

CALIFORNIA STATE UNIVERSITY LONG BEACH, FOUNDATION EMPLOYEE PLANNING & PERFORMANCE REVIEW

Employee Name

Supervisor/Manager Name

Classification

Department

TYPE OF APPRAISAL

- First Annual
- Second Additional

Appraisal Review Period:

From _____ to _____
Month/Year Month/Year

Date of Appraisal

Complete the following sections of the Employee Planning and Performance Appraisal Form as well as the Goal Setting Sheet attached.

PLEASE NOTE:

- Before reviewing this completed form with the employee being appraised, please discuss and review it with the Department Manager or Director (or Associate Director) of Human Resources.
- Issues of Attendance, reliability, dependability, etc. should be addressed in Section IV, Item B.
- Any questions or concerns regarding the performance appraisal process should be directed to the Associate Director of Human Resources.

**SECTION I
REQUIRED CRITERIA**
(Use specific behavioral examples to support ratings in every category.)

1. **JOB SKILLS** – Important to Position Critical Very Important Important

Consider the ability needed to perform the major responsibilities of this job as noted in the position description

<input type="checkbox"/> Exemplary	<input type="checkbox"/> Commendable	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unacceptable
Consistently demonstrates exceptional skills in performing the major responsibilities of this job.	Often demonstrates skills that exceed those needed to perform the major responsibilities of this job.	Regularly demonstrates skills that meet and may exceed those needed to perform the major responsibilities of this job.	Often fails to demonstrate skills needed to perform the major responsibilities of this job.	Consistently fails to demonstrate skills needed to perform the major responsibilities of this job. <i>Immediate action is required.</i>

Please support your rating in the narrative section below:

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2. AMOUNT OF WORK ACCOMPLISHED – Important to Position Critical Very Important Important

Consider the amount of work performed as it relates to achieving the tasks and goals of this position.

<input type="checkbox"/> Exemplary	<input type="checkbox"/> Commendable	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unacceptable
Consistently produces an exceptional amount of work for this position.	Often produces an amount of work that is substantially above the standards for this position.	Regularly produces an amount of work that meets the standards set for this position and periodically may exceed them.	Often fails to produce an amount of work that meets the standards set for this position.	Consistently fails to produce an amount of work that meets the standards set for this position. Immediate action is required.

Please support your rating in the narrative section below:

3. QUALITY OF WORK – Important to Position Critical Very Important Important

Consider accuracy, organization, effectiveness, and completeness of the employee's work. Degree to which the employee follows through on assignments and completes them on time. Consider how the work compares to quality performance standards and goals for the employee's position. Also consider the amount of supervisory review required to assure work quality.

<input type="checkbox"/> Exemplary	<input type="checkbox"/> Commendable	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unacceptable
Produces exceptional work that consistently exceeds performance standards and expectations for this position in a timely manner with minimal or no supervision.	Often produces work that is substantially above performance standards and expectations for this position in a timely manner with minimal supervision	Regularly produces work that meets performance standards and expectations for this position in a timely manner with the appropriate level of supervision.	Often produces work that fails to meet performance standards and expectations for this position and/or is not completed in a timely manner; more that the appropriate level of supervision is required.	Consistently fails to produce work that meets the performance standards and expectations for this position and/or is not completed in a timely manner, an unusually high level of supervision is required. Immediate action is required.

Please support your rating in the narrative section below:

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4. INITIATIVE – Important to Position Critical Very Important Important

Consider willingness to take independent action in making improvements to work methods, identifying and correcting errors, initiating work activities, and willingness to seek ways to improve individual and departmental job performance.

<input type="checkbox"/> Exemplary	<input type="checkbox"/> Commendable	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unacceptable
Consistently generates constructive ideas for change that will improve work effectiveness and/or address work problems. Consistently seeks ways to improve individual and department performance that go beyond expectations for this position. Consistently anticipates departmental needs and takes action to meet them without supervisory direction	Often suggests constructive ideas for change that will improve work effectiveness and/or address work problems. May seek ways to improve individual and department performance that go beyond expectations for this position. Often anticipates department needs and takes actions to meet them with little supervisory direction	Regularly suggests constructive ideas for change that will improve work effectiveness and/or address work problems. Periodically may seek ways to improve individual and department performance that go beyond expectations for this position. Regularly anticipates departmental needs and takes action to meet them with an appropriate level of supervisory direction	Often does not seek ways to improve individual and departmental performance. Seldom suggests constructive ideas for change that will improve work effectiveness and/or address work problems. Requires explicit instructions to undertake a new task.	Consistently ignores obvious problems that will negatively affect the work environment. Only accepts responsibility for regular duties. Unwilling to start or continue any task without detailed instructions from supervisor. Immediate action is required.

Please support your rating in the narrative section below:

5. MEETING CHANGING DEMANDS OF THE WORK ENVIRONMENT –

Important to Position Critical Very Important Important

Consider willingness to adapt to changing conditions in the work environment including willingness to utilize new procedures, to adapt new technology, and to assist in implementing change-related activities.

<input type="checkbox"/> Exemplary	<input type="checkbox"/> Commendable	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unacceptable
Consistently understands the implications of changing work demands and is able to adapt effectively to those changes. Provides constructive suggestions for change and adaptation. Consistently assists others to adapt to the changes.	Often understands the implications of changing work demands. Provides good suggestions for change and adaptation and works with others to meet the new demands in productive ways.	Regularly is able to adapt to changing work demands. Is able to make suggestions for change and to work well with others to implement the changes.	Often fails to adapt to changing work demands. Does not make suggestions for change and may resist making the necessary changes.	Consistently fails to adapt to changing work demands. Resists making the necessary changes and refuses to cooperate with others. Immediate action is required.

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Please support your rating in the narrative section below:

6. INTERPERSONAL RELATIONSHIPS – Important to Position Critical Very Important Important

Consider willingness to establish and maintain cooperative working relationships with co-workers and other members of the University; appropriate, include external agencies and the general public. Consider sensitivity to and awareness of differences in people of diverse backgrounds.

<input type="checkbox"/> Exemplary	<input type="checkbox"/> Commendable	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unacceptable
Consistently maintains exceptional relationships with others, providing a very high level of assistance, reinforcement, and support that goes beyond that required by the position. Work relationships contribute to a strong positive environment.	Often maintains very good relationships with others, providing a level of assistance, reinforcement, and support that goes beyond that required by the position. Work relationships contribute to a positive environment.	Regularly maintains good relationships with others, providing a level of assistance, reinforcement, and support appropriate to the position.	Often has problems relating to others and fails to demonstrate sensitivity to others' needs; does not actively assist; reinforce, or support others.	Consistently has problems relating to others, lacks respect for others, and is indifferent to others' needs. <i>Immediate action is required.</i>

Please support your rating in the narrative section below:

7. PROBLEM SOLVING – Important to Position Critical Very Important Important

Consider willingness to recognize and independently diagnose problems, accurately develop appropriate alternatives, and implement practical and effective solutions in a timely manner.

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<input type="checkbox"/> Exemplary	<input type="checkbox"/> Commendable	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unacceptable
Consistently anticipates workplace needs and works to meet them with an exceptional level of accuracy in recognizing, diagnosing, and resolving problems, including the most complex, in a timely manner.	Often anticipates workplace needs and works to meet them with a high level of accuracy in recognizing, diagnosing, and resolving problems, including non-routine problems, in a timely manner.	Regularly is effective in anticipating workplace needs and developing effective solutions in a timely manner. Recognizes, diagnoses, and resolves problems independently within the scope of the position.	Often does not recognize or misdiagnoses routine problems. Sometimes procrastinates in addressing problems, resulting in poor outcomes.	Consistently fails to recognize or misdiagnoses routine problems. Procrastinates in addressing problems resulting in poor outcomes that negatively impact job performance. Immediate action is required.

Please support your rating in the narrative section below:

8. VERBAL COMMUNICATION SKILLS – Important to Position Critical Very Important Important

Consider the ability to provide clear, concise, and effective verbal communication, and consistently listen and check for understanding when communicating with all people.

<input type="checkbox"/> Exemplary	<input type="checkbox"/> Commendable	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unacceptable
Consistently provides information that is exceptionally clear, concise, and complete; listens to others effectively and consistently verifies their understanding of what is being communicated.	Often provides information that is very clear, correct, and concise; listens to others effectively and often verifies their understanding of what is being communicated.	Regularly provides information that is clear, correct, and concise; listens to others and often verifies their understanding of what is being communicated.	Often conveys information that is incomplete, incorrect, or confusing; often fails to listen to others and to verify their understanding of what is being communicated.	Consistently provides information that is incomplete, incorrect, or confusing; consistently fails to listen to others and to verify their understanding of what is being communicated. Immediate action is required.

Please support your rating in the narrative section below:

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SECTION II OPTIONAL CRITERIA

(Complete only those criteria that are pertinent to the employee you are appraising.)

9. **WRITING SKILLS** – Important to Position Critical Very Important Important

Consider ability to express information in writing at a level that is appropriate to the audience. Assess the degree to which written work organized, clear, accurate, and concise.

<input type="checkbox"/> Exemplary	<input type="checkbox"/> Commendable	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unacceptable
Writing consistently is organized, precise, complete, and meets its stated objectives. Exceptional ability to adapt writing style to the objectives and intended readers and to relate complex instructions or information clearly.	Writing often is clear, logical, complete, and precise, including appropriate details. Skills are advanced and exceed the requirement of this position.	Regularly provides clear, concise, and effective written documents. Skills meet, and occasionally may exceed, those required of this position.	Writing often is unacceptable and needs improvement in overall quality. Often fails to express information well; work sometimes is unclear and/or incomplete.	Difficult to determine the meaning of written communication because of errors, incomplete or disorganized presentation if ideas, and/or inclusion of incorrect or irrelevant information. Immediate action is required.

Please support your rating in the narrative section below:

10. **PRESENTATION SKILLS** – Important to Position Critical Very Important Important

Consider the ability to communicate verbally and to make effective oral presentations.

<input type="checkbox"/> Exemplary	<input type="checkbox"/> Commendable	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unacceptable
Consistently excels at making effective oral presentations; has exceptional ability to convey important points clearly in a way that is appropriate for the audience	Often exceeds the standards for making effective oral presentations; has very good ability to convey important points clearly in a way that is appropriate to the audience.	Regularly meets, and may occasionally exceed the standards for making effective oral presentations; has the ability to convey important points clearly in a way that is audience appropriate.	Often fails to meet the standards for making effective oral presentations; often fails to convey important points clearly or may not present them in a way that is audience appropriate.	Consistently fails to meet the standards for making effective oral presentation; consistently fails to convey important points clearly or fails to present the points in a way that is audience appropriate. Immediate action is required.

Please support your rating in the narrative section below:

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11. CUSTOMER CONTACT SKILLS – Important to Position Critical Very Important Important

Consider willingness to provide consistent high quality service using tact, courtesy, self-control, patience and discretion during interactions with all customers (students, faculty, staff, the public, and/or outside agencies). Also consider the type of feedback that this employee receives from customers.

<input type="checkbox"/> Exemplary	<input type="checkbox"/> Commendable	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unacceptable
Consistently demonstrates exceptional level of service to internal and external customers, going substantially beyond what is required of the position to meet customers' needs.	Often demonstrates very high level of service to internal and external customers, often going beyond what is required of the position to meet customers' needs.	Regularly demonstrates satisfactory level of service to internal and external customers, doing what is required of the position to meet customers' needs.	Often demonstrates unsatisfactory level of service to internal and external customers, failing to do what is required of the position to meet customers' needs. Receives negative feedback from customers.	Consistently demonstrates poor level of service to internal and external customers, failing to do what is required of the position to meet customers' needs. Consistently receives negative feedback from customers. Immediate action is required.

Please support your rating in the narrative section below:

12. SUPERVISORY/ LEAD RESPONSIBILITIES – Important to Position Critical Very Important Important

Consider ability to plan, organize, delegate, and follow up on work-flow to meet unit's goals and objectives. Provides clear expectations and constructive feedback to subordinates on a consistent basis. Consistently treats subordinates fairly.

<input type="checkbox"/> Exemplary	<input type="checkbox"/> Commendable	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unacceptable
Consistently exceeds expectations for supervisory/lead employee.	Often exceeds expectations for supervisory/lead employee.	Regularly meets expectations for supervisory/lead employee.	Often fails to meet expectations for supervisory/lead employee.	Consistently fails to meet expectations for supervisory/lead employee. Immediate action is required.

Please support your rating in the narrative section below:

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SECTION III ADDITIONAL OR ENHANCING CRITERION (Add additional criteria if needed. Please describe each additional performance criterion below.)

9. Important to Position Critical Very Important Important

<input type="checkbox"/> Exemplary	<input type="checkbox"/> Commendable	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unacceptable

Please support your rating in the narrative section below:

SECTION IV (If applicable, please complete sections A through C below.)

A. Provide examples of positive achievements.

B. Provide specific examples that occurred during this review period which demonstrate this employee's need for improvement.

C. What specific training or other learning experiences would you recommend for this employee's performance and development plan.

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OVERALL RATING

<input type="checkbox"/> Exemplary	<input type="checkbox"/> Commendable	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unacceptable
This rating is reserved for the highest level of performance that consistently exceeds standards and expectations during the evaluation period. An employee receiving this rating should have a consistent record of achievement.	This rating applies to an employee who consistently meets standards and expectations, often exceeds them, and shows initiative in additional achievements.	This employee's work regularly meets the department's standards and expectations for performance; periodically it may exceed these standards. This rating reflects a determination that the employee makes a solid and positive contribution to the department.	This rating is appropriate when an employee periodically meets the standards but too often does not do so, which negatively impacts the overall performance level. The employee must improve their efforts, knowledge, performance, skills, and/or behavior in order to achieve a satisfactory level of evaluation.	The employee's performance is consistently deficient, unacceptable, and seriously impacts job outcomes. Immediate action by the employee to improve performance is required.

EMPLOYER COMMENTS: (to be completed by immediate supervisor)

EMPLOYEE COMMENTS: (to be completed by employee only)

Employee Signature and Date (Signature does not indicate agreement)

Supervisor's Signature Date

Department Manager's Signature Date

Associate Director of HR Signature Date

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GOAL SETTING SHEET

DATE _____

EMPLOYEE NAME _____

SUPERVISOR _____

DEPARTMENT _____

CLASSIFICATION _____

APPRAISAL REVIEW PERIOD _____ TO _____
MONTH/YEAR MONTH/YEAR

PERFORMANCE CRITERIA

	Critical	Very Important	Important
Section I - Required			
1. Job Skills – Consider the ability needed to perform the major responsibilities of the job as noted in the position description.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Amount of Work Accomplished – Consider the amount of work performed as it relates to achieving the tasks and goals of this position.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Quality of Work – Consider accuracy, organization, effectiveness, and completeness of the employee’s work. Degree to which the employee follows through on assignment and completes them on time. Consider how the work compares to quality performance standards and goals for the employee’s position. Also consider the amount of supervisory review required to assure work quality.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Initiative - Consider willingness to take independent action in making improvements to work methods, identifying and correcting errors, initiating work activities, and willingness to seek ways to improve individual and departmental job performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Meeting Changing Demands of the Work Environment - Consider willingness to adapt to changing conditions in the work environment including willingness to utilize new procedures, to adapt new technology, and to assist in implementing change-related activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Interpersonal Relationships - Consider willingness to establish and maintain cooperative working relationships with co-workers and other members of the University; appropriate, include external agencies and the general public. Consider sensitivity to and awareness of differences in people of diverse backgrounds.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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7. Problem Solving - Consider willingness to recognize and independently diagnose problems, accurately develop appropriate alternatives, and implement practical and effective solutions in a timely manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Verbal Communication Skills - Consider the ability to provide clear, concise, and effective verbal communication, and consistently listen and check for understanding when communicating with all people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Section II - Optional (Complete only those criteria that are pertinent to the employee you are appraising)			
9. Writing Skills - Consider ability to express information in writing at a level that is appropriate to the audience. Assess the degree to which written work organized, clear, accurate, and concise.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Presentation Skills - Consider the ability to communicate verbally and to make effective oral presentations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Customer Contact Skills - Consider willingness to provide consistent high quality service using tact, courtesy, self-control, patience and discretion during interactions with all customers (students, faculty, staff, the public, and/or outside agencies). Also consider the type of feedback that this employee receives from customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Supervisory/ Lead Responsibilities - Consider ability to plan, organize, delegate, and follow up on work-flow to meet unit's goals and objectives. Provides clear expectations and constructive feedback to subordinates on a consistent basis. Consistently treats subordinates fairly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Section III - Optional (Complete only those criteria that are pertinent to the employee you are appraising)			
13. Other Job-related Criteria – Please describe	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Section "B," list goals from previous review and indicate how employees have met those goals. In Section "C," determine the goals for the next review period.

A. Use the space below to list employee's major responsibilities as reflected in the Position Description.

B. Use the space below to list goals from previous review and describe how employee has/has not met these goals.

C. Based on current responsibilities of the position as listed in Section A, what goals and accomplishments do you expect from this employee during the review period? Be specific and list below.

Employee Signature and Date

Supervisor's Signature and Date

Department Manager's Signature and
Date

Assoc. Director of HR Signature and
Date