



Emory College of Arts and Sciences Performance Evaluation Form

EMPLOYEE NAME: _____ TITLE: _____

HIRE DATE: _____ DEPARTMENT: _____

SUPERVISOR: _____ TITLE: _____

EVALUATION PERIOD: _____ LENGTH OF TIME YOU HAVE SUPERVISED
 EMPLOYEE: _____
 From: _____ To: _____ From: _____ To: _____

Primary Job Responsibilities of the Employee (attach separately if more space is needed)

Please indicate how the employee performed in each of the Performance Factors listed as it relates to the completion of specific job duties and goals. If a performance factor does not apply to an employee, please note "NA" or Not Applicable. Below is the scale with definitions to be used to rate performance. *If the overall performance is "Needs Improvement" or "Unacceptable," a performance improvement plan needs to be created. For assistance, please contact Joel Tingle at joel.tingle@emory.edu*

Rating	Definition
EXCEPTIONAL	Consistently exceeds departmental performance expectations to a degree that is obvious to supervisor, constituents, and peers. Work is of exceptional quality and is completed ahead of scheduled deadlines. Assigned responsibilities are completed without supervision. Recommends innovative and highly effective solutions to problems. Truly outstanding level of contribution (well beyond requirements) during the performance period.
COMMENDABLE	Consistently meets established departmental performance expectations. Work is completed accurately and by scheduled deadlines. Assigned responsibilities are completed with minimal supervision. Demonstrates behaviors that result in the effective performance of the position requirements.
SOLID PERFORMER	Meets established departmental performance expectations. Demonstrates the knowledge, skills, and abilities that result in the effective performance of the position requirements.
NEEDS IMPROVEMENT	Does not consistently meet departmental performance expectations. Demonstrates some skills and abilities required to perform the job; however, work is often incomplete and/or does not meet scheduled deadlines. Supervisory review of work is frequently required. Meets only the minimum position requirements. Performance must be improved. A performance improvement plan is required. For assistance, please contact Joel Tingle at joel.tingle@emory.edu
UNACCEPTABLE	Does not meet departmental performance expectations. Has not demonstrated the necessary knowledge, skills, abilities, and/or commitment. Has not kept pace with job requirements; successes may be occasional, or performance has been deteriorating. Immediate and sustained improvement is needed in order to maintain continued employment. A performance improvement plan is required. For assistance, please contact Joel Tingle at joel.tingle@emory.edu

PERFORMANCE FACTORS - Please indicate how well the employee performed in each of the factors below as it relates to the completion of specific job functions and goals. Each *factor* is composed of various *descriptors* that help define the factors. Only rate descriptors that apply. You may add a descriptor as necessary. Some might be useful for developmental purposes. Where a performance factor or particular descriptor does not apply, check N/A.

Work Knowledge: Effectiveness with which employee applies job knowledge and skills to duties.

(Please check the appropriate rating for each descriptor)

<i>Descriptors</i>	Exceptional	Commendable	Solid Performer	Needs Improvement	Unacceptable	N/A
Demonstrates knowledge required to accomplish job duties effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performs with minimal supervision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Handles fair share of workload	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Takes responsibility for getting things done and follows up	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understands, implements & acts in accordance with policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meets work schedule deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overall Work Knowledge Rating (*Please check*):

Comment:	Exceptional	<input type="checkbox"/>
	Commendable	<input type="checkbox"/>
	Solid Performer	<input type="checkbox"/>
	Needs Improvement	<input type="checkbox"/>
	Unacceptable	<input type="checkbox"/>
	N/A	<input type="checkbox"/>

Quality of Work: Manner in which work is completed as viewed by supervisors and constituencies served --peers, students, faculty, administrators, and the public. (Please check the appropriate rating for each descriptor)

<i>Descriptors</i>	Exceptional	Commendable	Solid Performer	Needs Improvement	Unacceptable	N/A
Effectively establishes priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clearly plans and organizes duties using time and resources efficiently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Thoroughly and accurately completes assignments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Responds to requests in a timely and effective manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Handles multiple tasks/activities simultaneously	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Produces dependable and consistent results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interacts appropriately with students, faculty, peers and public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has improved on specific performance areas based on previous evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overall Quality of Work Rating (*Please check*):

Comment:	Exceptional	<input type="checkbox"/>
	Commendable	<input type="checkbox"/>
	Solid Performer	<input type="checkbox"/>
	Needs Improvement	<input type="checkbox"/>
	Unacceptable	<input type="checkbox"/>
	N/A	<input type="checkbox"/>

Problem Solving/ Decisiveness: Ability to: analyze challenges; develop solutions; and make sound, timely decisions.

(Please check the appropriate rating for each descriptor)

<i>Descriptors</i>	Exceptional	Commendable	Solid Performer	Needs Improvement	Unacceptable	N/A
Identifies issues, problems and opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Offers creative suggestions for improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Formulates alternative solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Combines information and ideas in novel ways to produce solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uses relevant information to diagnose problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Able to discern key issues in a variety of situations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Makes appropriate and timely decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accepts responsibility for decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overall Problem Solving / Decisiveness Rating (Please check):

Comment

Exceptional	<input type="checkbox"/>
Commendable	<input type="checkbox"/>
Solid Performer	<input type="checkbox"/>
Needs Improvement	<input type="checkbox"/>
Unacceptable	<input type="checkbox"/>
N/A	<input type="checkbox"/>

Job Commitment: Demonstration of involvement in job duties and professional growth.

(Please check the appropriate rating for each descriptor)

<i>Descriptors</i>	Exceptional	Commendable	Solid Performer	Needs Improvement	Unacceptable	N/A
Meets attendance expectations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides due notice of absence and follows procedure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Takes ownership of duties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Completes tasks on time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accepts responsibility for duties, successes and mistakes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seeks additional training and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Applies skills to new projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Remains current regarding new developments in area of responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overall Job Commitment Rating (Please check):

Comment

Exceptional	<input type="checkbox"/>
Commendable	<input type="checkbox"/>
Solid Performer	<input type="checkbox"/>
Needs Improvement	<input type="checkbox"/>
Unacceptable	<input type="checkbox"/>
N/A	<input type="checkbox"/>

Interpersonal and Teamwork Skills: Effectiveness of the employee's interactions with others.

(Please check the appropriate rating for each descriptor)

Descriptors	Exceptional	Commendable	Solid Performer	Needs Improvement	Unacceptable	N/A
Builds and maintains effective, harmonious work relationships within and across departments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Works to enhance department's performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Respects the opinions of others and is inclusive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaborates well on individual and group projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Treats others with respect and values diversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understands the impact of culture/background	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deals effectively with others in a conflict situation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leads work efforts by setting a positive example	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overall Interpersonal and Teamwork Skills Rating (Please check):

Comment	Exceptional	<input type="checkbox"/>
	Commendable	<input type="checkbox"/>
	Solid Performer	<input type="checkbox"/>
	Needs Improvement	<input type="checkbox"/>
	Unacceptable	<input type="checkbox"/>
	N/A	<input type="checkbox"/>

Communication Skills: Effectiveness in written and oral interactions with a range of people.

(Please check the appropriate rating for each descriptor)

Descriptors	Exceptional	Commendable	Solid Performer	Needs Improvement	Unacceptable	N/A
Writing Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oral Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manages and keeps information accessible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shares information easily and appropriately	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicates effectively with supervisors and with peers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Responds effectively to students	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicates effectively with public as needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exercises tact, courtesy and respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accepts constructive feedback	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listens effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overall Communication Skills Rating (Please check):

Comment	Exceptional	<input type="checkbox"/>
	Commendable	<input type="checkbox"/>
	Solid Performer	<input type="checkbox"/>
	Needs Improvement	<input type="checkbox"/>
	Unacceptable	<input type="checkbox"/>
	N/A	<input type="checkbox"/>

Leadership Skills: Capacity to pursue opportunities, adapt to changing work priorities, and create innovation in process and direction of tasks. (Please check the appropriate rating for each descriptor)

<i>Descriptors</i>	Exceptional	Commendable	Solid Performer	Needs Improvement	Unacceptable	N/A
Takes initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effectively uses the division/department's decision making structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finds innovative ways to improve process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides ideas and suggestions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seeks information and clarification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Responsive to changing priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understands and supports the vision of Emory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overall Leadership Skills Rating (Please check):

Comment	Exceptional	<input type="checkbox"/>
	Commendable	<input type="checkbox"/>
	Solid Performer	<input type="checkbox"/>
	Needs Improvement	<input type="checkbox"/>
	Unacceptable	<input type="checkbox"/>
	N/A	<input type="checkbox"/>

People Management Skills (if applicable): Ability to plan, coach, and organize duties of direct reports including staff and employees. (Please check the appropriate rating for each descriptor)

<i>Descriptors</i>	Exceptional	Commendable	Solid Performer	Needs Improvement	Unacceptable	N/A
Plans and organizes duties of employees effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coaches employees to improve performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognizes and rewards excellent performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creates a learning environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensures understanding of departmental goals and employee roles/responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Involves others and delegates appropriately	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encourages and supports professional development of employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overall People Management Skills Rating (Please check):

Comment	Exceptional	<input type="checkbox"/>
	Commendable	<input type="checkbox"/>
	Solid Performer	<input type="checkbox"/>
	Needs Improvement	<input type="checkbox"/>
	Unacceptable	<input type="checkbox"/>
	N/A	<input type="checkbox"/>

OVERALL EMPLOYEE RATING (Please check):

Please use this space to clearly explain the reasons for the rating you have indicated for the employee's overall performance in terms of strengths and areas for future growth and improvement. If an improvement plan is required, please indicate here and provide details. For assistance, please contact Joel Tingle at joel.tingle@emory.edu	Exceptional <input type="checkbox"/>
	Commendable <input type="checkbox"/>
	Solid Performer <input type="checkbox"/>
	Needs Improvement <input type="checkbox"/>
	Unacceptable <input type="checkbox"/>
	N/A <input type="checkbox"/>

Employee Training and Development for 2013-2014

Please refer to the employee's SMART Goals worksheet and Self-Evaluation worksheet (if received) to recommend training for the employee in the coming year:

REQUIRED SIGNATURES:

Employee Comments Attached? Yes No

Direct Supervisor's Signature

Date

Chair's/Director's Signature

Date

Employee's Comments:

I have read and discussed the contents of this form with my supervisor. I understand that my signature does not necessarily indicate agreement.

Employee Signature

Date