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# PERFORMANCE MANAGEMENT PROGRAM

## *PERFORMANCE EVALUATION FORM*

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EMPLOYEE NAME: \_\_\_\_\_

TITLE: \_\_\_\_\_

DEPARTMENT: \_\_\_\_\_

DATE OF HIRE: \_\_\_\_\_

DATE IN CURRENT POSITION: \_\_\_\_\_

SUPERVISOR NAME: \_\_\_\_\_

TODAY'S DATE: \_\_\_\_\_

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## DEFINITIONS

**EXCEPTIONAL:** This category should be used to identify performance which consistently exceeds standards and expectations, to acknowledge performance during this evaluation period which is extraordinary.

**SUCCESSFUL:** Performance consistently meets, and occasionally may exceed, all goals and objectives and the high expectations of the College.

**NEEDS IMPROVEMENT:** Performance meets some, but not all, of the goals and objectives and high expectations of the College. Making acceptable progress but future training, coaching and experiences may be needed to raise performance to "Successful."

**UNSATISFACTORY:** Performance is consistently below the high expectations of the College. Performance fails to meet goals and objectives and, therefore, is at an unacceptable level. Action plan required to address performance deficiencies and remain in current position.

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## COMPETENCIES *(Refer to Reference Guide for detail on competencies)*

### COOPERATION AND COLLABORATION

<input type="checkbox"/> Exceptional	Willingly cooperates and works collaboratively toward solutions which generally benefit all involved parties; works cooperatively with others to accomplish College objectives. Understands the agendas and perspectives of others, recognizing and effectively balancing the interests and needs of one's own group with those of the College. Creates an atmosphere of valuing and accepting others.
<input type="checkbox"/> Successful	
<input type="checkbox"/> Needs Improvement	
<input type="checkbox"/> Unsatisfactory	

### EFFECTIVENESS/EFFICIENCY

<input type="checkbox"/> Exceptional	Seeks the best method of approach when necessary to achieve a goal; adjusts style to needs of a situation. Responds to change with a positive attitude and a willingness to learn new ways to accomplish work and objectives. Ability to prioritize workload by focusing on the most critical elements of the job.
<input type="checkbox"/> Successful	
<input type="checkbox"/> Needs Improvement	
<input type="checkbox"/> Unsatisfactory	

### INITIATIVE

<input type="checkbox"/> Exceptional	Evaluates, selects and acts on various methods and strategies for solving problems and meeting objectives before being asked or required to do so; self-directed rather than passively complying with instructions or assignments. Generates novel and valuable ideas and uses these ideas to develop new or improved processes, methods, systems or services.
<input type="checkbox"/> Successful	
<input type="checkbox"/> Needs Improvement	
<input type="checkbox"/> Unsatisfactory	

### **FLEXIBILITY/ADAPTABILITY**

- Exceptional
  - Successful
  - Needs Improvement
  - Unsatisfactory
- Changes behavioral style or method of approach when necessary to achieve a goal; adjusts style to needs of a situation. Responds to change with a positive attitude and a willingness to learn new ways to accomplish work and objectives.

### **JUDGMENT/DECISION MAKING**

- Exceptional
  - Successful
  - Needs Improvement
  - Unsatisfactory
- Demonstrates the ability to make decisions authoritatively and wisely, renders judgments, takes actions or makes commitments after adequately contemplating various available courses of action and the needs of others.

### **OPEN COMMUNICATION**

- Exceptional
  - Successful
  - Needs Improvement
  - Unsatisfactory
- Consciously uses the sense of hearing, attending to and fully comprehending what others say. Acts in a way that indicates understanding and accurate interpretation of others' concerns, motives, feelings, strengths and limitations. Shares information appropriately and timely.

### **PLANNING AND ORGANIZING**

- Exceptional
  - Successful
  - Needs Improvement
  - Unsatisfactory
- Establishes a systematic course of action for self or others (where appropriate) to assure accomplishment of a specific objective. Determines priorities and allocates time and resources effectively.

### **PROFESSIONAL/TECHNICAL/PROCEDURAL EXPERTISE**

- Exceptional
  - Successful
  - Needs Improvement
  - Unsatisfactory
- Acquires and uses technical/professional/procedural knowledge, skills and judgment to accomplish a result to serve one's constituents effectively. Keeps up-to-date on the professional/technical or procedural aspects of the job.

### **PROJECT MANAGEMENT**

- Exceptional
  - Successful
  - Needs Improvement
  - Unsatisfactory
- Establishes a course of action with appropriate milestones to accomplish projects objective(s). Facilitates team in determining priorities and allocating time and resources effectively. Able to develop cooperation and teamwork while leading a group of people, working toward solutions which generally benefit all involved parties. (where appropriate)

**PRUDENT USE OF RESOURCES**

- Exceptional
  - Successful
  - Needs Improvement
  - Unsatisfactory
- Demonstrates an awareness of methods and opportunities for cost containment and takes action to reduce or contain costs. Considers cost effectiveness when making decisions about work procedures and acquisition of tools/resources.

**SAFETY, SECURITY & ENVIRONMENTAL AWARENESS**

- Exceptional
  - Successful
  - Needs Improvement
  - Unsatisfactory
- Performs job in a manner that minimizes hazards to oneself, team members and students. Maintains a physical work environment that contributes to the well being of others.

**SERVICE ORIENTATION**

- Exceptional
  - Successful
  - Needs Improvement
  - Unsatisfactory
- Focuses one’s efforts on discovering and meeting the needs of students, parents, alumnae, community members, etc., in a manner that provides satisfaction within the resources that can be made available.

Comments: \_\_\_\_\_  
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**EMPLOYEES WITH SUPERVISORY RESPONSIBILITIES (complete if applicable)**

**COACHING**

- Exceptional
  - Successful
  - Needs Improvement
  - Unsatisfactory
- Works to improve the immediate performance of others and facilitates their skill development by providing clear, behaviorally specific performance feedback, making or eliciting specific suggestions for improvement, in a manner that builds confidence and maintains self-esteem. Provides training and developmental opportunities.

**LEADERSHIP/STEWARDSHIP**

- Exceptional
  - Successful
  - Needs Improvement
  - Unsatisfactory
- Develops and uses effective strategies and interpersonal styles to involve, influence and guide others toward the accomplishment of identified objectives and goals.

**PERFORMANCE MANAGEMENT**

- \_ Exceptional
- \_ Successful
- \_ Needs Improvement
- \_ Unsatisfactory

Participates in all aspects of the performance management system in a proactive and constructive manner, including conducting performance planning, coaching and evaluations.

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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Describe strengths demonstrated during the performance period: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

List identified learning needs, skills or abilities to develop to improve/enhance performance: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Describe any barriers to effective work and/or job satisfaction: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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**WORK PLAN**

Determine expected outcomes in the form of quantitative measures or qualitative statements. List three to five major areas of responsibilities and/or projects. Use another sheet if necessary.

Job responsibility/project: \_\_\_\_\_  
Planned activity: \_\_\_\_\_  
Expected outcome: \_\_\_\_\_  
Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Job responsibility/project: \_\_\_\_\_  
Planned activity: \_\_\_\_\_  
Expected outcome: \_\_\_\_\_  
Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

