

Employee Name	Employee Job Title	Employee Department/Location
Evaluator/Supervisor Name	Time Under Evaluator's Supervision	Time in Current Position (Years) _____ (Months) _____
Review Period From _____ To _____	Date of Last Performance Appraisal	Date of This Evaluation

Instructions

Prior to October 1, each staff employee should have a performance appraisal completed within the last year. Supervisors should use the current job description as the foundation for the performance appraisal. NSU's mission, vision, values and service excellence values should be considered when evaluating job performance factors, and setting all goals and objectives. Performance appraisal is a management tool used to improve communication, improve performance, encourage employee development, and guide personnel actions. Rate each area using the below rating levels. Please only print this document two-sided by setting computer print function.

Performance Ratings

The purpose of performance appraisal is to measure levels of job-related behavior. In using the scale each supervisor should consider the extent to which the employee meets the expected standards for all job factors. The supervisor should refer to the job description and the performance standards when rating job performance. Performance ratings should not be made for job behaviors that were not observed during the appraisal period. Indicate the employee's level of performance by checking the appropriate level. If the employee has not been observed performing a duty, then write, "NOT OBSERVED" next to the factor item or use the N/A (non-applicable) column.

Performance Level Definitions

DOES NOT MEET EXPECTATIONS: Employee requires improvement in the area and job duties evaluated. Staff member is not performing acceptably in this area or job duty. Performance improvement is required to be retained in the position. Must improve and will be evaluated monthly.

MEETS EXPECTATIONS: Employee performs job duties and expectations for the area evaluated. Normal guidance and supervision are required. This level represents "Good Performance" and should be used for those employees who perform well in the job, and meet job factors at proficient, competent and effective levels.

Job Specific Duties

Each supervisor should identify the core job duties in the job description, and assess the employee's performance on each of those duties. Each supervisor should insert job-specific duties. Specific job duties may be taken from the current job description located on the M Drive, HR, Jobs, and then copy and paste each duty from the job description into each line. Additional job duties may be added to a second page.

Meets Expectations Does Not Meet Expectations

Job Duty 1 _____	<input type="checkbox"/>	<input type="checkbox"/>
Job Duty 2 _____	<input type="checkbox"/>	<input type="checkbox"/>
Job Duty 3 _____	<input type="checkbox"/>	<input type="checkbox"/>
Job Duty 4 _____	<input type="checkbox"/>	<input type="checkbox"/>
Job Duty 5 _____	<input type="checkbox"/>	<input type="checkbox"/>
Job Duty 6 _____	<input type="checkbox"/>	<input type="checkbox"/>
Job Duty 7 _____	<input type="checkbox"/>	<input type="checkbox"/>
Job Duty 8 _____	<input type="checkbox"/>	<input type="checkbox"/>
Job Duty 9 _____	<input type="checkbox"/>	<input type="checkbox"/>
Job Duty 10 _____	<input type="checkbox"/>	<input type="checkbox"/>
Job Duty 11 _____	<input type="checkbox"/>	<input type="checkbox"/>
Job Duty 12 _____	<input type="checkbox"/>	<input type="checkbox"/>

COMMENTS (Required for Does Not Meet Expectation, and recommended for Meets Expectation):

Core Competencies

Please evaluate the employee on each element of the following general job performance factors.

1) Attitude/Professionalism: Measures incumbent's ability to be courteous, tactful, and respectful to citizens, customers and co-workers; conveying a professional image while performing position duties in an enthusiastic and responsive manner; thorough, well-organized, and economical work habits.

	Not Applicable	Meets Expectations	Does Not Meet Expectations
a. Exhibits pride in self, the department, and the University; conducts self in a professional and enthusiastic manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Work is thorough and complete yet economical and cost-effective in the use of materials.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Internal customer service delivery is courteous, cooperative, and meets departmental and organizational expectations in both quality and responsiveness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. External customer service delivery is courteous, cooperative, and meets departmental and organizational expectations in both quality and responsiveness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

COMMENTS (Required for Does Not Meet Expectation, and recommended for Meets Expectation):

2) Innovation/Change/Initiative: Openness to change; dedication and interest in work; flexibility in work environment; assumes greater responsibility; identifies and recommends creative solutions to problems; self-initiates work.

	Not Applicable	Meets Expectations	Does Not Meet Expectations
a. Accepts and gives positive and constructive feedback in a tactful and appropriate manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Is receptive to new ideas and processes; adapts to new situations priorities and changes as required by department and organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Anticipates, contributes, and implements new ideas and opportunities to improve work processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Thinks ahead and predicts potential opportunities and risks. Initiates actions with a high potential for success.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

COMMENTS (Required for Does Not Meet Expectation, and recommended for Meets Expectation):

3) Job Knowledge/Technical Skills/Quantity of Work: As defined in the job description under "essential functions," measures work output and how the incumbent applies information, policies, procedures, duties, knowledge, skills, and abilities to the current position.

	Not Applicable	Meets Expectations	Does Not Meet Expectations
a. Understands and performs assigned duties and job requirements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

b. Uses techniques, materials, tools, and equipment effectively; follows procedures and uses safe practices.

c. Stays current with technology, job-related skills and applicable certifications and appropriately applies job knowledge/technical skills.

d. Amount of work performed on a daily basis is appropriate for specific job responsibilities.

COMMENTS (Required for Does Not Meet Expectation, and recommended for Meets Expectation):

4) Decision Making/Problem Solving: Proposes analyzed solutions to problems; persists in a task to completion; effectively handles conflict.

Not
Applicable

Meets
Expectations

Does Not Meet
Expectations

a. Considers alternatives and chooses the best course of action for the situation without being told.

b. Analyzes problems and makes effective decisions in a crisis situation.

c. Qualifies decision by considering the point of view of customers, peers, and management.

d. Effectively handles conflict and works to resolve situations in a courteous, cooperative and timely manner.

COMMENTS (Required for Does Not Meet Expectation, and recommended for Meets Expectation):

5) Planning, Organizing, and Time Management Skills: Plans and effectively organizes work; establishes priorities to manage time effectively; accurate and neat work habits.

Not
Applicable

Meets
Expectations

Does Not Meet
Expectations

a. Establishes and prioritizes daily tasks, objectives, and goals and sets priorities with a proper sense of urgency and importance.

b. Sets realistic work goals and objectives, including long range goals; develops effective plans to meet goals and objectives.

c. Accurately and neatly prepares all work-related material and checks all work for errors and makes corrections prior to completion of assignments.

d. Completes work and projects on time and within existing resources provided.

COMMENTS (Required for Does Not Meet Expectation, and recommended for Meets Expectation):

6) Dependability/Reliability: Reliability in completing assignments, attendance and punctuality. Attendance standard has been met. Attendance standard not exceeded with six unscheduled absence occurrences in a six month period. Unscheduled absence occurrence is defined as an absence not scheduled and approved by the supervisor at least twenty-four hours or more in advance such as calling in on same day as absence. An occurrence is one or more consecutive days.

	Not Applicable	Meets Expectations	Does Not Meet Expectations
a. Demonstrates punctuality in both work performance and attendance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Can be depended upon to be available for work and accomplishes tasks in accordance with scheduled deadlines.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Accepts responsibility for own actions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Schedules time off in advance unless an emergency dictates otherwise; follows department and organization procedures for requesting and reporting use of leave.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

COMMENTS (Required for Does Not Meet Expectation, and recommended for Meets Expectation):

7) Communication: Accuracy and effectiveness of communication, presentation of ideas and information in formal oral presentations and informal discussions, written reports, emails, letters, and memorandum.

	Not Applicable	Meets Expectations	Does Not Meet Expectations
a. Effectively conveys work-related information and ideas to others whether orally, written or in electronic communications.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Is an effective listener and answers questions well even under pressure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Contributes to meetings and group discussions and uses professional, courteous and appropriate business communication skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Consistently communicates changes and progress of work and communicates the necessary information to supervisors, support staff, and peers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

COMMENTS (Required for Does Not Meet Expectation, and recommended for Meets Expectation):

8) Interpersonal Skills/ Teamwork: Working relationships and commitment to department and organizational goals. Ability to operate in the workplace through social communication and interactions. Includes participation and teamwork; contribution to positive unit morale; working cooperatively with customers, co-workers, subordinates; communicating with respect for other people or professionals within the workplace; and accepting advice and counseling from supervision.

	Not Applicable	Meets Expectations	Does Not Meet Expectations
a. Balances individual, departmental, and organizational goals and responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Works harmoniously and effectively with others in a variety of settings and across all departments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Shares knowledge, expertise and resources with others easily and frequently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Actively develops a climate of teamwork and cooperation when working with others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

COMMENTS (Required for Does Not Meet Expectation, and recommended for Meets Expectation):

9) Supervision and Leadership: (If applicable) This performance element measures a supervisor/manager's ability to influence the activities of staff by setting an example and establishing credibility to inspire trust and loyalty. Supervision and leadership includes

providing ongoing feedback on employee performance, assessing and meeting employee development needs, and providing timely and constructive performance appraisals. This also includes the ability to document employee performance effectively, including providing positive feedback and recognition and administering appropriate discipline when necessary.

	Not Applicable	Meets Expectations	Does Not Meet Expectations
a. Employees supervised demonstrate productivity, competence, and positive morale. Acts as a role model in terms of vision, confidence and integrity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Provides supervision, feedback, resources, and training for employees. Effectively manages routine personnel issues and problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Develops goals, objectives, and deadlines and communicates them to employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Encourages, supports, and utilizes employee's skills and abilities to maintain acceptable levels of service in all areas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Is focused on continuous improvement of the employees, processes, and services of the University. Conducts performance planning and delivers meaningful and timely appraisals for employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Works toward accomplishing agreed upon departmental and organizational goals to ensure goals are met timely and effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Effectively delegates and ensures that employees receive clear and proper guidance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

COMMENTS (Required for Does Not Meet Expectation, and recommended for Meets Expectation):

10) Previous Year's Goals: (If applicable) If the employee participated in a performance appraisal the previous year, the employee established some performance goals. Identify the goals and evaluate how well the employee met those goals.

	Not Applicable	Meets Expectations	Does Not Meet Expectations
Goal 1:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Goal 2:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Goal 3:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

COMMENTS (Required for Does Not Meet Expectation, and recommended for Meets Expectation):

Employee Work Plan

1) **Goal/Objective** with deadline:

Supervisor Action Plan (optional):

2) **Goal/Objective** with deadline:

Supervisor Action Plan (optional):

3) **Goal/Objective** with deadline:

Supervisor Action Plan (optional):

Signatures

Requires 2 levels of supervisory signatures

1) Supervisor's Signature	Date	2) Dean or Director Signature	Date
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Employee Comments:

(This signature does not necessarily indicate agreement with the content of this evaluation, but only that the evaluation has been reviewed with the employee.)

Employee Signature	Date Signed
Human Resources Reviewer Signature	Date Signed

Additional Consideration

At the time of the performance appraisal, if the immediate supervisor along with the Director or Dean concludes that the employee has performed at an exceptionally high level during the year, documentation may be entered in this section. This section of the performance appraisal reflects performance beyond successful completion of all job duties at a Meets Expectations rating, and behaviors identified in the core competencies at a Meets Expectations rating. This section identifies significant and continued contributions to the mission, vision and values above what is expected in the daily performance of duties. Here you may list performance and accomplishments throughout the year that exceed what is expected in the position's duties or core competencies. Be specific as this will be reviewed by others. At the discretion of the President, this information may be viewed for consideration of merit pay recognition by the Cabinet. Recognition of merit may or may not result in merit pay for the year, depending upon funding availability.

