

Performance Appraisal

Employee Name: _____

Supervisor: _____

Job Title: _____

Calendar Year: _____

Division/Dept: _____

Rating Categories and Comments

The definitions of the rating categories are listed below. Supervisory comments, including specific examples must support the categories of exceeds expectations, needs improvement or unsatisfactory. Comments for all categories are encouraged.

Role Model- Far exceeds all expectations, serves as a role model in nearly all aspects of job performance, achieving highest levels of performance in both what was achieved and how results were achieved.

Exceeds Expectations – Consistently exceeds majority of expectations. May serve as a role model in several areas.

Strong Performer – Meets and periodically exceeds expectations. Dependable in accomplishing job assignments and rarely makes errors.

Growth Needed in Some Areas – Generally meets job expectations but needs improvement in some areas.

Improvement Required – Does not meet expectations. Significant/sustained improvement required immediately.

Core Competencies

Consider the employee’s performance in each category and designate the level of performance that most accurately describes his/her job performance. Give careful consideration to each category before choosing the rating.

1. Job Knowledge

Understands what is required to accomplish assigned duties and responsibilities and ability to apply knowledge.

Role Model <input type="checkbox"/>	Exceeds Expectations <input type="checkbox"/>	Strong Performer <input type="checkbox"/>	Growth Needed in Some Areas <input type="checkbox"/>	Improvement Required <input type="checkbox"/>
Comments				

2. Communication

Demonstrates effective, clear and concise verbal and written communications. Uses active listening skills to obtain and transfer relevant information in a timely manner. Maintains positive body language. Effectively and efficiently responds to emails and phone calls. Adjusts own communication style as appropriate to suit the needs of a particular situation. Openly exchanges information in a timely manner, knows who to keep informed. Uses confidential information with discretion.

Role Model <input type="checkbox"/>	Exceeds Expectations <input type="checkbox"/>	Strong Performer <input type="checkbox"/>	Growth Needed in Some Areas <input type="checkbox"/>	Improvement Required <input type="checkbox"/>
Comments				

3. *Productivity and Quality*

Volume of work regularly produced. Promptness and consistency of output, ability to meet deadlines for daily work and projects. Assumes personal responsibility for work. Continually strives to improve efficiency. Work is accurate, thorough, and neat. Shows good judgment in completing job tasks and following procedures.

Role Model <input type="checkbox"/>	Exceeds Expectations <input type="checkbox"/>	Strong Performer <input type="checkbox"/>	Growth Needed in Some Areas <input type="checkbox"/>	Improvement Required <input type="checkbox"/>
Comments				

4. *Dependability and Adaptability*

Conscientious, responsible, and reliable with respect to work completion schedules, as well as, attendance. Demonstrates ability to adjust to changing job requirements and/or volume of work.

Role Model <input type="checkbox"/>	Exceeds Expectations <input type="checkbox"/>	Strong Performer <input type="checkbox"/>	Growth Needed in Some Areas <input type="checkbox"/>	Improvement Required <input type="checkbox"/>
Comments				

5. *Teamwork and Cooperation*

Promotes positive working relationships, teamwork, and cooperation during interaction with peers, customers, subordinates, and community. Supports subordinates and other employees. Builds trust and credibility throughout the organization. Resolves conflicts and problems in a constructive manner and exhibits diplomacy and tact during interactions with others. Effectively shares expertise and information.

Role Model <input type="checkbox"/>	Exceeds Expectations <input type="checkbox"/>	Strong Performer <input type="checkbox"/>	Growth Needed in Some Areas <input type="checkbox"/>	Improvement Required <input type="checkbox"/>
Comments				

6. *Initiative and Problem Solving*

Performs with minimal supervision. Acts promptly, seeks solutions to resolve unexpected problems that arise on the job, and makes practical and routine decisions. Accept responsibility for outcomes. Interest and willingness to learn and seek additional assignments. Shows initiative and a positive attitude.

Role Model <input type="checkbox"/>	Exceeds Expectations <input type="checkbox"/>	Strong Performer <input type="checkbox"/>	Growth Needed in Some Areas <input type="checkbox"/>	Improvement Required <input type="checkbox"/>
Comments				

7. *Professional Development*

Seeks and uses feedback to identify appropriate areas for improvement and learning. Identifies and participates in appropriate learning activities (e.g., conferences, webinars, workshops, etc.). Demonstrates commitment to continue improvement.

Role Model <input type="checkbox"/>	Exceeds Expectations <input type="checkbox"/>	Strong Performer <input type="checkbox"/>	Growth Needed in Some Areas <input type="checkbox"/>	Improvement Required <input type="checkbox"/>
Comments				

8. *Planning and Organization*

Works in an organized manner, uses time effectively. Handles multiple assignments simultaneously. Develops project plans and personal task activities. Meets commitments and responds to customers' needs. Integrates changes smoothly.

Role Model <input type="checkbox"/>	Exceeds Expectations <input type="checkbox"/>	Strong Performer <input type="checkbox"/>	Growth Needed in Some Areas <input type="checkbox"/>	Improvement Required <input type="checkbox"/>
Comments				

9. *Mission and Community Relations*

Supports the university's Mission and goals. Demonstrate commitment to improving university atmosphere, service and image. Displays consistent understanding, support, dedication and interest for the Mission. Understands the university's commitment to equal opportunity. Compliant with Title IX, NCAA Division I Southland Conference, and other applicable laws. Compliant with the university's policy on harassment and discrimination and understands the university's policies and procedures.

Role Model <input type="checkbox"/>	Exceeds Expectations <input type="checkbox"/>	Strong Performer <input type="checkbox"/>	Growth Needed in Some Areas <input type="checkbox"/>	Improvement Required <input type="checkbox"/>
Comments				

Management Competencies (if applicable)

Complete section if the employee has any direct reports.

Designate the level of performance that most accurately describes his/her job performance. Give careful consideration to each category before choosing the rating.

1. *Leadership*

Exhibits confidence in self and others inspires respect and trust. Motivates others to perform well, reacts well under pressure and has initiative to take action. Inspires enthusiasm and commitment for the university and its Mission. Treats employees with respect and dignity.

Role Model <input type="checkbox"/>	Exceeds Expectations <input type="checkbox"/>	Strong Performer <input type="checkbox"/>	Growth Needed in Some Areas <input type="checkbox"/>	Improvement Required <input type="checkbox"/>
Comments				

2. Talent Development

Effectively educates, coaches and mentors employees. Proactively plans and identifies talent, internally and externally. Assists employees in their career path. Delegates challenging and meaningful tasks and provides the appropriate level of authority. Provides training resources and opportunities for employees to be successful. Clarifies expectations with employees and provides timely and appropriate feedback. Completes performance appraisals in a timely manner.

Role Model <input type="checkbox"/>	Exceeds Expectations <input type="checkbox"/>	Strong Performer <input type="checkbox"/>	Growth Needed in Some Areas <input type="checkbox"/>	Improvement Required <input type="checkbox"/>
Comments				

3. Business and Financial Skills

Exhibits appropriate level of knowledge of business and financial issues. Accurately complete budgets, and forecasting. Monitor and stays within budget. Keeps up-to-date on new rules, regulations and procedures.

Role Model <input type="checkbox"/>	Exceeds Expectations <input type="checkbox"/>	Strong Performer <input type="checkbox"/>	Growth Needed in Some Areas <input type="checkbox"/>	Improvement Required <input type="checkbox"/>
Comments				

4. Strategic Planning

Organizes information and data to identify/explain major trends, problems and causes. Generates and considers options for actions to achieve a long-range goal or vision; develops decision criteria considering factors such as cost, benefits, risks, timing, and buy-in; selects the strategy most likely to succeed. Makes sure strategies are carried out; monitors results and makes adjustments as needed.

Role Model <input type="checkbox"/>	Exceeds Expectations <input type="checkbox"/>	Strong Performer <input type="checkbox"/>	Growth Needed in Some Areas <input type="checkbox"/>	Improvement Required <input type="checkbox"/>
Comments				

OVERALL EVALUATION – Assign the rating that best indicates the employee’s overall performance for the year.

Role Model <input type="checkbox"/>	Exceeds Expectations <input type="checkbox"/>	Strong Performer <input type="checkbox"/>	Growth Needed in Some Areas <input type="checkbox"/>	Improvement Required <input type="checkbox"/>
SUPERVISORY COMMENTS – Supervisors may make any general comments here.				

Goals

Professional Performance Goals/Activities for Next Year – The supervisor and employee should jointly establish goals for the next performance appraisal cycle. Goals should be consistent with an employee’s job duties, strategic plan, department goals, and/or an employee’s professional development goals.

Acknowledgments

Supervisor’s Name (Please Print)

Supervisor’s Signature

Date

The employee’s signature does not necessarily indicate agreement with the performance appraisal results. The signature indicates only that the performance appraisal was discussed with the employee.

Employee’s Name (Please Print)

Employee’s Signature

Date

Date of Performance Appraisal Meeting: _____

EMPLOYEE’S COMMENTS – Employees may make any comments here within fourteen (14) working days after receiving this performance appraisal. All employee comments will be attached to this performance appraisal and filed in the employee’s personnel file. Attach additional sheets if necessary.