

**Performance Assessment Review
PAR Committee Model
Rowan University
Non-Supervisory Employee Form**

Employee Name:	Title:	Rating Period: 10/1/2012 to 9/30/2013
Banner ID:	Dept/Agency - Location:	

Section 1 - Job Expectations (Continued)

Major Job Responsibilities and Essential Criteria for Successful Accomplishment
(Use Additional Sheets as Necessary)

Job Responsibility:

Essential Criteria:

Job Responsibility:

Essential Criteria:

Job Responsibility:

Essential Criteria:

Job Responsibility:

Essential Criteria:

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Essential Criteria:

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Section 2 - Performance Factors

Job Achievement Factors

These factors are directly related to the outputs of the job: Section 1 Major Goals, Job Responsibilities and Essential Criteria.

Job Achievement Factors	1	2	3	Interim	Final
Goal Achievement Overall extent to which employee accomplishes established Ratee goals.	Failed to accomplish most major goals; original objectives were not entirely achieved.	Achieved or exceeded major goals.	Significantly exceeded original goals and objectives.		
Quality of Work Overall extent to which employee thoroughly and accurately meets the quality criteria.	Failed to achieve most or all essential quality criteria.	Achieved or occasionally exceeded all essential quality criteria.	Significantly exceeded essential quality criteria.		
Quantity of Work Overall extent to which employee produces an acceptable amount of work as defined in the quantity criteria.	Failed to produce an acceptable amount of work as identified in the essential quantity criteria.	Produced acceptable or greater amount of work and met or occasionally exceeded essential quantity criteria.	Significantly exceeded essential quantity criteria.		
Timeliness Overall extent to which employee meets specified schedules and deadlines.	Rarely met work schedules or deadlines. Often was late in completing assignments within specified time frames.	Met and occasionally completed assignments ahead of specified deadlines.	Consistently completed assignments, projects and job responsibilities ahead of scheduled deadlines.		
Job Achievement Subtotal					

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Job Related Factors

These global factors support the performance of the job.

Job Related Factors	1	2	3	Interim	Final
<p>Communication Effective expression of ideas, concepts, or directions in individual or group situations, using supportive gestures, voice level and organization of materials. If communication is written, thoughts are expressed with appropriate grammar, organization and structure.</p>	<p>Informal communication was ineffective due to disorganization of thoughts, and/or inappropriate use of voice volume/tone. Formal presentations failed to inform or persuade due to lack of structure or poor organization. Didn't listen during verbal exchanges. Written communication was poorly structured, contained poor grammar, or was difficult to read due to inadequate organization. Communication flaws included: poor listening, no organization of thoughts or inappropriate gestures.</p>	<p>Successfully communicated ideas, thoughts or directions. Asked appropriate questions and involved the listener. Sought clarification and affirmed understanding in verbal exchanges. Used appropriate supportive gestures, voice level and organization of materials. Formal presentations were organized and had appropriate detail. Written communication was concise and appropriate for target audience. Key points were understood by intended audience. Affirmed understanding with appropriate questions.</p>	<p>Excelled in the communication of ideas, thoughts or directions. Thought well, fast and appropriately on his or her own feet in formal situations. Informal presentations created word pictures, leaving no room for confusion. Apt questions uncovered lingering confusion. Presented complex or technical information in a manner easily understood by target audience. Written communication was letter perfect and clearly appropriate for target audience.</p>		
<p>Conscientiousness Displays a high level of effort and commitment towards performing work; demonstrates responsible behavior.</p>	<p>Failed to address problems in own task area, was often off schedule; displayed little or no commitment to completing tasks; resisted learning new skills to enhance own work.</p>	<p>Solved problems in own task area; displayed commitment to completing tasks; learned new skills to enhance own work. Occasionally took on added responsibilities when requested;</p>	<p>Consistently took on extra responsibilities voluntarily to respond to shifting priorities, or schedules; displayed a high level of commitment to the organization and its customers through the quality of work while completing tasks ahead of schedule.</p>		

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Job Related Factors	1	2	3	Interim	Final
Customer Service Identifies and meets customer (internal & external) needs.	Diagnosed customer needs inaccurately; lacked consistency in meeting customer needs; was not attentive and inquisitive when dealing with customers; did not consistently meet time, quality and cost requirements.	Accurately assessed customer needs; provided necessary or requested service within acceptable timeframes requiring few corrections or revisions; sought customer feedback and expression of satisfaction with work product. Occasionally sought alternative solutions.	Frequently anticipated internal and external customer needs; advanced quality alternative solutions work quality was characterized by exceptional insights and technical expertise.		
Flexibility Adapts behavior and work methods in response to changing conditions, new information, emergency situations and/or shifting priorities.	Demonstrated inability to modify behavior in response to change; was inflexible and ineffective in performing work under varying conditions. Failed to deal with unforeseen emergencies. Rarely modified behavior in response to change.	Demonstrated a capability to modify behavior in response to change. Generally adapted to changing conditions and emergency situations. Effectively performed work under varying conditions. Adjusted work behaviors and methods to accommodate for multiple demands, shifting priorities, ambiguity and rapid change in work situations.	Effectively addressed changing conditions, emergencies and other contingencies. Incorporated new information based on changes into behaviors and work methods. Acted as change agent in response to fluctuating work circumstances; regularly encouraged others to modify behavior in response to changing needs.		
Interpersonal Skills Uses interpersonal skills to take charge, direct, motivate or coordinate activities to achieve results and follow-up.	Did not secure cooperation. Lacked control and failed to motivate others. Follow-up was not evident. Methods fell short of getting desired results.	Succeeded in gaining respect. Generated a positive working environment that produced expected results. Involved and motivated others to achieve desired results.	Achieved exceptional results through instilling confidence and motivating others. Effectively used the full range of interpersonal skills in achieving interpersonal results.		

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<p>Job Knowledge/Skills Extent to which employee knows the details of the job. Understands job and applies necessary technical knowledge and skills.</p>	<p>Rarely demonstrated any application of skills or knowledge which clearly had an adverse effect on job performance. Rarely able to answer queries. Usually did not know when to ask other for information.</p>	<p>Effectively demonstrated job knowledge and ability to answer queries. Knowledge and skills contributed to the work of the unit.</p>	<p>Demonstrated expert skills and knowledge above expectations. Stayed abreast of recent developments and changes in job's technical area or discipline. Knowledge was sought by others and thought to have significant impact on the results of the work of the unit.</p>		
<p>Managing/Valuing Diversity Builds, maintains, and/or contributes to a work environment that is fair, equitable, inclusive and cooperative in valuing individual differences such as culture, race, ethnicity, religion, gender, sexual orientation, physical attributes, lifestyles, interests, values or other differences.</p>	<p>Failed to make appropriate social accommodations to ensure a fair, inclusive, and respectful working environment. Did not demonstrate respectfulness for individual differences. Created and/or encouraged a hostile environment for others.</p>	<p>Incorporated different perspectives into work actions; fostered a fair and inclusive environment demonstrating respect for others. Worked towards a proactive approach in soliciting and using contributions from diverse perspectives.</p>	<p>Championed diversity and demonstrated through specific actions its value in the organization. Created a work culture that fostered fairness, respect and cooperation. Recognized individual differences while building an environment of esprit de corps.</p>		

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Job Related Factors	1	2	3	Interim	Final
<p>Problem Solving Identifies and analyzes problems; uses sound reasoning to arrive at conclusions; finds alternative solutions to complex problems; distinguishes between relevant and irrelevant information to make logical judgments.</p>	<p>Demonstrated a poor approach to problem resolution and was slow in resolving problems. Had difficulty in making choices and establishing alternatives. Failed to identify and/or distinguish risks and benefits, needed considerable assistance in identifying alternatives and evaluating risks and benefits.</p>	<p>Performed as a competent problem solver. Exhibited a logical approach to problem solving. Considered risks and benefits in weighing alternatives.</p>	<p>Consistently exercised a logical, thorough approach to problem solving which resulted in meaningful solutions to complex problems.</p>		
<p>Safety Contributes to a safe and secure working environment for self and others in the performance of the job functions and the delivery of services.</p>	<p>Failed to follow safety rules for self or to make safety a priority in dealing with others. Did not use available safety equipment or resources to maintain a safe work area. Behaved as if safety was not a critical element of the work environment. Was aware of conditions that affected operational and employee safety, but did not recommend safety improvements.</p>	<p>Took specific steps to demonstrate safe work practices. Anticipated potential safety issues and took action to alleviate them before a problem occurred. Observed appropriate safety standards and minimized exposure to unsafe conditions for self and others. Regularly demonstrated compliance with safety requirements and recommended measures to enhance safety whenever possible. Set an example in demonstrating safety requirement.</p>	<p>Was a role model in demonstrating safety requirements. Implemented new and technically sound processes, procedures and equipment to enhance safety on a continuous. Created a safety culture dedicated to technical and operational excellence. Encouraged others to create, promote and maintain a safe work environment.</p>		

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<p>Teamwork 2 Works as a team member to accomplish team goals.</p>	<p>Teamwork achieved few, if any objectives and serious negative consequence resulted. No evidence of motivation and clarity of purpose.</p>	<p>Teamwork achieved or exceeded essential objectives. Motivation and clarity of purpose were evident within the group. Effectively contributed and coordinated with others.</p>	<p>Teamwork consistently achieved and exceeded required objectives. There was significant evidence of high motivation and clarity of purpose within the group. Contributed exceptionally well and maximized the effectiveness of the group.</p>		
Job Related Subtotal					

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Section 3 - Computation and Conversion to Overall Rating

Computation		
Performance Factors	Interim Evaluation	Final Evaluation
Job Achievement Factor Subtotal		
Job Related Factor Subtotal		
Grand Total Points		

Conversion to Overall Rating		
<i>1 - Unsatisfactory</i> (14 - 21 Points)	<i>2 - Successful</i> (22 - 34 Points)	<i>3 - Exceptional</i> (35 - 42 Points)
	Interim Evaluation Rating	Final Evaluation Rating
Overall		

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Section 4 - Justification Sheet and Development Plan - Interim

Justification for Interim Evaluation

Interim Rating ←

Interim Development Plan	
Specific Area(s) Identified for Development	Specific Action to be Taken by Ratee

<p>I have reviewed Sections 1, 2, 3 and 4 of this package and have had a face-to-face meeting with my supervisor to discuss the Interim Rating, Justification and Development Plan. This meeting was held on _____ <i>(Date)</i>.</p> <p>My signature indicates that I have been advised of these PAR elements.</p> <p>Ratee _____</p> <p>Date _____</p> <p>I _____ Agree _____ Disagree with the Interim Rating. I _____ Agree _____ Disagree with the Justification. I _____ Agree _____ Disagree with the Development Plan.</p>	<p>Ratee Comments</p> <p align="center"><i>(Use Additional Sheets as Necessary)</i></p>
<p>My signature indicates that the Ratee's positions have been noted.</p> <p>Rater _____</p> <p>Date _____</p>	<p>My signature indicates that the Ratee's positions have been noted.</p> <p>Reviewer _____</p> <p>Date _____</p>

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Section 5 - Justification Sheet and Development Plan - Final

Justification for Final Evaluation

Final Rating ←

Final Development Plan	
Specific Area(s) Identified for Development	Specific Action to be Taken by Ratee

<p>I have reviewed Sections 1, 2, 3 and 5 of this package and have had a face-to-face meeting with my supervisor to discuss the Final Rating, Justification and Development Plan. This meeting was held on _____ (Date).</p> <p>My signature indicates that I have been advised of these PAR elements.</p> <p>Ratee _____</p> <p>Date _____</p> <p>I _____ Agree _____ Disagree with the Final Rating. I _____ Agree _____ Disagree with the Justification. I _____ Agree _____ Disagree with the Development Plan.</p>	<p>Ratee Comments</p> <p align="center"><i>(Use Additional Sheets as Necessary)</i></p>
<p>My signature indicates that the Ratee's positions have been noted.</p> <p>Rater _____</p> <p>Date _____</p>	<p>My signature indicates that the Ratee's positions have been noted.</p> <p>Reviewer _____</p> <p>Date _____</p>

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Section 6 - Fact Sheet of Significant Performance Events

Description of Significant Performance Event	Rater Comments/Recommended Action			
	<hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> <table style="width:100%; border: none;"> <tr> <td style="width:33%; text-align: center;">Ratee Initials</td> <td style="width:33%; text-align: center;">Rater Initials</td> <td style="width:33%; text-align: center;">Date</td> </tr> </table>	Ratee Initials	Rater Initials	Date
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Ratee Comments: <i>(Use Additional Sheets as Necessary)</i>