



Administrative and Professional Staff (Unclassified) Performance Evaluation
Model B

(Previously Model III)

Employee Name: _____	Department: _____	_____
Position: _____		Date Present _____
Date of Last _____		Position began: _____
Performance Evaluation: _____	Performed by: _____	
Date of Current _____		
Performance Evaluation: _____	Performed by: _____	

Purpose of a Performance Evaluation

- Align employee performance with the mission and goals of the university and unit.
- Strengthen two-way communication regarding job performance and periodically assess goals and opportunities for the unit and the individual.
- Establish a mutually-understood set of performance expectations.
- Recognize contributions of employees.
- Discuss opportunities for growth and development.
- Provide necessary feedback when performance does not meet expectations.

Process

- Employee completes the self-evaluation at least one week prior to the performance evaluation discussion.
- Supervisor/manager review's the full range of performance over the entire past year and completes all sections of the performance evaluation, following the instructions provided in each section.
- The supervisor/manager meets with the employee to discuss the full range of employee performance, consistent with informal, ongoing performance feedback. Create shared goals and objectives to enhance employee performance and professional development.
- Upon completion of the performance evaluation discussion, the employee and supervisor/manager sign the evaluation.
- The supervisor/manager sends the signed copy to Employee Relations, Terrace Hall Annex.
- A photocopy can be provided to the employee upon request.

Instructions:

- Read the criteria for each competency and mark those that apply to the employee’s performance.
- In the Rating/Assessment of Competencies section, enter your rating and include specific examples and illustrations.
- Select N/A if the competency is not applicable.
- Comments are required when selecting a rating of “approaches expectations” or “unsatisfactory”.

Rating Scale:

Outstanding (5)	Objectives and standards are clearly and substantially surpassed. Consistently and significantly exceeds all performance expectations and standards. Highest performance level. Demonstrates a personal commitment to a high level of performance and results, even under challenging work goals.
Exceeds Expectations (4)	Frequently exceeds job requirements. Makes contributions well beyond job demands. Seizes initiative in development and implementation of challenging work goals. Each project or job is done thoroughly and on time. Thinks beyond details of the job, working toward the overall goals of the component.
Meets Expectations (3)	Performance is what is expected of a fully qualified and experienced person in this position. All objectives and standards are met. Consistently meets all performance expectations and standards. Job well done. Errors are minimal and seldom repeated. Prioritizes problems and projects well. Requires normal supervision and follow-up. Almost always completes work or projects on schedule.
Approaches Expectations (2)	Objectives and standards are generally met but full results are not totally achieved. Occasionally falls short of consistently meeting performance expectations and standards. Some performance aspects were not met – needs slight improvement. Could result from being newly appointed to the position – continuing to learn all aspects of the position.
Unsatisfactory (1)	Objectives and standards are consistently not met. Consistently fails to meet performance expectations. Needs significant improvement. Has been on the job long enough to have shown better performance. Excessive attention by supervisor is required. Does not grasp situation when explained. Corrective action is required.
NA= Not Applicable	Does not apply to job performance expectations.

CORE COMPETENCIES

I. Job Knowledge:

I-A. Demonstrates knowledge and skills necessary to perform the job effectively

- Outstanding
 Exceeds Expectations
 Meets Expectations
 Approaches Expectations
 Unsatisfactory
 N/A

I-B. Applies knowledge and skills to critical work issues in a timely manner

- Outstanding
 Exceeds Expectations
 Meets Expectations
 Approaches Expectations
 Unsatisfactory
 N/A

I-C. Demonstrates willingness to learn new skills, methods, processes to enhance job performance

- Outstanding
 Exceeds Expectations
 Meets Expectations
 Approaches Expectations
 Unsatisfactory
 N/A

I-D. Understands the University's strategic goals, policies, and procedures as related to job responsibilities

- Outstanding
 Exceeds Expectations
 Meets Expectations
 Approaches Expectations
 Unsatisfactory
 N/A

I-E. Uses technology appropriately and efficiently

- Outstanding
 Exceeds Expectations
 Meets Expectations
 Approaches Expectations
 Unsatisfactory
 N/A

I-F. Performs the full range of responsibilities and duties associated with the job

- Outstanding
 Exceeds Expectations
 Meets Expectations
 Approaches Expectations
 Unsatisfactory
 N/A

I-G. Other factor(s) and comments: Manager's Assessment of Competencies. Include Specific examples and illustrations.

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II. Communication Skills:

II-A. Writes and speaks clearly and accurately

- Outstanding
 Exceeds Expectations
 Meets Expectations
 Approaches Expectations
 Unsatisfactory
 N/A

II-B. Encourages collaboration and sharing of information

- Outstanding
 Exceeds Expectations
 Meets Expectations
 Approaches Expectations
 Unsatisfactory
 N/A

II-C. Listens well; is responsive to inquiries, directions, and suggestions

- Outstanding
 Exceeds Expectations
 Meets Expectations
 Approaches Expectations
 Unsatisfactory
 N/A

II-D. Seeks to understand others' communications

- Outstanding
 Exceeds Expectations
 Meets Expectations
 Approaches Expectations
 Unsatisfactory
 N/A

II-E. Other factor(s) and comments: Manager's Assessment of Competencies. Include Specific examples and illustrations.

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III. Interpersonal Skills, Cooperation, Collaboration:

III-A. Demonstrates effective positive customer/student services.

Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

III-B. Develops and maintains professional working relationships with internal and/or external constituencies

Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

III-C. Makes suggestions to improve the efficiency and effectiveness of the work unit with due concern for others

Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

III-D. Willingness to assume fair share of responsibility without preempting input of others

Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

III-E. Productively participates in meetings

Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

III-F. Accepts responsibility and accountability

Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

III-G. Other factor(s) and comments: Manager's Assessment of Competencies. Include Specific examples and illustrations.

IV. Planning, Organizing and Achieving Results:

IV-A. Actively seeks ways to improve work systems

Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

IV-B. Develops goals, plans, and priorities to achieve program objectives

Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

IV-C. Meets deadlines in a timely and efficient manner

Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

IV-D. Evaluates goals and accomplishments

Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

IV-E. Finds and uses resources well

Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

IV-F. Other factor(s) and comments: Manager's Assessment of Competencies. Include Specific examples and illustrations.

V. Problem Analysis and Decision Making:

V-A. Anticipates and identifies problems

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

V-B. Gathers and analyzes appropriate information before making decisions

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

V-C. Seeks advice from others in situations outside own level of expertise

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

V-D. Develops and implements effective solutions

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

V-E. Other factor(s) and comments: Manager's Assessment of Competencies. Include Specific examples and illustrations.

VI. Commitment to Diversity:

VI-A. Demonstrates respect for all individuals regardless of their background or culture

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

VI-B. Participates in processes that promote diversity and equal opportunity

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

VI-C. Advances Affirmative Action policy and initiatives

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

VI-D. Other factor(s) and comments: Manager's Assessment of Competencies. Include Specific examples and illustrations.

SUPERVISOR CORE COMPETENCIES

VII. Fiscal and Human Resource Management:

VII-A. Promotes positive employee relations and teamwork

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

VII-B. Demonstrates fiscal responsibility and plans and controls expenditures and materials

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

VII-C. Utilizes employee skills to meet program objectives while maintaining staff productivity and morale

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

VII-D. Makes effective staffing decisions

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

VII-E. Manages unit effectively during periods of change

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

VII-F. Delegates authority and responsibility appropriately

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

VII-G. Other factor(s) and comments: Manager's Assessment of Competencies. Include Specific examples and illustrations.

VIII. Leadership:

VIII-A. Demonstrates commitment and provides leadership through personal example and professional expertise

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

VIII-B. Demonstrates ability to motivate staff to meet program objectives

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

VIII-C. Creates a work climate that encourages employee commitment to organizational goals

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

VIII-D. Supports an environment of continuous improvement

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

VIII-E. Serves on university committees and councils

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

VIII-F. Other factor(s) and comments: Manager's Assessment of Competencies. Include Specific examples and illustrations.

IX. Supervision:

IX-A. Demonstrates awareness of equal opportunity and affirmative action

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

IX-B. Sets clear goals and expectations for employees

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

IX-C. Provides adequate support for employees to complete tasks

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

IX-D. Provides informal, ongoing feedback to employees

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

IX-E. Provides formal performance evaluation for employees

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

IX-F. Supports the professional development of employees

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

IX-G. Other factor(s) and comments: Manager's Assessment of Competencies. Include Specific examples and illustrations.

X. Other Position-Specific Competency:

XI. OVERALL EVALUATION RATING:

XI-A. Select an overall rating for this employee

- Outstanding Exceeds Expectations Meets Expectations Approaches Expectations Unsatisfactory N/A

XII. A. PRIOR YEAR GOAL(S):

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XII-B. Prior Year Goal(s) Outcome/Measure

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XII-C. Prior Year Goal(s) Timetable

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XII-D. Prior Year Goal(s) Status

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XIII. A. GOALS FOR UPCOMING YEAR:

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XIII-B. Upcoming Year Goal(s) Expected Outcome/Measure

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XIII-C. Upcoming Year Goal(s) Timetable

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XIII-D. Upcoming Year Goal(s) Issues/Comments

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Evaluator Comments:

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Employee Comments:

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BEYOND COMPLIANCE TRAINING: Effective July 1, 2014, all faculty and staff were asked to complete a minimum of 2 hours of Beyond Compliance training each year. This training focuses on the latest relevant laws and policies as it relates to unlawful discrimination, harassment and violence prevention. The deadline this year for completing that training is July 30, 2016. For more information on the Beyond Compliance initiative, a list of available sessions and dates go to <http://www.kent.edu/hr/training/beyond-compliance>.

Has this employee completed at least two hours of compliance training in the last fiscal year?
 Yes No (Please comment in "Goals for Completion" below) In Progress (Please comment in "Goals for Completion" below)

Comments / Goals for Completion
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SUPPLEMENTAL QUESTIONS: *(To be completed by employee as self-evaluation)*

*What did you receive from your supervisor that you felt WAS HELPFUL and assisted you in your ability to perform your job effectively?

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*What did you receive from your supervisor that you felt WAS NOT HELPFUL and inhibited your ability to perform your job effectively?

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*What did you NOT receive from your supervisor that you felt would have been helpful in performing your job more effectively?

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Employee Signature _____ **Date** _____

Supervisor Signature _____ **Date** _____