



## Performance Appraisal

EMPLOYEE DATA					
STAFF	ADMIN/PROF. PROG.	MANAGEMENT	ANNUAL	INTERIM	PROBATIONARY
LAST NAME	FIRST	MI	JOB CLASSIFICATION		
SALARY RANGE/GRADE LEVEL		CURRENT SALARY:		ANNUAL	MONTHLY
DEPARTMENT	SUPERVISOR/RATER		TITLE		
	REVIEWING OFFICER		TITLE		
EVALUATION FOR THE PERIOD OF: _____ TO _____ MERIT SALARY ADJUSTMENT EFFECTIVE DATE (IF APPLICABLE): _____ DATE EVALUATION DUE IN HUMAN RESOURCES: _____					

GENERAL INFORMATION
<p>The job performance of each employee shall be evaluated by the employee's supervisor and reviewed by the designated reviewing officer, as applicable. The performance appraisal process is to include a discussion to confirm an understanding of duties, responsibilities and objectives; a review of the progress and performance to date and a plan to achieve specified goals associated with the job classification; the opportunity for an employee to discuss the performance appraisal and specified goals and objectives. The performance appraisal shall be sufficiently specific to adequately inform and guide the employee in achieving success.</p> <p>Regular status staff employees shall receive a written performance appraisal as determined by the immediate supervisor. However, a written appraisal shall be conducted at least once per year.</p>

## JOB FACTORS

**1. Quality of work:** Accuracy, skill, thoroughness, professional presentation of work product, attention to detail.

OUTSTANDING	COMMENDABLE	SATISFACTORY	NEEDS IMPROVEMENT	UNSATISFACTORY
<p>Work consistently exceeds expectations of quality, professionalism, customer service and timeliness.</p> <p><i>Additional comments or examples are required.</i></p>	<p>Work frequently exceeds expectations of quality, professionalism, customer service and timeliness.</p>	<p>Work usually meets expectations of quality, professionalism, customer service and timeliness.</p>	<p>Often has difficulty meeting expected quality, professionalism, customer service and/or timeliness standards.</p> <p><i>Additional comments or examples are required.</i></p>	<p>Consistently fails to meet expected quality, professionalism, customer service and/or timeliness standards.</p> <p><i>Additional comments or examples are required.</i></p>

Comments/Examples:

**2. Quantity of work:** Produces required amount of work. Factors to include timeliness, planning and organization.

OUTSTANDING	COMMENDABLE	SATISFACTORY	NEEDS IMPROVEMENT	UNSATISFACTORY
<p>Work consistently exceeds expectations of quantity, organization, customer service and timeliness.</p> <p><i>Additional comments or examples are required.</i></p>	<p>Work frequently exceeds expectations of quantity, organization, customer service and timeliness.</p>	<p>Work usually meets expectations of quantity, organization, customer service and timeliness.</p>	<p>Often has difficulty meeting expected quantity, organization, customer service and/or timeliness standards.</p> <p><i>Additional comments or examples are required.</i></p>	<p>Consistently fails to meet expected quantity, organization, customer service and/or timeliness standards.</p> <p><i>Additional comments or examples are required.</i></p>

Comments/Examples:

**3. Job Knowledge:** Understanding of required subject matter relative to the position; comprehension of job procedures, department policies, work methods; degree of supervision required; employee’s efforts to keep abreast of changes impacting the job.

OUTSTANDING	COMMENDABLE	SATISFACTORY	NEEDS IMPROVEMENT	UNSATISFACTORY
<p>Possesses superior job skills and knowledge; effectively applies them to work assignments. Willingly shares knowledge. Seeks/applies innovative and relevant techniques. Minimal supervision required.</p> <p><i>Additional comments or examples are required.</i></p>	<p>Work reflects thorough and current knowledge/skill of job and impact on College activities/related resources. Uses opportunities to expand knowledge/skills, sharing information with staff. Little supervision required.</p>	<p>Work reflects adequate knowledge/skills for job. Stays current with major changes impacting on knowledge or skill. Accepts change. Normal supervision required.</p>	<p>Often demonstrates a lack of basic or sufficient job knowledge/skills to perform routine functions of the job. Occasionally is resistant to changing knowledge and/or skill requirements or processes, including opportunities for knowledge/skill enhancement. Substantial amount of supervision required</p> <p><i>Additional comments or examples are required.</i></p>	<p>Consistently demonstrates a lack of basic job knowledge and/or skills to perform job. Rarely takes advantage of available skill enhancement or training opportunities. Often is resistant to changing requirements. Maximum supervision required.</p> <p><i>Additional comments or examples are required.</i></p>

Comments/Examples:

**4. Initiative:** Initiates and follows through on relevant ideas to further the goals and mission of the department and the College; independently identifies and completes work and projects; makes useful suggestions.

OUTSTANDING	COMMENDABLE	SATISFACTORY	NEEDS IMPROVEMENT	UNSATISFACTORY
<p>Consistently resolves unit/team problems and promotes improvements. Maximizes resources, innovation/ technology to streamline/ improve. Analyses full dimension of complex problems. Performance is exceptional and requires minimal supervision.</p> <p><i>Additional comments or examples are required.</i></p>	<p>Prevents/resolves unit/team problems. Suggests innovations to improve operations or streamline procedures. Defines and analyzes complex problems. Develops/implements solutions with moderate supervision, and fully meets expected standards.</p>	<p>Addresses existing and significant potential problems. Suggests or assists in developing solutions individually or in a team. Carries through solution implementation with routine supervision or follow-up.</p>	<p>Resolves routine problems. Exhibits little initiative in identifying problems, solutions or improvements and/or working proactively as part of a team to address issues of concern. Requires more than routine supervision.</p> <p><i>Additional comments or examples are required.</i></p>	<p>Consistently fails to recognize or seek help in resolving routine problems. Demonstrates inability to work individually or in a team. Rarely suggests improvements. Requires frequent reminders and supervision.</p> <p><i>Additional comments or examples are required.</i></p>

Comments/Examples:

**5. Working Relationships/Customer Service:** Establish and maintain quality working relationships; demonstrates willingness to function as a team player, give and receive constructive criticism, accepts supervision, independently resolves conflicts or seeks assistance as appropriate, recognizes needs and sensitivities of others and treats others in a fair and equitable manner; interacts professionally and constructively with all students, employees and the general public.

OUTSTANDING	COMMENDABLE	SATISFACTORY	NEEDS IMPROVEMENT	UNSATISFACTORY
<p>Consistently promotes and maintains a harmonious/ productive work environment. Is respected and trusted and often viewed as a role model. Performance is exceptional, and actively promotes EEO/diversity programs.</p> <p><i>Additional comments or examples are required.</i></p>	<p>Frequently fosters teamwork, cooperation, and positive work relationships. Handles conflict constructively. Promotes and adheres to EEO/diversity program requirements, and fully meets expected standards.</p>	<p>Usually interacts in a cooperative manner. Avoids disruptive behavior. Deals with conflict, frustration appropriately. Treats others equitably. Adheres to EEO/diversity program requirements.</p>	<p>Often has difficulty getting along with others. Allows personal bias to affect job relationships. Requires reminders regarding needs and sensitivities of others. Inconsistently adheres to EEO/diversity program requirements.</p> <p><i>Additional comments or examples are required.</i></p>	<p>Interpersonal relationships are counter-productive to work unit or team functions. Often ignores EEO/diversity program requirements.</p> <p><i>Additional comments or examples are required.</i></p>

Comments/Examples:

**6. Written and Oral Communication:** Exchanges information with others in an effective, timely, clear, concise, logical and organized manner. Uses appropriate mode of communication. Communication includes listening, speaking, writing, presenting and sharing of information. Consideration is given to audience, complexity of information and sensitivity.

OUTSTANDING	COMMENDABLE	SATISFACTORY	NEEDS IMPROVEMENT	UNSATISFACTORY
<p>Consistently communicates in clear, effective, timely, concise and organized manner. Is articulate and persuasive in presenting, soliciting complex or sensitive data.</p> <p><i>Additional comments or examples are required.</i></p>	<p>Frequently communicates in an effective, timely, clear, concise, and organized manner. Proficiently organizes and presents difficult facts and ideas orally and in writing. Seeks/provides feedback.</p>	<p>Usually communicates effectively and exchanges relevant information in a timely manner. Speaks and writes clearly. Keeps others informed. Listens with understanding.</p>	<p>Often fails to communicate effectively or in a timely manner. Lacks clarity of expression orally or in writing. Is inconsistent in keeping others informed. At times, fails to listen effectively.</p> <p><i>Additional comments or examples are required.</i></p>	<p>Consistently fails to communicate effectively or timely. Often does not keep others informed. Is an ineffective listener and/or frequently interrupts.</p> <p><i>Additional comments or examples are required.</i></p>

Comments/Examples:

**7. Problem Solving and Judgment:** Identifies and communicates problems to the appropriate person; determines which problems to handle independently and which to refer to appropriate personnel; decides best way to perform the job.

OUTSTANDING	COMMENDABLE	SATISFACTORY	NEEDS IMPROVEMENT	UNSATISFACTORY
<p>Consistently resolves unit/team problems and promotes improvements. Maximizes resources, innovation/technology to streamline/improve. Analyses full dimension of complex problems. Requires minimal supervision.</p> <p><i>Additional comments or examples are required.</i></p>	<p>Prevents/resolves unit/team problems. Suggests innovations to improve operations or streamline procedures. Defines and analyzes complex problems. Develops/implements solutions with moderate supervision.</p>	<p>Addresses existing and significant potential problems. Suggests or assists in developing solutions individually or in a team. Carries through solution implementation with routine supervision or follow-up.</p>	<p>Resolves routine problems. Exhibits little initiative in identifying problems, solutions or improvements and/or working proactively as part of a team to address issues of concern. Requires more than routine supervision.</p> <p><i>Additional comments or examples are required.</i></p>	<p>Consistently fails to recognize or seek help in resolving routine problems. Demonstrates inability to work individually or in a team. Rarely suggests improvements. Requires frequent reminders and supervision.</p> <p><i>Additional comments or examples are required.</i></p>

Comments/Examples:

**8. Attendance:** Attendance, punctuality, use of sick leave and rest periods.

SATISFACTORY	NEEDS IMPROVEMENT	UNSATISFACTORY
<p>Employee consistently meets expectations of attendance, punctuality, use of sick leave and rest periods.</p>	<p>Employee often fails to meet expectations and requirements of attendance, punctuality, use of sick leave and rest periods.</p> <p><i>Additional comments or examples are required.</i></p>	<p>Employee consistently fails to meet expectations and requirements of attendance, punctuality, use of sick leave and rest periods.</p> <p><i>Additional comments or examples are required.</i></p>

Comments/Examples:

**OVERALL RATING**

**INSTRUCTIONS:** Provide an overall rating based on the rating of the individual factors, adherence to significant performance standards, and accomplishment of essential functions. This rating provides an overall impression of job performance that is supported by the job factor ratings, not necessarily an average of those ratings. Thus, each factor need not be of equal weight but comments should justify significant differences impacting the overall rating.

OUTSTANDING	COMMENDABLE	SATISFACTORY	NEEDS IMPROVEMENT	UNSATISFACTORY
Consistently sustained exceptional performance in all categories throughout review period. <i>(Few employees will receive this rating.)</i>	Overall performance frequently exceeds expectations and requirements. <i>(Normally few new employees will receive this rating.)</i>	Overall performance usually meets expectations and requirements. Employee displays competent and effective performance relative to experience in the position. <i>(This is the usual level of performance for most new hires.)</i>	Overall performance often fails to adequately meet expectations and requirements. Consistent and sustained improvement is required.	Consistently fails to meet expectations and requirements.
<b>10 POINTS</b>	<b>7 POINTS</b>	<b>5 POINTS</b>	<b>0 POINTS</b>	<b>-5 POINTS</b>

**NON- SUPERVISORY**

**75 TOTAL POINTS POSSIBLE**

**OUTSTANDING = 69 - 75 POINTS**

**COMMENDABLE = 52 – 68 POINTS**

**SATISFACTORY = 40 - 51 POINTS**

**NEEDS IMPROVEMENT = 25 - 39 POINTS (DELAY)**

**UNSATISFACTORY = BELOW 25 POINTS**

**SUPERVISORY**

**95 TOTAL POINTS POSSIBLE**

**OUTSTANDING = 86 - 95 POINTS**

**COMMENDABLE = 66 – 85 POINTS**

**SATISFACTORY = 50 - 65 POINTS**

**NEEDS IMPROVEMENT = 31 - 49 POINTS (DELAY)**

**UNSATISFACTORY = BELOW 31 POINTS**

**OVERALL RATING:            POINTS =**

**Employee Strengths:** Identify strong attributes, abilities, or proficiency in an area, to maximize the employee's contribution to the organization in utilizing these abilities and skills and to identify potential mentor relationships.

**Opportunities for Development:** Identify knowledge, skills, and abilities that may need improvement. Address developmental activities to assist the employee in addressing either areas of concern or opportunities for professional growth.

Overall Comments

Rater's Signature

Date:

#### REVIEWER'S COMMENTS

Comments:

Reviewer's Signature

Date:

#### EMPLOYEE'S COMMENTS

I agree with this rating

I disagree with this rating

I would like to discuss this rating with my reviewing officer.

Discussion with my reviewing officer occurred \_\_\_\_\_  
Date

I would like to attach a written response.

I acknowledge that I have read this report and I have been given an opportunity to discuss it with the evaluator; my signature does not necessarily mean that I agree with the report.

Comments:

Employee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

# PROBATIONARY PERIOD

Complete this section only if this evaluation is a Closing Review.

**CLOSING REVIEW** – Attainment of Regular Status entitles the employee to additional provisions in accordance with Staff Personnel Policy.

Attainment of Regular Status

YES

NO

RECEIVED IN HUMAN RESOURCES

\_\_\_\_\_

DATE