

**GEORGIA INSTITUTE OF TECHNOLOGY
CLASSIFIED PERFORMANCE APPRAISAL RECORD
FOR SUPERVISORY/MANAGERIAL EMPLOYEES**

EMPLOYEE NAME:		EMPLOYEE IDENTIFICATION #:	
JOB TITLE:		UNIT:	
REVIEWED BY:		DATE OF REVIEW:	
REVIEW PERIOD:	FROM:	TO:	

Instructions

This form should be completed by the employee's immediate supervisor.

The appraisal process involves assessing the employee's work performance during the review period relative to specific indicators and an overall rating. The following rating categories are employed:

Highly Successful	Fully Successful	Making Progress	Unsatisfactory
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This scale is applied to the following performance indicators:

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| <ul style="list-style-type: none"> - Planning, Organizing & Controlling - Job Knowledge - Communications | <ul style="list-style-type: none"> - Achievement Orientation - People Development - Problem Solving & Decision Making |
|---|--|

The performance levels are defined for each indicator. Please note that the definitions included herein are intended to describe in general a given level of performance relative to the factor being rated. They are not meant to be all inclusive of conditions which must exist in order to legitimately rate an employee at a given level. Rather the definitions are intended to convey, in broad terms, a "snapshot" description of conditions which typically exist at a performance level.

Assign a rating for each indicator and enter comments as appropriate in the space provided. For any indicators rated as "Highly Successful" or "Unsatisfactory," enter in the Comments section specifically what causes justify the rating. Entries in the Comments section for "Fully Successful" or "Making Progress" ratings are optional. Add additional pages as necessary.

Following the rating of each indicator, formulate an overall rating reflective of those individual ratings and enter on page 5 of this form.

Space has been provided for the rater to note any development actions that will occur during the next review period and for the employee to record any comments regarding the evaluation and/or developmental actions planned.

The rater should sign the form in the space provided and obtain the signatures of the employee and the rater's immediate supervisor.

The completed form should be routed to Office of Human Resources – Compensation for further processing and filing.

Planning, Organizing & Controlling

How effectively does the employee perform advance preparation for and carry out assignments?

<input type="checkbox"/> Highly Successful	<input type="checkbox"/> Fully Successful	<input type="checkbox"/> Making Progress	<input type="checkbox"/> Unsatisfactory
<p>Demonstrates the ability to anticipate what might otherwise be overlooked in the planning process. Sets up innovative monitoring and control systems to ensure comprehensive approach. Is well versed in the details of assignment execution while maintaining an accurate overview of "the big picture." Ensures that all facets of the assignment are completed as planned, often ahead of schedule.</p>	<p>Identifies resources required to complete assignment. Prepares either formally or informally, an effective work plan. Monitors progress and follows up to make sure assignment is accomplished as scheduled. Makes efficient use of resources available.</p>	<p>Is learning to effectively apply planning and organizational skills in management settings. In most cases assignments are well planned and accomplished in a fully acceptable manner.</p>	<p>Plans often do not include all pertinent elements. Does not always monitor plan execution effectively resulting in backtracking and delays. Spends an inordinate amount of time responding to unanticipated events.</p>
COMMENTS ON RATING			

Job Knowledge

How well does the employee demonstrate sufficient understanding of the technical, managerial and organizational aspect of the job?

<input type="checkbox"/> Highly Successful	<input type="checkbox"/> Fully Successful	<input type="checkbox"/> Making Progress	<input type="checkbox"/> Unsatisfactory
<p>Is regarded as a subject matter expert from a technical perspective. Both organizational and functional knowledge extend well beyond the employee's immediate organization. Advice is often sought by peers and superiors. Demonstrates an advanced understanding of the principles of management.</p>	<p>Demonstrates a firm grasp of all elements of know-how as they relate to the job. Serves as a reliable resource for others regarding technical processes and how they relate to the organizational structure he or she manages. Is well versed in how to get things done through other people.</p>	<p>Is fully competent in most areas of job knowledge. Sufficient progress is being made in those areas where improvement is required.</p>	<p>Gaps in technical and organizational knowledge are evident. Often fails to recognize problems that are obvious to others. Lacks basic managerial skills.</p>
COMMENTS ON RATING			

Communications

How well does the employee present ideas, concepts and plans for courses of action? Does the employee communicate in a clear and concise manner? Does the employee listen well and ask appropriate questions?

<input type="checkbox"/> Highly Successful	<input type="checkbox"/> Fully Successful	<input type="checkbox"/> Making Progress	<input type="checkbox"/> Unsatisfactory
<p>Translates highly complex technical or organizational issues into easily understood terms. Can effectively communicate on multiple levels so that each audience receives understanding of the issue at hand. Asks and answers questions in a comfortable and highly informed manner.</p>	<p>Presents ideas, concepts, new policies, etc. in group and one to one settings in a clear, concise manner. Keeps supervisor informed of pertinent issues. Uses proper grammar in both speaking and writing. Listens and provides meaningful feedback effectively.</p>	<p>Is learning to better communicate thoughts and ideas to others, both orally and in writing. The same is applicable to listening skills. What may have been communications problem areas or potential problem areas are in the process of being eliminated.</p>	<p>Tends to rush through presentations and general oral and written communications. This often results in skipping pertinent information and less than thorough understanding by audience. May be inclined to hold on to information that should be shared with others.</p>
COMMENTS ON RATING			

Achievement Orientation

How well is the employee attuned to the importance of accomplishing goals and objectives?

<input type="checkbox"/> Highly Successful	<input type="checkbox"/> Fully Successful	<input type="checkbox"/> Making Progress	<input type="checkbox"/> Unsatisfactory
<p>Pushes the limits of his or her job toward the achievement of goals. Makes sound judgments about when and where to take risks in order to obtain results. Impacts and influences others in promoting his or her point of view. Reacts immediately and effectively to changes in plans and priorities. Shows exceptional ability when forced to manage through a crisis situation.</p>	<p>Always has a comprehensive picture of the end results desired. Is goal orientated and effectively prioritizes the channeling of available resources. Keeps supervisor informed of progress and results on a regular basis. Effectively follows up to ensure objectives are met.</p>	<p>Is learning to appreciate the significance of goal setting and achievement. Is beginning to show understanding of scope of strategic initiatives and the relationship to shorter term goals.</p>	<p>May tend to lose sight of desired end results by becoming too immersed in project or process detail. Often loses track of and therefore is unable to communicate progress or lack thereof. Tends to lose sight of the "big picture."</p>
COMMENTS ON RATING			

People Development

How effectively does the employee recognize the need for, plan and achieve professional development of subordinate employees?

<input type="checkbox"/> Highly Successful	<input type="checkbox"/> Fully Successful	<input type="checkbox"/> Making Progress	<input type="checkbox"/> Unsatisfactory
<p>Has acquired the reputation of a "people developer" as reflected by the competence and versatility of staff. Results of development efforts are clearly observable and measurable. Usually more than one staff member is capable of filling in during supervisor's absence. Devises and applies unique and challenging means for employees to learn new skills and to demonstrate acquired ones. Advice on development issues is sought by peers.</p>	<p>Can identify specific strengths and weakness of each subordinate. Manages work load so that subordinates are given the opportunity to improve in required areas. Constructs and continually updates a comprehensive development plan for each subordinate. Understands the concept of and applies constructive discipline where warranted.</p>	<p>Is coming to learn the importance of people development in supervision. Efforts are becoming more concentrated on seeking out developmental opportunities for subordinate personnel. Performance in this area may be characterized as transitioning from individual achiever to management of the activities and actions of others.</p>	<p>Subordinate development plans are inadequately constructed and are normally seen as an afterthought, characterized only by superficial efforts on the part of the supervisor. Subordinate staff may complain of the lack of opportunity to expand their purview as it relates to their job.</p>
COMMENTS ON RATING			

Problem Solving & Decision Making

How effectively does the employee confront and resolve problems and take action?

<input type="checkbox"/> Highly Successful	<input type="checkbox"/> Fully Successful	<input type="checkbox"/> Making Progress	<input type="checkbox"/> Unsatisfactory
<p>Displays creativity in seeking solutions to problems and in making decisions. Is able to integrate new ideas with current approaches. Effectively identifies potential problems before they arise and acts on problems in the early stages. Once solved, problems do not arise again and solutions do not create new problems. Makes good decisions with limited but accurate information while working within schedule.</p>	<p>Approaches problem solving in a systematic manner. Identifies all resources available for help and involves peers and subordinates as necessary. Assures proper documentation and follows up to ensure problem does not reoccur. Decisions are well thought out and made in a timely and logical manner</p>	<p>Is transitioning in the area of problem solving and decision making. Has come to understand the need for a more comprehensive approach to reaching solutions and recommending outcomes or taking action.</p>	<p>At times, decisions are hastily made without fully considering the possible consequences. Problem solving efforts are erratic and often not totally effective. Tends to work alone on problems, not soliciting the input of peers or subordinates. The same or similar problems seem to reoccur on a regular basis.</p>
COMMENTS ON RATING			

Overall Rating

In considering your ratings of the individual performance indicators and the employee's accomplishments relative to job expectations over the entire review period, how well is he or she performing?

Please note that the overall rating should be supported by at least three (3) individual indicator ratings at the same level.

<input type="checkbox"/> Highly Successful	<input type="checkbox"/> Fully Successful	<input type="checkbox"/> Making Progress	<input type="checkbox"/> Unsatisfactory
<p>The employee clearly goes beyond job requirements on a consistent basis. This is reflected by the general impression of accomplishment well beyond expectations. These conditions exist on a continual rather than occasional basis and are evident externally as well as internal to the organization.</p>	<p>Job performance can be summarized as consistently completing job assignments as expected in terms of quality and schedule. The employee's performance can be described as solid, fully competent in all aspects of job content and expectations.</p>	<p>The employee is moving at a reasonable pace toward overall success in job performance. While improvement is needed in some areas, progress is being made and the employee is expected to become fully successful in the near future.</p>	<p>The employee's performance indicates the need for significant improvement in overall job performance is clearly evident. Regardless of the reason, the employee has demonstrated a lack of desired achievement during the review period. Need for development or other corrective actions are noticeably obvious.</p>

COMMENTS ON OVERALL RATING

DEVELOPMENTAL PLANS

EMPLOYEE COMMENTS

SIGNATURES		
Employee & Date	Supervisor & Date:	Next Level Supervision & Date: