



STUDENT AFFAIRS (MANAGEMENT) EMPLOYEE PERFORMANCE REVIEW

Employee Name

Employee ID Number

Job Title

Department

Reviewing Supervisor

Review Period

Period Supervised by Reviewing Supervisor

Period Employee in this Job

Part One: Review of Performance Elements

Rating Scale

Level 5 (E)

Exceptional

Performance far exceeded expectations due to exceptionally high quality of work performed in all *essential* areas of responsibility, resulting in an overall quality of work that was superior; and either 1) included the completion of a major goal or project, or 2) made an exceptional or unique contribution in support of unit, department, or University objectives. This rating is achievable by any employee though given infrequently.

Level 4 (EE)

Exceeds expectations

Performance consistently exceeded expectations in all *essential* areas of responsibility, and the quality of work overall was excellent. Annual goals were met.

Level 3 (ME)

Meets expectations

Performance consistently met expectations in all *essential* areas of responsibility, at times possibly exceeding expectations, and the quality of work overall was very good. The most critical annual goals were met.

Level 2 (I)

Improvement needed

Performance did not *consistently* meet expectations – performance failed to meet expectations in one or more *essential* areas of responsibility, and/or one or more of the most critical goals were not met. A professional development plan to improve performance must be outlined in Section 4, including timelines, and monitored to measure progress.

Level 1 (U)

Unsatisfactory

Performance was consistently below expectations in most *essential* areas of responsibility, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in one or more important areas. In Section 4, a plan to correct performance, including timelines, must be outlined and monitored to measure progress.

*The inclusion of goals is typically a consideration in assessing the overall rating.

In keeping with the Operational Excellence goal of striving for a high-performance work culture, the campus is standardizing the performance review process and recalibrating our performance ratings to ensure that they are used consistently across all departments and in compliance with campus policy. These changes will take place for the 2011-2012 performance cycle. Recalibrating the performance rating scale in compliance with campus policy means that a rating of “meets expectations” will be given when performance consistently meets expectations in all essential areas of responsibility, at times possibly exceeding expectations, and the quality of work overall is very good. In addition the most critical annual goals have been met. As a result, there may be a change in the employee's performance rating for the 2011 -- 2012 cycle without a change in his or her work performance.

COMMENTS ARE REQUIRED FOR ALL PERFORMANCE ELEMENTS DELINEATED BELOW.

WORK COMPETENCIES

HIGHEST-----LOWEST

5 4 3 2 1

COMMUNICATION SKILLS Makes oneself understood. Readily shares appropriate work-related information. Uses clear and appropriate language in writing. Verbally conveys information in a clear and accurate manner in a variety of situations. Produces and delivers formal or informal presentations to a variety of audiences, when applicable. Can give, receive, and apply feedback as a tool to enhance performance. Open to constructive comments.

Comments

JOB KNOWLEDGE Demonstrates expertise in the functional and technical aspects of the job, as enumerated in the job description.

Comments

PROBLEM SOLVING/INNOVATION Analyzes facts and data, uses sound judgment, and/or explores and suggests new approaches and methods to arrive at the most effective solution.

Comments

PRODUCTIVITY/WORK QUALITY Completes targeted outcomes efficiently and effectively with accuracy, neatness, and thoroughness.

Comments

WORK ETHICS

HIGHEST-----LOWEST

5 4 3 2 1

SELF-MANAGEMENT Demonstrates initiative by setting priorities, regularly completing work on schedule, and fulfilling commitments. Consistently adheres to set work schedule. Demonstrates flexibility by adjusting performance to accommodate changes in departmental direction and processes.

Comments

ORGANIZATIONAL CONTRIBUTION In addition to performing assigned responsibilities consistently, takes initiative to demonstrate understanding of and makes an identifiable contribution to the Division/Student Affairs organization's mission and objectives.

Comments

WORK RELATIONSHIP COMPETENCIES

HIGHEST-----LOWEST

5 4 3 2 1

INTERPERSONAL RELATIONS Builds positive, ongoing, and productive rapport with peers and colleagues from various social, cultural and educational backgrounds within and outside the department. Treats peers and colleagues with fairness, dignity, and respect and is open to their ideas and opinions thereby fostering inclusiveness.

Comments

TEAMWORK Demonstrates and fosters positive team attitude by working collaboratively with fellow employees and others to achieve identified goals and objectives.

Comments

CUSTOMER FOCUS Establishes and maintains good working relationships with customers (students, colleagues, and patrons, etc.), listening and understanding issues, responding promptly to needs, and treating them with fairness, dignity, and respect.

Comments

MANAGEMENT AND SUPERVISORY ELEMENTS

LEADERSHIP Creates a culture supportive of subordinate staff which fosters individual motivation, high levels of individual and team performance, quality service, fairness, dignity, and respect.

Comments

RESOURCE MANAGEMENT Manages personnel (including selecting and hiring the best people to meet organizational objectives), budget, technology, equipment, and space, as applicable.

Comments

FOSTERING ORGANIZATIONAL CULTURE Creates an environment in which staff are informed, engaged, and supportive of the organization's mission and objectives.

Comments



STUDENT AFFAIRS (MANAGEMENT) EMPLOYEE PERFORMANCE REVIEW

Part Four: Employee Comments

Part Five: Required Signatures

Reviewing Supervisor

Date

Management Reviewer

Date

I have received and reviewed this evaluation of my performance. My signature indicates neither agreement nor disagreement with this evaluation.

Employee

Date