

Professional Staff Performance Evaluation – Structured Approach

Employee Name (Last)		(First)	(M.I.)	Position Title
Performance Period	Discussion Date	Name and Title of Supervisor		Department

INSTRUCTIONS

PERFORMANCE FACTORS

Under each performance factor, clarify the expectations provided by referring to the specific job. Provide samples where indicated. You may develop other expectations related to the position in the spaces provided under each factor and include reference to specific duties when completing the Documentation/Comments section. Attach additional sheets if necessary.

Rate applicable Expectations under each Performance Factor and calculate an average rating for the Factor. For ratings other than “Fully Meets Requirements” (2), include explanations in the Documentation/Comments section, of how the performance varies from the Expectation.

OPTIONAL FACTORS / OBJECTIVES

In addition to tailoring Performance Factors 1 through 10 to the job being evaluated, Item 11 may be used for other Factors or Objectives related to specific duties and responsibilities. (Factors usually relate to ongoing job functions, while Objectives address key results or special projects to be accomplished during a specific performance period.)

Action plans may be listed under the Factor or Objective and rated individually. An overall rating of the Objective should be based on the results achieved. For ratings other than “Fully Meets,” use the Documentation/Comments section to explain how the result varied from the Objective.

PERFORMANCE FACTOR RATING SCALE

① Below Minimum Standards	① Does Not Consistently Meet Standards	② Fully Meets Requirements	③ Frequently Exceeds Requirements	④ Consistently Exceeds Requirements.
Performance below minimal acceptable standards; immediate improvement required.	Performance sometimes meets requirements, but not consistently; improvement necessary.	Performance fully meets job requirements on a consistent basis.	Performance frequently exceeds requirements. performs the task/function consistently in a timely manner; initiates and/or volunteers; performs the task/function at a very high quality level.	Performance consistently exceeds a requirements, reaching a level found only in a small percentage of people; with minimum supervision/direction, achievements are well beyond those expected at this level.

PERFORMANCE FACTORS

JOB KNOWLEDGE

Rating: ① • ① • ② • ③ • ④

Demonstrate understanding of concepts, methods, techniques, principles, etc. necessary to accomplish job duties. _____

Follows policies/protocols in carrying out job responsibilities. _____

Is current on technical matters/professional developments in area; participate in committees, seminars/in-services, and professional groups as necessary; reads current literature in professional/technical area. _____

Responds correctly to inquiries; consults with others/users resources as appropriate. _____

Other expectations _____

Documentation/Comments

_____ Total

_____ No. of Ratings

_____ Average for this factor

JUDGMENT / PROBLEM SOLVING / DECISION MAKING

Identifies key issues to be addressed, prioritizes well, notifies/involves appropriate parties.	—
Analyzes issues and projects thoroughly, considers all factors; obtains and uses resources as necessary.	—
Takes initiative identifying/researching problems; responds to problems perceived by others; distinguishes “symptoms” from problems; develops appropriate and creative solutions and chooses best alternative; takes action in a timely manner.	—
In problem resolution, encourages participation of others when appropriate; develops effective solutions.	—
Makes decisions in a timely manner after considering all factors; consults others, shares information as appropriate.	—
Uses outside resources and consultants to the extent necessary; seeks advice/approval when appropriate.	—
Other expectations: _____	—
_____	—

Documentation/Comments

Total

No. of Ratings

**Average for
this factor**

QUALITY OF WORK

(Consider performance of the individual and that of unit(s) directed).

Individual/unit(s) produce accurate, thorough, and reliable results/service. List examples: _____ _____	—
Individual/unit(s) provide complete, sensitive, and effective service to customers or user groups.	—
Documentation, files, charts, reports, or correspondence are clear, complete, and accurate.	—
Customer evaluations reflect _____ percent favorable responses (cite specific services evaluated).	—
Other expectations: _____	—
_____	—

Documentation/Comments

Total

No. of Ratings

**Average for
this factor**

- ① Below Minimum Standards · ② Does not Consistently Meet Requirements ③ Fully Meets Requirements ④ Frequently Exceeds Requirements
 ⑤ Consistently Exceeds Requirements

COMMUNICATIONS	
ORAL COMMUNICATION	
Demonstrates effective oral communication skills.	—
Listens effectively to others, facilitates group discussions; contributes in a positive supportive manner.	—
Makes clear, effective oral presentations to groups.	—
WRITTEN COMMUNICATION	
Develops clear, concise, and complete written materials.	—
CONTENT / AUDIENCE COMMUNICATION	
Communicates appropriate information to management, peers, and subordinates.	—
Other expectations for communications: _____	—
Documentation/Comments	
	Total No. of Ratings Average for this factor
PLANNING / PRODUCTIVITY / QUANTITY OF WORK (Consider performance of the individual and that of unit(s) directed.)	
Volume of work accomplished by self and/or unit(s) is appropriate. Explain productivity measure. _____ _____	—
Assignments and projects are completed within specified time frame; deadlines are consistently met.	—
Identifies long and short term goals; initiates programs/projects; work is organized and prioritized appropriately.	—
Demonstrates flexibility by adjusting to unexpected situations/requirements; uses new methods for improved efficiency	—
Delegates work when appropriate; consults with supervisor regarding department workload management when necessary	—
Other expectations: _____	—
Documentation/Comments	
	Total No. of Ratings Average for this factor

① Below Minimum Standards · ② Does not Consistently Meet Requirements ③ Fully Meets Requirements ④ Frequently Exceeds Requirements
 ⑤ Consistently Exceeds Requirements

FINANCIAL AND OTHER RESOURCE MANAGEMENT

Plans for current and future needs—space, budget, staff, supplies, equipment, etc.	—
Develops realistic budget within guidelines; budget is accurate and complete, including objectives.	—
Stays within budget in meeting objectives; controls expenses; consults with supervisors regarding potential variance as soon as identified.	—
Controls FTEs to stay within budget; obtains necessary review and approval to make budget changes.	—
Oversees efficient utilization of supplies, equipment, and other resources so as to control costs while maintaining or improving service level.	—
Other expectations: _____	—
_____	—
Documentation/Comments	
	Total
	No. of Ratings
	Average for this factor

RELATIONSHIP WITH CUSTOMERS

(Consider performance of the individual and that of unit(s) directed).

Promotes emphasis on customer satisfaction and importance of responding courteously and promptly to all internal and external customers.	—
Supports/conveys positive, friendly image of the University/department.	—
Exhibits ability to adapt to different personalities and cultures; maintains calm, professional approach to pressure.	—
Maintains confidentiality of all student, faculty, and employee related information; uses discretion when discussing these matters.	—
Works in a positive, supportive way with students, staff, faculty, public, other departments, etc.	—
Collects input from internal/external customers to determine if requirements are consistently met; identifies improvement opportunities and, with employees, develops action plans.	—
Other expectations: _____	—
_____	—
Documentation/Comments	
	Total
	No. of Ratings
	Average for this factor

- ① Below Minimum Standards · ② Does not Consistently Meet Requirements ③ Fully Meets Requirements ④ Frequently Exceeds Requirements
 ④ Consistently Exceeds Requirements

LEADERSHIP / PERSONNEL MANAGEMENT

Selects, trains, and develops employees; takes appropriate personnel action.	—
Provides ongoing feedback; identifies development opportunities and actively solicits employee input on work methods, supervision, etc. (<i>Annual evaluations must be completed to receive a rating of 2 or higher.</i>)	—
Directs the work of staff so as to achieve optimum productivity; encourages or requires employee involvement in planning and organizing work.	—
Effectively informs staff of policies, procedures, expectations, and objectives; solicits feedback from employees on an ongoing basis.	—
Follows University and external agency guidelines and policies relating to staff and faculty management; coaches and counsels as needed; seeks advice and approval for actions when necessary.	—
Fosters team effort and cooperation among staff members—both intra- and interdepartmentally.	—
Consistently elicits support and cooperation from others when presenting ideas and concepts; facilitates group process to accomplish goals; demonstrates ability to persuade others to cooperate in achievement of plans.	—
Other expectations: _____	—
_____	—
Documentation/Comments	
	_____ Total _____ No. of Ratings _____ Average for this factor

WORK HABITS

(Reliability, use of work time.)

Attendance, punctuality consistently maintained; follows correct procedure for notification.	—
Uses work time appropriately for work activities; attends meetings promptly.	—
Demonstrates flexibility in scheduling and accepting work assignments to meet needs of department and unit.	—
Follows procedures for requesting leave and reporting absences, and provides necessary documentation/releases to work.	—
Manages stress, conflict, and frustration in a constructive manner, i.e., talks with others, seeks assistance/direction when necessary, remains calm and professional in stressed situations, etc.	—
Promotes safe work environment and work practices; complies with all safety guidelines.	—
Other expectations: _____	—
Documentation/Comments	
	_____ Total _____ No. of Ratings _____ Average for this factor

- ① Below Minimum Standards
- ② Does not Consistently Meet Requirements
- ③ Fully Meets Requirements
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OPTIONAL PERFORMANCE FACTOR / OBJECTIVE: _____
 (Identify Factor/Objective)

Expectations: _____

Documentation/Comments

Total

No. of Ratings

Average for this factor

OVERALL PERFORMANCE	Average Rating for each Factor/Objective
Job Knowledge	—
Judgment/Problem Solving/Decision Making	—
Quality of Work	—
Communication	—
Planning/Productivity/Quantity of Work	—
Financial and Other Resources Management	—
Relationships with Customers	—
Leadership/Personnel Management	—
Work Habits	—
Optional Performance Factor/Objective, if applicable	—

	Total

	Overall Rating

COMMENTS AND SIGNATURES

Specific contributions/achievements

Improvement opportunities

Training/development recommendations

Negotiated goals/action plans for rating period

Other comments

SUPERISOR'S

SIGNATURE 

Signature

Date

**EMPLOYEE'S
SIGNATURE** ▶

Signature

Date

REVIEWING SUPERVISOR'S COMMENTS

**REVIEWING SUPERVISOR'S
SIGNATURE** ▶

Signature

Date