy Pears (Self):</p> <ol style="list-style-type: none"> <li>1. Weekly reviews will be in part to judge at individual level the emotional state of the individual</li> <li>2. Weekly dept meeting will be in part to judge the deptl emotional state</li> </ol>

### 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
Tommy Pears (Self)	██████████
Jerald LeBlanc (Manager)	██████████

### Comments

**Tommy Pears (Self):**

1. The entire staff will be have financial competency - wealth, business, budgeting, forecasting, etc.
2. Connect each position to financial impact such that goals have financial connection

### 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
Tommy Pears (Self)	██████████
Jerald LeBlanc (Manager)	██████████

### Comments

**Tommy Pears (Self):**

1. Auxiliary plans begin with providing financial resources to operate the institution
2. Connect each operating unit to the educational customer

### 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
Tommy Pears (Self)	██████████
Jerald LeBlanc (Manager)	██████████

### Comments

**Tommy Pears (Self):**

1. Each person will have detailed expectations with weekly progress reporting
2. Grouped by:
  - a. Core responsibilities (50% of time)
  - b. Secondary responsibilities (10% of time)
  - c. Administrative duties (10% of time)
  - d. Projects (20% of time)
  - e. Personal development (10% of time)

### Establishes Trust

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

Reviewer	Rating
Tommy Pears (Self)	██████████
Jerald LeBlanc (Manager)	██████████

**Comments**

Tommy Pears (Self):

1. Customer service for all parties of the dept - establishing a standard of how "we" treat people
2. Recognize those that demonstrate customer service

### 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
Tommy Pears (Self)	██████████
Jerald LeBlanc (Manager)	██████████

**Comments**

Tommy Pears (Self):

1. All project work will require an executive narrative and proforma
2. The owner of the project will have to convince management to execute the project

### 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
Tommy Pears (Self)	██████████
Jerald LeBlanc (Manager)	██████████

**Comments**

Tommy Pears (Self):

Each staff member will be assigned at least one system and one revenue project - with expected/desired results

### 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
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Tommy Pears (Self)	██████████
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Jerald LeBlanc (Manager)	██████████
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Comments
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**Tommy Pears (Self):**

1. Projects will be work based on institutional financial goals - desired contribution to the institution
2. Based on:
  - a. What are we best at in the world
  - b. What connects to our passion
  - c. What develops cashflow with targeted ROI
    - 1) 12-15% grow of cashflow annually
    - 2) 90% re-invested in creative destruction (new sources of revenue)
3. Sort projects by:
  - a. First sort - Highest ROI
  - b. Second sort - top 5 projects re-ranked by fastest to market

## Goal Planning

### Directions

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Please enter goals for the coming year.

### Auxiliary enterprises breakeven

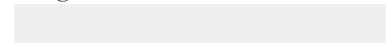
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1. Grow core revenue
2. Develop new engines for revenue growth
3. Operate efficiently - no growth with some cuts in back half of fiscal year
4. Projects that align with educational mission with a 20% ROI
5. Achieve cashflow - with 12% cashflow goal subsequent (90% reinvested in project growth)

**Start Date**  
7/1/2018

**Due Date**  
6/30/2020

**Progress**



0%

**Weight**  
60%

### Develop people

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- 1. Train all management staff
- 2. Push performance planning to every auxiliary employee
- 3. Depts will build deptl plans and budgets - based on mid year forecast

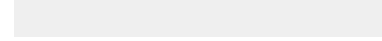
**Start Date**

7/1/2019

**Due Date**

6/30/2020

**Progress**



0%

**Weight**

20%

## Development Planning

## Summary

### Overall Rating

2017 Annual Evaluation Form - Senior Administrators

Tommy Pears



## Signatures

X Tommy Pears

Employee

2/13/2019

Date

X Jerald LeBlanc

Evaluating Supervisor

1/30/2019

Date

X

\_\_\_\_\_  
Second Level Evaluator

\_\_\_\_\_  
Date