

Professional Employees' Performance Evaluation



Employee Name: _____ Position: _____

Date of Evaluation: _____

Manager/Supervisor Name: _____ Position: _____

In the following sections are the definitions for the ten performance criteria that are used to evaluate Professional positions. Each criterion is briefly defined in broad terms followed by definitions for five performance levels: Needs Improvement, Minimally Acceptable, Meets Standards, Exceeds Standards, and Outstanding (see page 5). As you evaluate performance, either your own (Self Evaluation) or for your employee (Supervisor), reflect on how actual performance compares with the definitions that are provided and mark your performance rating where indicated. There is room for comments under each performance factor. **Explanatory comments are required when a performance rating is 1 or 2; comments must also be made in the Performance Improvement Section. Explanatory comments are also required when a performance rating is 5. Comments should be specific rather than vague, general statements.**

Check two that apply	
Self Evaluation	Evaluation by Supervisor
Probationary Evaluation	Annual Evaluation

1. Customer Service - When dealing with others, practices good active-listening techniques; seeks to understand others' concerns or problems, reflects others' feelings, asks questions, shows empathy, builds rapport. Seeks to find solutions. Provides effective "hand-offs" to the appropriate person when necessary.

Performance Levels				
Needs Improvement	Minimally Acceptable	Meets Standards	Exceeds Standards	Outstanding
Reflects the feeling that addressing customer expectations is an interruption. Insensitive to customer needs.	Meets some of the essential functions, but has not demonstrated mastery of the job.	Is quick to respond to customer demands, whether internal or external. Reflects the importance and value that the University places on providing superior customer service.	Often exceeds standards in some aspects of the job, otherwise meets standards.	Demonstrates an ability to empathize with customers, anticipating their needs and asking what else might be done to please the customer. Seeks to understand what customers "need" as well as what they "want".
Performance Rating				
①	②	③	④	⑤
Comments:				

2. Leadership - Readily conveys important, relevant information to staff and others in a timely way. Defines staff roles and responsibilities and works to achieve optimum efficiency and effectiveness. Promotes teamwork among staff/followers/team members.

Performance Levels				
Needs Improvement	Minimally Acceptable	Meets Standards	Exceeds Standards	Outstanding
Hoards information and works in isolation, not engaging others. Reluctant to accept responsibility.	Meets some of the essential functions, but has not demonstrated mastery of the job.	Performs assigned tasks, contributes to overall performance, shares information.	Often exceeds standards in some aspects of the job, otherwise meets standards.	Performs own work well and reaches out to assist others by sharing information, contributing to task planning, and becoming personally involved. Willingly takes leadership responsibility and encourages others.
Performance Rating				
①	②	③	④	⑤
Comments:				

3. Achieves Objectives- Meets objectives that have been established for the area of responsibility for the measurement period. *(See documentation covering objective-setting and progress-monitoring process in the Performance Appraisal Guidelines).*

Performance Levels				
Needs Improvement	Minimally Acceptable	Meets Standards	Exceeds Standards	Outstanding
Objectives not succinctly defined with measurable criteria. Objectives not met.	Meets some of the essential functions, but has not demonstrated mastery of the job.	Objectives are clearly defined with actions, steps and measurements. Many goals are met, but not all.	Often exceeds standards in some aspects of the job, otherwise meets standards.	Objectives are clearly written, with timelines and measurements. A process is followed for monitoring progress throughout the year. Most milestones/goals are accomplished.
Performance Rating				
①	②	③	④	⑤
Comments:				

4. Decision-Making Effectiveness - Makes appropriate decisions in a timely manner that effectively resolves the issue in question. Works within constraints (budget, time, staff, policy, etc.). Applies sound judgment. Is communicative and inclusive in decision-making process. When necessary, protects confidences, disclosing only that which is authorized.

Performance Levels				
Needs Improvement	Minimally Acceptable	Meets Standards	Exceeds Standards	Outstanding
Tends to make decisions in a vacuum with little input from others and no clear process. Decisions reveal questionable judgment. Ineffective. Sometimes too open with sensitive information.	Meets some of the essential functions, but has not demonstrated mastery of the job.	Decision-making process includes consultation with immediate supervisor. Decisions show good judgment and are effective and timely.	Often exceeds standards in some aspects of the job, otherwise meets standards.	Decisions are effective. They reflect big-picture thinking, comprehensive data assessment, inclusive discussions, and good judgment. They are timely and well presented.
Performance Rating				
①	②	③	④	⑤
Comments:				

5. Job Knowledge - Possesses the technical knowledge that is required to effectively meet the requirements of the job and takes the personal initiative to stay current with new developments, best-in-class practices, and new technologies relevant to the field of work. Effectively and practically applies job knowledge in ongoing job execution.

Performance Levels				
Needs Improvement	Minimally Acceptable	Meets Standards	Exceeds Standards	Outstanding
Fails to demonstrate mastery of the technical aspects of the job. Commits errors that are characteristic of someone with limited knowledge of the position.	Meets some of the essential functions, but has not demonstrated mastery of the job.	Is proficient in performing the essential functions of the job. Commits very few errors.	Often exceeds standards in some aspects of the job, otherwise meets standards.	Brings new insights to the job. Outcomes consistently exceed expectations. Continually searches to learn more about his/her field and applies new concepts to the job.
Performance Rating				
①	②	③	④	⑤
Comments:				

6. Communications - Communicates effectively both verbally and in writing; honestly, openly, inviting two-way dialogue, and in a timely manner. Engages wide range of other parties, as appropriate, to ensure understanding, to gain a broad perspective, and to obtain information expediently.

Performance Levels				
Needs Improvement	Minimally Acceptable	Meets Standards	Exceeds Standards	Outstanding
Slow and/or reticent about communicating to others. Does not interact well with colleagues. Does not share information when needed.	Meets some of the essential functions, but has not demonstrated mastery of the job.	Relatively open and inviting with others. Shares information. Contributes to discussions.	Often exceeds standards in some aspects of the job, otherwise meets standards.	Reaches outside immediate workgroup to engage others in dialogue. Open, honest, willing to disclose and build trust with others. Makes a conscious effort to ensure mutual understanding.
Performance Rating				
①	②	③	④	⑤
Comments:				

7. Integrity - Exhibits high ethical standards. Consistently adheres to guiding principles, policies and precedent. Behaves in a way that builds trust; protects confidences, trustworthy, honest, dependable.

Performance Levels				
Needs Improvement	Minimally Acceptable	Meets Standards	Exceeds Standards	Outstanding
Tends to be guided by his/her personal agenda rather than larger principles. Will compromise policies and precedent if they don't fit personal ambitions.	Meets some of the essential functions, but has not demonstrated mastery of the job.	Principled. Honest. Adheres to policy and precedent.	Often exceeds standards in some aspects of the job, otherwise meets standards.	Sets an example for others. Contributes to others' willingness to adhere to ethical standards. Protects confidences.
Performance Rating				
①	②	③	④	⑤
Comments:				

8. Quality of Work - Sets and adheres to high work standards for him/herself and for his/her area of responsibility. Attentive to the importance of accuracy, thoroughness, and presentation and usefulness of output.

Performance Levels				
Needs Improvement	Minimally Acceptable	Meets Standards	Exceeds Standards	Outstanding
Produces work that does not meet standards. It is sometimes confusing and disorganized.	Meets some of the essential functions, but has not demonstrated mastery of the job.	Output is accurate and meets standards; reflecting well on the department and the University.	Often exceeds standards in some aspects of the job, otherwise meets standards.	Work reflects outstanding organization skills, thoughtful presentation, and an understanding of the user's perspective. Stays with a task until it is completed in an outstanding manner. Willingly puts in extra effort if necessary to perfect the output.
Performance Rating				
①	②	③	④	⑤
Comments:				

9. Budget and Cost Management - Understands and adheres to the University's/TBR's budgeting and cost monitoring system(s). Manages within the established budget, is prudent, seeks to achieve more at less cost. Prioritizes work to achieve optimum efficiency and cost/benefit ratio. *(If this factor does not apply for the employee being evaluated, please so note in the "Comments" section.)*

Performance Levels					
Needs Improvement Lacks an understanding of the University's budgeting process. Requires close monitoring to ensure that he/she stays within budget. Is imprudent about searching out the most reasonable way accomplish objectives.	Minimally Acceptable Meets some of the essential functions, but has not demonstrated mastery of the job.	Meets Standards Understands the basic budget process. Shows concern for cost and budget constraints. Stays within budget.	Exceeds Standards Often exceeds standards in some aspects of the job, otherwise meets standards.	Outstanding Demonstrates creativity and cooperation to achieve more than expected with less financial commitment. Thoroughly understands the budgeting/funding process.	N/A N/A
Performance Rating					
①	②	③	④	⑤	n/a
Comments:					

10. Teamwork - Exhibits interpersonal behaviors that convey a passion for inclusion, diversity, openness, cooperation, team-member development, and achievement.

Performance Levels				
Needs Improvement Tends to focus on his/her own work with limited interaction with others. Prefers to find own solutions without seeking input from others.	Minimally Acceptable Meets some of the essential functions, but has not demonstrated mastery of the job.	Meets Standards Engages in team work. Shares information and contributes to others' efforts.	Exceeds Standards Often exceeds standards in some aspects of the job, otherwise meets standards.	Outstanding Is quick to engage others in dialogue. Forms a team to work on an issue. Seeks out input from individuals with diverse points of view. Looks for ways to assist others.
Performance Rating				
①	②	③	④	⑤
Comments:				

Supervisor's Comments Regarding Evaluation:

Employee's Comments Regarding Evaluation:

Employee's Performance Strengths:

Employee's Performance Developmental Actions:

Criterion	Rating
1. Customer Service	
2. Leadership	
3. Achieves Objectives	
4. Decision-Making Effectiveness	
5. Job Knowledge	
6. Communication	
7. Integrity	
8. Quality of Work	
9. Budget & Cost Management	
10. Teamwork	
Total	

Performance Range	Performance Range if NA	Definitions	Overall Rating "✓"
46-50 (5)	41-45 (5)	Outstanding A level rarely achieved by others. Assignments and responsibilities are accomplished at the highest levels of performance.	
39-45 (4)	34-40 (4)	Exceeds Standards Often exceeds a number of the job requirements. Assignments and responsibilities are accomplished with only general guidance.	
30-38 (3)	27-33 (3)	Meets Standards Level expected of the experienced employee. Performs job requirements in an acceptable manner. Requires a normal amount of supervision and direction.	
20-29 (2)	18-26 (2)	Minimally Acceptable Meets some essential job requirements but frequently performs below standard. Requires above normal supervision.	
<=19	<=17	Needs Improvement -Does not meet job requirements. Performance well below standard and not acceptable. Requires continual close supervision and direction. Produces inadequate results that require immediate improvement.	

Additional Comments:

Signatures/Date:

Employee:..... Date:.....

Supervisor: Date:.....

Next-Level Management:..... Date:.....