

Support Employee Performance Evaluation

Employee Name: _____ Position: _____

Date of Evaluation: _____

Manager/Supervisor Name: _____ Position: _____

In the following sections are the definitions for the eleven performance criteria that are used to evaluate Support 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 4). 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. The first two factors ask for a "Yes - No" response; no additional comments are necessary. **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 Items	
Self Evaluation	Evaluation by Supervisor
Probationary Evaluation	Annual Evaluation

1. Attendance - Meets attendance standards as specified in University policy. Can be depended upon to be on the job when needed to perform essential functions.

- Yes - No

2. Integrity - Adheres to high ethical standards. Follows University policies, procedures, and accepted practices. Protects confidential information.

- Yes - No

3. Quality of Work - Sets and adheres to high personal work standards. Produces work that is accurate, thorough, and, as completely as possible, meets expectations. Sets an example for other employees. Work reflects favorably on the University.

Performance Levels				
Needs Improvement	Minimally Acceptable	Meets Standards	Exceeds Standards	Outstanding
Work often fails to meet standards for completeness, accuracy, and neatness.	Meets some of the essential functions, but has not demonstrated mastery of the job.	Consistently produces work that meets and sometimes exceeds accepted quality standards. Usually detects and corrects any errors in a timely manner. Supports others in seeking ways to improve work quality.	Often exceeds standards in some aspects of the job, otherwise meets standards.	Work completely and consistently meets or exceeds standards for accuracy and neatness. Reflects attention to detail and care.
Performance Rating				
①	②	③	④	⑤
Comments:				

4. Customer Service - When dealing with others, practices good active-listening techniques; seeks to understand others' concerns or problems, asks questions, shows empathy, and builds rapport. Seeks to find solutions. Effectively refers the matter to the appropriate person when necessary, making sure that the person's needs are being met. When confronted with an unfamiliar situation, takes the time to learn from the experience.

Performance Levels				
Needs Improvement	Minimally Acceptable	Meets Standards	Exceeds Standards	Outstanding
Reflects the feeling that addressing customer expectations is an interruption. Does only what is required.	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 assist the customer. Seeks to understand what customers "need" as well as what they "want".
Performance Rating				
①	②	③	④	⑤
Comments:				

5. Multi-Tasking - Possesses the mental agility and the emotional maturity to be able to handle multiple assignments. Prioritizes work, plans ahead, remains flexible and adapts to changing priorities. Utilizes resources effectively.

Performance Levels				
Needs Improvement	Minimally Acceptable	Meets Standards	Exceeds Standards	Outstanding
Exhibits frustration or complains when asked to interrupt his/her routine. Loses focus. Productivity and/or quality suffer.	Meets some of the essential functions, but has not demonstrated mastery of the job.	Maintains a positive outlook when asked to change priorities or move rapidly from one task to another. Asks for direction if there is a question about priorities. Generally meets productivity expectations.	Often exceeds standards in some aspects of the job, otherwise meets standards.	Easily adapts and shifts priorities. Rarely needs further direction or instruction. Fully meets or exceeds productivity expectations.
Performance Rating				
①	②	③	④	⑤
Comments:				

6. Productivity - Effectively carries out the essential functions of the job; meeting standards of quantity, quality, cost and time.

Performance Levels				
Needs Improvement	Minimally Acceptable	Meets Standards	Exceeds Standards	Outstanding
Frequently fails to meet performance productivity standards. Requires constant supervision and direction to accomplish assigned tasks.	Meets some of the essential functions, but has not demonstrated mastery of the job.	Generally meets and sometimes exceeds productivity standards regarding volume of work produced and quality standards.	Often exceeds standards in some aspects of the job, otherwise meets standards.	Often exceeds expectations. Can be counted on to fully meet expectations virtually all of the time with little supervision.
Performance Rating				
①	②	③	④	⑤
Comments:				

7. Initiative - Accepts responsibility for work, requiring only general supervision. Seeks direction regarding unfamiliar tasks. Recognizes tasks that need to be done and takes action without being prompted.

Performance Levels				
Needs Improvement	Minimally Acceptable	Meets Standards	Exceeds Standards	Outstanding
Requires close supervision. Does not recognize work that needs to be done without prompting. Will waste time or avoid work without supervision.	Meets some of the essential functions, but has not demonstrated mastery of the job.	Exhibits good work habits, stays focused on work and tries to accomplish as much as possible during the day. Handles a majority of the responsibilities with little direction.	Often exceeds standards in some aspects of the job, otherwise meets standards.	Hardworking. Sets an example for others. Works independently on most tasks. Sees what needs to be done and handles tasks without direction.
Performance Rating				
①	②	③	④	⑤
Comments:				

8. Dependability - Fulfills job responsibilities. Meets deadlines and time commitments. Willingly accepts responsibility and follows through on commitments.				
Performance Levels				
Needs Improvement	Minimally Acceptable	Meets Standards	Exceeds Standards	Outstanding
Frequently misses deadlines, forgets assignments or fails to be present when needed. Even when completed, the quantity of work often does not meet expectations.	Meets some of the essential functions, but has not demonstrated mastery of the job.	Consistently keeps commitments by being present when needed and by completing assigned work on time and in good form. Follows through on commitments.	Often exceeds standards in some aspects of the job, otherwise meets standards.	Readily makes and keeps challenging commitments. Work is always completed on time, often early. Work quality frequently exceeds expectations. Anticipates needs.
Performance Rating				
①	②	③	④	⑤
Comments:				

9. Critical Thinking - Applies a sound, logical process when selecting the appropriate course of action to take from acceptable alternatives.				
Performance Levels				
Needs Improvement	Minimally Acceptable	Meets Standards	Exceeds Standards	Outstanding
Makes poor choices that often: lead to wasted time or resources, result in ill-will among employees, lead to mistakes and poor quality work.	Meets some of the essential functions, but has not demonstrated mastery of the job.	Shows good judgment, maturity and thoughtfulness. Considers the effect of actions on others and on the University/department.	Often exceeds standards in some aspects of the job, otherwise meets standards.	Brings new insight to the department. Shows depth of understanding and perspective. Considers how actions will impact others before execution.
Performance Rating				
①	②	③	④	⑤
Comments:				

10. Communication Skills - Effective in both written and verbal communications. Initiates communications with others as needed. Uses proper grammar and email etiquette. Engaging communication style, inviting input, questions, two-way dialogue.				
Performance Levels				
Needs Improvement	Minimally Acceptable	Meets Standards	Exceeds Standards	Outstanding
Is less communicative than is needed to ensure good understanding of work. Communicates in a way that is offensive or inappropriate.	Meets some of the essential functions, but has not demonstrated mastery of the job.	Communicates in an appropriate way with whomever he/she meets. Is polite and respectful of others. Concise and to-the-point in his/her interchanges. Uses appropriate tone and language.	Often exceeds standards in some aspects of the job, otherwise meets standards.	Comfortably communicates with others at all levels of the organization and outside constituents. Builds rapport and encourages productive dialogue.
Performance Rating				
①	②	③	④	⑤
Comments:				

11. Job Knowledge/Skills - Possesses and applies the knowledge of techniques, skills, procedures, and expertise that are required to successfully perform the job. Takes initiative to build one's job knowledge to stay abreast of new technology and/or approaches.

Performance Levels				
Needs Improvement	Minimally Acceptable	Meets Standards	Exceeds Standards	Outstanding
Has not fully mastered the technical requirements of the job or is not able to perform skills in a way that reflects understanding. May need additional training or practice to meet standards.	Meets some of the essential functions, but has not demonstrated mastery of the job.	Has little or no difficulty applying the technical/knowledge requirements of the position to perform in a fully competent manner.	Often exceeds standards in some aspects of the job, otherwise meets standards.	Possesses and applies a depth of job knowledge that enables him/her to make the job look easy. Continually enhances knowledge and skills through self study and structured training.
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 Improvement Actions:

Criterion	Rating
1. Attendance (N = -4, Y=0)	
2. Integrity (N=-4,Y=0)	
3. Quality of Work	
4. Customer Service	
5. Multi-Tasking	
6. Productivity	
7. Initiative	
8. Dependability	
9. Critical Thinking	
10. Communication Skills	
11. Job Knowledge/Skills	
Total	

Performance Range	Definitions	Overall Rating "√"
41-45 (5 pts) (5)	Outstanding: A level of performance rarely achieved. Assignments and responsibilities are accomplished at the highest levels of performance.	
34-40 (7 pts) (4)	Exceeds Standards: Often exceeds job requirements with above average quality and quantity. Assignments and responsibilities are accomplished in a highly effective manner with only general guidance.	
27-33 (7 pts) (3)	Meets Standards: Expected of the experienced employee. Performs all aspects of the job requirements. Assignments and responsibilities are accomplished effectively with a normal amount of supervision and direction.	
20-26 (7 pts) (2)	Minimally Acceptable: Meets some essential job requirements but frequently performs below standard. Requires above normal supervision.	
<=20	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:.....