



# PERFORMANCE APPRAISAL

Staff - Supervisor/Leader

Time Period Reviewed: \_\_\_\_\_ to \_\_\_\_\_

Employee's Name: \_\_\_\_\_

UID# \_\_\_\_\_

Job Title: \_\_\_\_\_

Department: \_\_\_\_\_

Position Start Date: \_\_\_\_\_

Appraisal Date: \_\_\_\_\_

Evaluator's Name: \_\_\_\_\_

Classified/Nonexempt

Unclassified/Exempt

Unclassified/Hourly

Annual

Special

## Performance Management Process/Performance Appraisal:

Performance Management (PM) is an ongoing process of communication between a supervisor and an employee, focused on performance measurement and behavior, based on agreed-upon expectations. The PM process includes semi-formal and formal discussions throughout a set time period. The PM process typically culminates in a supervisor completing a formal Performance Appraisal (PA) for a set time period. The formal PA should concentrate on a list of core competencies (as found within this form, with specific focal points listed) in conjunction with the completion of previously agreed-upon expectations. The formal PA is also an opportunity to look forward and set new expectations.

## Self Appraisal:

Each staff member should be given the opportunity to communicate their input on each core competency as well as all proposed new expectations, either prior to or during the discussion phase of the formal PA (when the PA form is still a modifiable document). Input from the staff member being evaluated should be taken into account before completing and signing the final PA form that will be submitted to Human Resources.

## Rating Scale:

In addition to providing comments for each core competency, the evaluator should rate each core competency using the following scale:

**5 Exceptional:** Performance is consistently above expectations; regularly goes beyond what's required.

**4 Commendable:** Performance is often above expectations; frequently goes beyond what's required.

**3 Meets Expectations:** Performance meets expectations; seldom goes beyond what's required.

**2 Needs Improvement:** Performance is occasionally below expectations; some coaching would be beneficial; possible need for a formal Performance Improvement Plan.

**1 Unsatisfactory:** Performance is often below expectations; significant coaching is required; definite need for a formal Performance Improvement Plan.

**N/A Not Applicable:** When a core competency does not apply.



## Staff - Supervisor/Leader PERFORMANCE APPRAISAL

**Communication:** Interpersonal Skills; Speaking/Writing Skills; Presentation Skills; Sharing Information; Asking Questions; Active Listening

- Exceptional (5) \_\_\_\_\_
- Commendable (4) \_\_\_\_\_
- Meets Expectations (3) \_\_\_\_\_
- Needs Improvement (2) \_\_\_\_\_
- Unsatisfactory (1) \_\_\_\_\_
- N/A \_\_\_\_\_

**Human Relations:** Focusing on Diversity/Inclusion; Sensitivity to Differences; Building Relationships (Employee/Labor Relations and Vendor/External Relations); Customer Service/Satisfaction; Commitment to AA/EO Goals

- Exceptional (5) \_\_\_\_\_
- Commendable (4) \_\_\_\_\_
- Meets Expectations (3) \_\_\_\_\_
- Needs Improvement (2) \_\_\_\_\_
- Unsatisfactory (1) \_\_\_\_\_
- N/A \_\_\_\_\_

**Innovation:** Creativity; Ingenuity; Resourcefulness; Creative Problem Solving; Risk-Taking; Initiative; Adaptability; Versatility

- Exceptional (5) \_\_\_\_\_
- Commendable (4) \_\_\_\_\_
- Meets Expectations (3) \_\_\_\_\_
- Needs Improvement (2) \_\_\_\_\_
- Unsatisfactory (1) \_\_\_\_\_
- N/A \_\_\_\_\_



## Staff - Supervisor/Leader PERFORMANCE APPRAISAL

**Job Knowledge:** Technical Understanding; Decision-Making; Analytical Skills; Delegation; Critical Thinking; Negotiating Skills; Interviewing/Selection Skills; Commitment to Quality; Focusing on Productivity

- Exceptional (5) \_\_\_\_\_
- Commendable (4) \_\_\_\_\_
- Meets Expectations (3) \_\_\_\_\_
- Needs Improvement (2) \_\_\_\_\_
- Unsatisfactory (1) \_\_\_\_\_
- N/A \_\_\_\_\_

**Managerial Duties:** Budget/Cost Management; Project Management; Documentation; Records Management; Conducting Effective Meetings; Environmentally Conscious; Safety-Oriented

- Exceptional (5) \_\_\_\_\_
- Commendable (4) \_\_\_\_\_
- Meets Expectations (3) \_\_\_\_\_
- Needs Improvement (2) \_\_\_\_\_
- Unsatisfactory (1) \_\_\_\_\_
- N/A \_\_\_\_\_

**Professionalism:** Work Habits; Accountability; Responsibility; Judgment; Ethical Example; Adherence to Policies/Procedures; Follow-Through; Diplomacy/Tact; Stewardship; Integrity

- Exceptional (5) \_\_\_\_\_
- Commendable (4) \_\_\_\_\_
- Meets Expectations (3) \_\_\_\_\_
- Needs Improvement (2) \_\_\_\_\_
- Unsatisfactory (1) \_\_\_\_\_
- N/A \_\_\_\_\_

**Self Development:** Commitment to Improvement/Learning; Striving for Achievement; Keeping Up-to-Date on Industry Practices and Technical Aspects; Expansion of Job-Related Knowledge

- Exceptional (5) \_\_\_\_\_
- Commendable (4) \_\_\_\_\_
- Meets Expectations (3) \_\_\_\_\_
- Needs Improvement (2) \_\_\_\_\_
- Unsatisfactory (1) \_\_\_\_\_
- N/A \_\_\_\_\_

**Staff Development:** Setting Expectations; Goal/Objective Setting; Evaluating Staff; Coaching; Counseling; Mentoring; Motivating Others; Positively Influencing Staff

- Exceptional (5) \_\_\_\_\_
- Commendable (4) \_\_\_\_\_
- Meets Expectations (3) \_\_\_\_\_
- Needs Improvement (2) \_\_\_\_\_
- Unsatisfactory (1) \_\_\_\_\_
- N/A \_\_\_\_\_

**Strategic Planning:** Creating/Communicating a Vision; Pro-activity; Critical Thinking; Managing Change; Succession Planning; Tying Efforts to Mission/Vision

- Exceptional (5) \_\_\_\_\_
- Commendable (4) \_\_\_\_\_
- Meets Expectations (3) \_\_\_\_\_
- Needs Improvement (2) \_\_\_\_\_
- Unsatisfactory (1) \_\_\_\_\_
- N/A \_\_\_\_\_

**Team-building:** Maintaining a Team Environment; Promoting Cooperation; Encouraging; Providing Support; Seeking Input; Fostering Commitment; Managing Disagreements

- Exceptional (5) \_\_\_\_\_
- Commendable (4) \_\_\_\_\_
- Meets Expectations (3) \_\_\_\_\_
- Needs Improvement (2) \_\_\_\_\_
- Unsatisfactory (1) \_\_\_\_\_
- N/A \_\_\_\_\_

**Time Management:** Prioritizing; Timeliness; Meeting Deadlines; Promptness; Planning/Organizational Skills; Dependability/Reliability

- Exceptional (5) \_\_\_\_\_
- Commendable (4) \_\_\_\_\_
- Meets Expectations (3) \_\_\_\_\_
- Needs Improvement (2) \_\_\_\_\_
- Unsatisfactory (1) \_\_\_\_\_
- N/A \_\_\_\_\_

**Overall Rating/Additional Comments:**

Based on all of your responses, please apply a rating to the employee's overall performance. If you have any additional comments, please share them here:

- Exceptional (5) \_\_\_\_\_
- Commendable (4) \_\_\_\_\_
- Meets Expectations (3) \_\_\_\_\_
- Needs Improvement (2) \_\_\_\_\_
- Unsatisfactory (1) \_\_\_\_\_



# Staff - Supervisor/Leader PERFORMANCE APPRAISAL

**Expectations:** Goals/Objectives for the upcoming review period ( \_\_\_\_\_ - \_\_\_\_\_ ), with specific points (and sub-points) listed, related to achieving the desired outcomes.

- \_\_\_\_\_  
○ \_\_\_\_\_
- \_\_\_\_\_  
○ \_\_\_\_\_
- \_\_\_\_\_  
○ \_\_\_\_\_
- \_\_\_\_\_  
○ \_\_\_\_\_
- \_\_\_\_\_  
○ \_\_\_\_\_
- \_\_\_\_\_  
○ \_\_\_\_\_

**To be completed by the employee being evaluated:**

- I was given an opportunity to provide input on this performance appraisal, discuss it with my supervisor, and read the finalized form, prior to it being submitted to HR.
- Generally, *I agree* with the statements within this performance appraisal.
- Generally, *I disagree* with the statements within this performance appraisal.

Employee comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

(Please use additional page(s), if necessary)

Employee signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Salary Increase:** Please indicate if this employee is eligible for a salary increase. Employees who are unsatisfactorily performing their position duties will not be eligible for a salary increase.

- Employee is eligible for a salary increase. Merit increase percentage: \_\_\_\_\_%
- Employee is NOT eligible for a salary increase.
- N/A

Supervisor (Evaluator) signature: \_\_\_\_\_ Date: \_\_\_\_\_

Evaluator's Supervisor signature: \_\_\_\_\_ Date: \_\_\_\_\_

Chair/Director/Dean/VP signature: \_\_\_\_\_ Date: \_\_\_\_\_