

University Support Personnel System Performance Appraisal

NAME: _____ DEPT NAME: _____ EMPLOYEE ID#: _____

APPRAISAL PERIOD: From _____ To _____ APPRAISAL TYPE: Probationary Annual Out of Cycle
mm/dd/yy mm/dd/yy

**** Note: Please read through the instructions on the first page.**

PERFORMANCE FACTOR	APPRAISAL STATEMENT (Check the one most appropriate statement for each Performance Factor)				
	Unsatisfactory	Marginal	Effective	Commendable	Exemplary
Job Knowledge: Understanding of present job duties and related work.	<input type="checkbox"/> Unable to list and describe duties and knows little about related work.	<input type="checkbox"/> Able to list and describe minimum requirements of the position. Knowledge should improve with experience.	<input type="checkbox"/> Can list and describe job mechanics. Routine instructions given.	<input type="checkbox"/> Has very good knowledge of job and related work. Rarely needs instruction.	<input type="checkbox"/> Exceptionally well-informed on all phases of work. Needs no instruction, even in new situations.
Job Skills: Demonstrated skills and abilities necessary for full job performance.	<input type="checkbox"/> Not able to perform job functions despite training/instruction.	<input type="checkbox"/> Demonstrates minimal skills and abilities.	<input type="checkbox"/> Possesses satisfactory skills and abilities to produce acceptable work.	<input type="checkbox"/> Above average competency in use of necessary skills and abilities.	<input type="checkbox"/> Consistently superior use of skills and abilities.
Quality of Work: The accuracy, completeness, neatness, and effectiveness of work performed.	<input type="checkbox"/> Consistently below minimum standards. Work is unacceptable. Work must often be redone.	<input type="checkbox"/> Usually meets minimum standards. However, improvement is needed. Work must be redone.	<input type="checkbox"/> Produces good work. Meets all expectations of the position.	<input type="checkbox"/> Frequently exceeds expectations. Does above average work.	<input type="checkbox"/> Consistently exceeds expectations. Does exceptional work.
Quality of Service: Willingness to exhibit a caring attitude, and be courteous and timely in responding to the needs of others.	<input type="checkbox"/> Is often insensitive/unresponsive to the needs of others.	<input type="checkbox"/> Sometimes responds to the needs of others in an untimely/insensitive manner.	<input type="checkbox"/> Responds to the needs of others in a timely/sensitive manner.	<input type="checkbox"/> Takes extra initiative to ensure that the needs of others are met in a timely and sensitive manner.	<input type="checkbox"/> Is exceptionally conscientious in ensuring that the needs of others are met in a timely and sensitive manner.
Judgment: Ability to organize and achieve logical conclusions in a timely manner.	<input type="checkbox"/> Makes frequent errors in judgment.	<input type="checkbox"/> Judgment less than adequate in routine situations.	<input type="checkbox"/> Exercises satisfactory judgment in nearly all cases.	<input type="checkbox"/> Exercises good judgment and anticipates consequences of actions.	<input type="checkbox"/> Exercises exceptional judgment. Displays maturity in handling most situations.
Dependability: Performance of job duties in the absence of direct or indirect supervision.	<input type="checkbox"/> Needs constant direct supervision.	<input type="checkbox"/> Needs frequent direct supervision.	<input type="checkbox"/> Needs routine indirect supervision.	<input type="checkbox"/> Seldom needs direct or indirect supervision.	<input type="checkbox"/> Justifies utmost confidence. A self-starter. Needs no supervision.
Adaptability / Flexibility: The ability to successfully alter activities to cope with demands of new situations that require acceptance and support. For example, being open to ideas and suggestions from others.	<input type="checkbox"/> Unable / unwilling to adapt to new situations.	<input type="checkbox"/> Shows resistance and delays transition to change.	<input type="checkbox"/> Accepts the changing situation.	<input type="checkbox"/> Embraces change and views it as an opportunity for positive improvement.	<input type="checkbox"/> Initiates and promotes positive change.
Initiative: Resourcefulness, self-reliance, willingness to accept and ability to carry out responsibility.	<input type="checkbox"/> Needs detailed instructions. Rarely develops more effective ways of handling assignments. Requires constant follow-up.	<input type="checkbox"/> Demonstrates minimal initiative. Seldom exhibits creative thought. Requires some follow-up.	<input type="checkbox"/> Takes initiative to solve problems and carry out responsibility.	<input type="checkbox"/> Has drive and resourcefulness to deviate from routines and make effective suggestions.	<input type="checkbox"/> Frequently makes ingenious suggestions, independently develops ideas and solutions to problems and follows through completely.
Communication Skills: Ability to communicate with others orally and/or writing	<input type="checkbox"/> Written <input type="checkbox"/> Spoken Frequently unable to communicate clearly.	<input type="checkbox"/> Written <input type="checkbox"/> Spoken Occasionally unable to communicate clearly.	<input type="checkbox"/> Written <input type="checkbox"/> Spoken Possesses appropriate communication skills for the position.	<input type="checkbox"/> Written <input type="checkbox"/> Spoken Better than average ability to communicate thoughts and ideas.	<input type="checkbox"/> Written <input type="checkbox"/> Spoken Exceptional communication skills.
Attendance: Attendance and punctuality.	<input type="checkbox"/> Often absent and/or frequently tardy without good excuse.	<input type="checkbox"/> Lax in attendance or reporting on time.	<input type="checkbox"/> Attendance and punctuality are satisfactory.	<input type="checkbox"/> Rarely absent or tardy.	<input type="checkbox"/> Extremely conscientious. Absent only when unavoidable.
Relationship with People: Works harmoniously and effectively with others.	<input type="checkbox"/> Has difficulty relating to others, which frequently inhibits effectiveness.	<input type="checkbox"/> Relates fairly well to others, works with some better than others.	<input type="checkbox"/> Works well with others, which promotes effectiveness in carrying out duties.	<input type="checkbox"/> Gets along extremely well with others, promotes efficiency and productivity.	<input type="checkbox"/> Demonstrates outstanding interpersonal skills and abilities, which are assets on the job and to others in the workplace.
Promotion of Cultural Diversity: Encourages students, staff, faculty, and community members to participate in the educational, employment, and cultural activities/programs of the University.	<input type="checkbox"/> Does not demonstrate support for the University's diversity goals.	<input type="checkbox"/> Occasionally demonstrates lack of support for the University's goal of becoming more inclusive and diverse.	<input type="checkbox"/> Treats people fairly and supports the University's diversity goals.	<input type="checkbox"/> Shows extra initiative to support the University's diversity goals.	<input type="checkbox"/> Consistently and frequently embodies the University's promotion of cultural diversity through formal and informal communications/actions.

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SUPERVISORY SKILLS: The following performance factors are to be rated for those who supervise.

PERFORMANCE FACTOR	APPRAISAL STATEMENT (Check the one most appropriate statement for each Performance Factor)				
	Unsatisfactory	Marginal	Effective	Commendable	Exemplary
Organizational and Administrative Effectiveness and Efficiency: The supervisor's ability to plan, implement and administer.	<input type="checkbox"/> Unable to plan, implement and administer.	<input type="checkbox"/> Able to plan, implement and administer at a basic level.	<input type="checkbox"/> Plans and implements most tasks with minimal direction.	<input type="checkbox"/> Can be relied upon to plan, implement, and administer tasks well.	<input type="checkbox"/> Plans, implements and administers all tasks and projects very well with little or no direction.
Leadership: The extent to which the supervisor is able and willing to effectively guide, develop and set a positive example for others.	<input type="checkbox"/> Avoids or neglects leadership; results are based on employee effort, not leadership skills.	<input type="checkbox"/> Leadership skills shows potential for growth.	<input type="checkbox"/> Obtains satisfactory results from employee(s) as a result of leadership skills.	<input type="checkbox"/> Obtains good results from employee(s) as a result of good leadership skills.	<input type="checkbox"/> Obtains outstanding results from employee(s) as a result of exceptional leadership skills.

Strengths / Accomplishments: Briefly describe the staff member's most significant strengths, accomplishments and training during this rating period. Please support any performance factors rated as "Exemplary" by providing specific examples and justification. (Use additional sheets if necessary.)

Areas of Improvement: List areas in which the staff member should take special care to address areas that need improvement. Please support any performance factors rated "Unsatisfactory" or "Marginal" by providing specific examples and justification. (Use additional sheets if necessary.)

Goals and Objectives: Provide a brief description of the major goals and objectives for the next rating period. (Use additional sheets if necessary)

I. SUPERVISOR'S COMMENTS

RATING LEVELS:

- Exemplary: Performance is at least effective or above in all performance factors **and** exemplary in a majority of the performance factors.
- Commendable: Performance is at least effective or above in all performance factors **and** commendable in a majority of the performance factors.
- Effective: Performance is either effective in a majority of the performance factors **OR** at effective or above in a majority of the performance factors with **one** performance factor rated below effective.
- Marginal: Performance is below the effective level in **two** or more performance factors.
- Unsatisfactory: Performance is unsatisfactory in a majority of the performance factors.

Comments:

(Use additional sheets if necessary.)

II. SUPERVISOR'S RECOMMENDATION (For Probationary Staff Members Only)

(Check one)

- Extend the probationary period for 60 days based on an overall 6-month appraisal rating of "Marginal" or "Unsatisfactory".
- Discontinue employment based on inability to receive an overall rating of at least "Effective".
- Successful completion of the probationary period with an overall rating of "Effective", "Commendable", or "Exemplary".

III. SUPERVISORY CERTIFICATION

Immediate Supervisor: _____

Department Head: _____

Print Name

Sign Name

Date

Print Name

Sign Name

Date

IV. STAFF MEMBER'S COMMENTS

How clearly do you understand what is expected of you regarding your job performance?	<input type="checkbox"/> Completely clear. I know exactly what is expected of me.	<input type="checkbox"/> Very clear. I generally know what is expected of me.	<input type="checkbox"/> Usually clear. I seldom have to ask.	<input type="checkbox"/> Somewhat clear. I sometimes have to ask.	<input type="checkbox"/> Not clear. I'm never sure of my duties and responsibilities.
To what extent do you agree, or disagree, with this performance appraisal?	<input type="checkbox"/> Completely Agree	<input type="checkbox"/> Agree	<input type="checkbox"/> I have some disagreement	<input type="checkbox"/> Completely Disagree	

Do you have a copy of your most recent position description? Yes No

Other Comments (Use additional sheets if necessary) :

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Overall Strengths and Accomplishments:

Overall Areas of Improvement:

Goals and Objectives:

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Training Summary:

Overall Comments:

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Performance Factors:

Job Knowledge

Unsatisfactory Marginal Effective Commendable Exemplary

Job Skills:

Unsatisfactory Marginal Effective Commendable Exemplary

Quality of Work

Unsatisfactory Marginal Effective Commendable Exemplary

Quality of Service

Unsatisfactory Marginal Effective Commendable Exemplary

Judgment

Unsatisfactory Marginal Effective Commendable Exemplary

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Performance Factors: *(Continued)*

Dependability

Unsatisfactory Marginal Effective Commendable Exemplary

Adaptability/Flexibility

Unsatisfactory Marginal Effective Commendable Exemplary

Initiative

Unsatisfactory Marginal Effective Commendable Exemplary

Communication Skills

a. Written

Unsatisfactory Marginal Effective Commendable Exemplary

b. Spoken

Unsatisfactory Marginal Effective Commendable Exemplary

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Performance Factors: *(Continued)*

Attendance

Unsatisfactory Marginal Effective Commendable Exemplary

Relationship with People

Unsatisfactory Marginal Effective Commendable Exemplary

Promotion of Cultural Diversity

Unsatisfactory Marginal Effective Commendable Exemplary

Supervisory Skills

Organizational and Administrative Effectiveness and Efficiency

Unsatisfactory Marginal Effective Commendable Exemplary

Leadership

Unsatisfactory Marginal Effective Commendable Exemplary

Employee Signature: _____

Date: _____

Supervisor Signature: _____

Date: _____