

HR Use Only		
Initials:	Date:	Overall Rating:

Date Draft Given to Employee: _____

Employee has any association with Athletics Yes No
 If yes, please complete the first item on page 5.

Empl ID	EMP RCD#	CBID	Evaluation_Type (Select One):	
Staff Member's Last Name			Staff Member's First Name	
Classification		Range	Department	Department ID
Evaluator's Name			Evaluator's Title	
Review Period: From: ___/___/___ To: ___/___/___			Is the staff member's position description current? <input type="checkbox"/> Yes <input type="checkbox"/> No <small>If no, the position description should be revised and submitted to HR within 30 days</small>	

Section A - Performance Factors and Ratings:

The performance criteria described below are intended as a guide for evaluators and staff members. Evaluators may delete criteria language when it does not apply to a staff member's job responsibilities or performance. Additional language that describes performance may be added in Section C.

	Consistently Exceeds Expectations	Meets and Frequently Exceeds Expectations	Satisfactory	Needs Improvement	Does Not Meet Expectations
Quality <i>Importance to Position:</i> <input type="checkbox"/> Critical <input type="checkbox"/> Very Important <input type="checkbox"/> Somewhat Important <input type="checkbox"/> N/A	<input type="checkbox"/> Sets exceptionally high standards for quality of work in all aspects of the job; puts forth extra effort to ensure high quality work. Work is virtually error free.	<input type="checkbox"/> Sets high standards for quality work; strives for high quality work in completing assignments. Work seldom contains errors.	<input type="checkbox"/> Uses methods that enhance quality of work. Work is accurate, thorough, well organized and effective. Follows through on assignments and completes them in a timely fashion. Work meets quality standards and goals for the position.	<input type="checkbox"/> Recognizes the need for quality work; may produce quality work on some aspects, but not the entire job.	<input type="checkbox"/> Does not meet standards or accept responsibility for quality of work. <i>Immediate action is required. *</i>
Volume of Acceptable Work (Quantity) <i>Importance to Position:</i> <input type="checkbox"/> Critical <input type="checkbox"/> Very Important <input type="checkbox"/> Somewhat Important <input type="checkbox"/> N/A	<input type="checkbox"/> The volume of work consistently exceeds supervisor expectations. Completes work beyond scope of normal work duties. Clearly establishes and manages priorities. Develops systems to spot and prevent potential problems when needed.	<input type="checkbox"/> The volume of work accomplished frequently exceeds supervisor expectations. Plans in detail, considers objectives, priorities and interrelations between tasks required. Independently makes adjustments to meet work group needs.	<input type="checkbox"/> Amount of work meets quality standards and goals for the position. Is considered productive, utilizing time well by performing other jobs related to tasks that may arise unexpectedly. Completes all work assigned in a timely manner.	<input type="checkbox"/> Does not always achieve the volume of work expected of this position. Work plans and daily work are inconsistent with work group objectives and priorities.	<input type="checkbox"/> The volume of work completed has not been adequate during the period for this evaluation. <i>Immediate action is required. *</i>
Oral Communication <i>Importance to Position:</i> <input type="checkbox"/> Critical <input type="checkbox"/> Very Important <input type="checkbox"/> Somewhat Important <input type="checkbox"/> N/A	<input type="checkbox"/> Consistently provides information that is exceptionally clear, concise, and complete; listens to others effectively and consistently verifies their understanding of what is being communicated.	<input type="checkbox"/> Often provides information that is very clear, correct, and concise; listens to others effectively and often verifies their understanding of what is being communicated.	<input type="checkbox"/> Regularly provides information that is clear, correct, and concise; listens to others and usually verifies their understanding of what is being communicated.	<input type="checkbox"/> Does not regularly convey information that is complete, correct, or clear; often fails to listen to others and to verify their understanding of what is being communicated.	<input type="checkbox"/> Consistently provides information that is incomplete, incorrect, or confusing; consistently fails to listen to others and to verify their understanding of what is being communicated. <i>Immediate action is required. *</i>

** Unit 2--Health Care Support; Unit 5--Operations Support; Unit 7--Clerical/Administrative; Unit 9--Technical Support Services

	Consistently Exceeds Expectations	Meets and Frequently Exceeds Expectations	Satisfactory	Needs Improvement	Does Not Meet Expectations
<p>Interpersonal Skills</p> <p><i>Importance to Position:</i></p> <p><input type="checkbox"/> Critical</p> <p><input type="checkbox"/> Very Important</p> <p><input type="checkbox"/> Somewhat Important</p> <p><input type="checkbox"/> N/A</p>	<p><input type="checkbox"/></p> <p>Strong positive force in work group morale; provides substantial assistance and support to others, even in times of high work volume; can be counted on to maintain a positive working relationship with supervisor and co-workers. Inspires teamwork and increased efforts by others.</p>	<p><input type="checkbox"/></p> <p>Regularly provides assistance, reinforcement and support to both supervisor and co-workers. Working relationships contribute to a positive environment. Supportive working relationships contribute to a team environment and set a positive tone for the operation.</p>	<p><input type="checkbox"/></p> <p>Maintains appropriate relations with both supervisor and co-workers. Capable of obtaining cooperation with and through others. Participates in and encourages teamwork. Demonstrates sensitivity to the others' needs. Treats everyone with courtesy. Shows appreciation for diversity.</p>	<p><input type="checkbox"/></p> <p>Sometimes has difficulty getting along with supervisors and/or co-workers. Does not consistently treat everyone with respect and courtesy.</p>	<p><input type="checkbox"/></p> <p>Indifferent toward teamwork, work objectives and assisting others, including supervisor and co-workers; may place work group objectives behind personal or social objectives; may be a source of conflict.</p> <p><i>Immediate action is required. *</i></p>
<p>Initiative</p> <p><i>Importance to Position:</i></p> <p><input type="checkbox"/> Critical</p> <p><input type="checkbox"/> Very Important</p> <p><input type="checkbox"/> Somewhat Important</p> <p><input type="checkbox"/> N/A</p>	<p><input type="checkbox"/></p> <p>Regularly generates ideas for change. Provides input and moves ideas forward effectively. Assumes appropriate responsibility beyond the scope of normal work duties. Makes suggestions and exercises inventive solutions to problem resolution and task accomplishment.</p>	<p><input type="checkbox"/></p> <p>Positively contributes to change. Frequently takes independent action in making improvements, identifying and correcting errors, and initiating work activities. Demonstrates initiative in a regular and effective manner.</p>	<p><input type="checkbox"/></p> <p>Effectively implements changes that enhance the effectiveness of work responsibilities. Willingly accepts new challenges and assignments. Occasionally makes suggestions for improvements in services and efficiency.</p>	<p><input type="checkbox"/></p> <p>Accepts responsibility only for regular duties. Initiates action only when instructed.</p>	<p><input type="checkbox"/></p> <p>Requires constant oversight by supervisor to keep working. The observed level of initiative is inadequate for the requirements of the position.</p> <p><i>Immediate action is required. *</i></p>
<p>Service Orientation</p> <p><i>Importance to Position:</i></p> <p><input type="checkbox"/> Critical</p> <p><input type="checkbox"/> Very Important</p> <p><input type="checkbox"/> Somewhat Important</p> <p><input type="checkbox"/> N/A</p>	<p><input type="checkbox"/></p> <p>Consistently demonstrates exceptional levels of service to internal and/or external customers. Consistently & substantially goes beyond what is required of the position to meet the customer's needs. Provides personal attention to each customer, responding to his or her individual needs in a timely and successful manner.</p>	<p><input type="checkbox"/></p> <p>Often demonstrates very high level of service to internal and/or external customers, often going beyond what is required of the position to meet customer' needs. Treats each customer with courtesy and respect and is often responsive to customer needs. Works to make customers feel welcome.</p>	<p><input type="checkbox"/></p> <p>Demonstrates satisfactory level of service to internal and/or external customers on a regular basis, doing what is required of the position to meet customers' needs. Shows appreciation for diversity. Listens to customers and regularly responds to their requests in an effective manner.</p>	<p><input type="checkbox"/></p> <p>Does not regularly demonstrate a satisfactory level of service to internal and/or external customers, failing to do what is required of the position to meet customers' needs. Is not responsive to customer needs.</p>	<p><input type="checkbox"/></p> <p>Consistently demonstrates poor level of service to internal and/or external customers.</p> <p><i>Immediate action is required. *</i></p>

	Consistently Exceeds Expectations	Meets and Frequently Exceeds Expectations	Satisfactory	Needs Improvement	Does Not Meet Expectations
<p>Adaptability</p> <p><i>Importance to Position:</i></p> <p><input type="checkbox"/> Critical</p> <p><input type="checkbox"/> Very Important</p> <p><input type="checkbox"/> Somewhat Important</p> <p><input type="checkbox"/> N/A</p>	<p><input type="checkbox"/></p> <p>Consistently understands the implications of changing work demands and is able to adapt effectively to those changes. Consistently assists others to adapt to changes.</p>	<p><input type="checkbox"/></p> <p>Often understands the implications of changing work demands. Works with others to meet the new demands in productive ways.</p>	<p><input type="checkbox"/></p> <p>Is able to adapt to changing work demands. Is able to make suggestions for change and works well with others to implement the changes.</p>	<p><input type="checkbox"/></p> <p>Does not usually adapt well to changing work demands. Does not make suggestions for change and may resist making necessary changes.</p>	<p><input type="checkbox"/></p> <p>Consistently fails to adapt to changing work demands. Resists making the necessary changes and/or refuses to cooperate with others.</p> <p><i>Immediate action is required. *</i></p>
<p>Job Knowledge</p> <p><i>Importance to Position:</i></p> <p><input type="checkbox"/> Critical</p> <p><input type="checkbox"/> Very Important</p> <p><input type="checkbox"/> Somewhat Important</p> <p><input type="checkbox"/> N/A</p>	<p><input type="checkbox"/></p> <p>Consistently aware of needs and works to meet the unexpected demands of the position. Can be relied upon to handle any assignment, including the most complex. Works to increase job knowledge & skills on a regular basis.</p>	<p><input type="checkbox"/></p> <p>Anticipates well. Contributes beyond the routine. Possesses the knowledge to address all of the duties of the position and handles some non-routine issues/problems. Seeks to add job related skills.</p>	<p><input type="checkbox"/></p> <p>Has the ability to perform the job. Is effective in evaluating problems and developing sound solutions. Demonstrates skills, knowledge, good judgment and proficiency in performing routine duties and assignments. Job skills are current.</p>	<p><input type="checkbox"/></p> <p>General knowledge is sufficient to handle many routine tasks. More knowledge is required to perform effectively at the levels expected for the position.</p>	<p><input type="checkbox"/></p> <p>Knowledge is limited to certain areas and insufficient to handle many tasks. Overall job knowledge is currently inadequate.</p> <p><i>Immediate action is required. *</i></p>
<p>Dependability/Reliability</p> <p><i>Importance to Position:</i></p> <p><input type="checkbox"/> Critical</p> <p><input type="checkbox"/> Very Important</p> <p><input type="checkbox"/> Somewhat Important</p> <p><input type="checkbox"/> N/A</p>	<p><input type="checkbox"/></p> <p>Can be counted on to consistently follow-through in completing assignments in a timely manner. Requires no oversight on most tasks and regularly and effectively communicates with his/her supervisor regarding changes.</p>	<p><input type="checkbox"/></p> <p>The vast majority of assignments are completed within time frames assigned by his/her supervisor. Supervisory oversight is required only during complex assignments.</p>	<p><input type="checkbox"/></p> <p>Assignments completed are within acceptable time frames. Some supervisory oversight may be required for some assignments.</p>	<p><input type="checkbox"/></p> <p>A number of assignments are not completed on time. A pattern of attendance related problems (absences and/or tardies) frequently result in late and/or poor quality work.</p>	<p><input type="checkbox"/></p> <p>Frequently misses deadlines. Excessive absences and/or tardies have a consistently negative effect on individual and/or departmental work.</p> <p><i>Immediate action is required. *</i></p>

Section B-Optional Criteria

(Complete only those criteria that are pertinent to the staff member being evaluated. Leave blank if not applicable.)

	Consistently Exceeds Expectations	Meets and Frequently Exceeds Expectations	Satisfactory	Needs Improvement	Does Not Meet Expectations
<p>Written Communication</p> <p><i>Importance to Position:</i></p> <p><input type="checkbox"/> Critical</p> <p><input type="checkbox"/> Very Important</p> <p><input type="checkbox"/> Somewhat Important</p> <p><input type="checkbox"/> N/A</p>	<p><input type="checkbox"/></p> <p>Writing is consistently well organized, precise, complete, and consistently exceeds stated objectives. Exceptional ability to adapt writing style to the objectives and intended readers and to relate complex instructions or information clearly.</p>	<p><input type="checkbox"/></p> <p>Writing is usually clear, logical, complete, and precise, including appropriate details. Skills are advanced and exceed the requirements of this position.</p>	<p><input type="checkbox"/></p> <p>Regularly provides clear, concise, and effective written documents. Skills meet, and sometimes may exceed, those required of this position.</p>	<p><input type="checkbox"/></p> <p>Writing is often unacceptable and needs improvement in overall quality. Often fails to communicate information well; writing is sometimes unclear and/or incomplete.</p>	<p><input type="checkbox"/></p> <p>Difficult to determine the meaning of written communication because of errors, incomplete or disorganized presentation of ideas, and/or inclusion of irrelevant information.</p> <p><i>Immediate action is required. *</i></p>
<p>Problem Solving</p> <p><i>Importance to Position:</i></p> <p><input type="checkbox"/> Critical</p> <p><input type="checkbox"/> Very Important</p> <p><input type="checkbox"/> Somewhat Important</p> <p><input type="checkbox"/> N/A</p>	<p><input type="checkbox"/></p> <p>Consistently anticipates workplace needs and develops and implements effective solutions tailored to the specific situation. Is exceptionally accurate and timely in recognizing, diagnosing, and resolving problems, including the most complex.</p>	<p><input type="checkbox"/></p> <p>Recognizes, diagnoses, and resolves problems independently, including, non-routine problems, in an effective and timely manner. Effectively anticipates workplace needs and develops and implements solutions with a high level of accuracy.</p>	<p><input type="checkbox"/></p> <p>Recognizes, diagnoses, and resolves routine problems independently. Anticipates workplace needs and develops and applies appropriate solutions in a timely manner.</p>	<p><input type="checkbox"/></p> <p>Does not regularly diagnose problems correctly. Sometimes procrastinates in addressing problems, resulting in poor outcomes.</p>	<p><input type="checkbox"/></p> <p>Consistently fails to recognize or misdiagnoses routine problems. Procrastinates in addressing problems resulting in poor outcomes that negatively impact job performance.</p> <p><i>Immediate action is required. *</i></p>
<p>Leading Others</p> <p><i>Importance to Position:</i></p> <p><input type="checkbox"/> Critical</p> <p><input type="checkbox"/> Very Important</p> <p><input type="checkbox"/> Somewhat Important</p> <p><input type="checkbox"/> N/A</p>	<p><input type="checkbox"/></p> <p>Consistently exceeds expectations for supervisory/lead employees. Consistently communicates with employees, appropriately delegates tasks and motivates/leads others to exceed unit goals.</p>	<p><input type="checkbox"/></p> <p>Often exceeds expectations for supervisory/lead employees. Often communicates with employees, delegates tasks and motivates/leads others to achieve or exceed unit goals.</p>	<p><input type="checkbox"/></p> <p>Regularly meets expectations for supervisory/lead employees. Regularly communicates with employees, delegates tasks and motivates/leads others to achieve unit goals</p>	<p><input type="checkbox"/></p> <p>Does not regularly meet expectations for supervisory/lead employees. Does not always communicate with employees and appropriately delegate tasks. Has not been associated with the achievement of important goals.</p>	<p><input type="checkbox"/></p> <p>Consistently fails to meet expectations for supervisory/lead employees. Does not motivate employees or monitor work performance.</p> <p><i>Immediate action is required. *</i></p>
<p>Accepting/Following Direction</p> <p><i>Importance to Position:</i></p> <p><input type="checkbox"/> Critical</p> <p><input type="checkbox"/> Very Important</p> <p><input type="checkbox"/> Somewhat Important</p> <p><input type="checkbox"/> N/A</p>	<p><input type="checkbox"/></p> <p>Is consistently attentive and responsive to supervisor's requests. Considers directions thoughtfully. Makes suggestions and raises appropriate questions and concerns before following directions with enthusiasm, setting a positive tone for the operation.</p>	<p><input type="checkbox"/></p> <p>Is often attentive and responsive to supervisor's requests. Considers directions thoughtfully. Raises appropriate questions and concerns before willingly following directions.</p>	<p><input type="checkbox"/></p> <p>Listens to supervisor's requests and follows directions. Does not display resistance either verbally or non-verbally. Asks questions to clarify directions when unclear.</p>	<p><input type="checkbox"/></p> <p>Sometimes fails to carry out directions as assigned by his/her supervisor. Does not seek to clarify when uncertain about directions. Sometimes displays verbal and/or nonverbal resistance when given directions.</p>	<p><input type="checkbox"/></p> <p>Often fails to carry out directions as assigned by his/her supervisor.</p> <p><i>Immediate action is required. *</i></p>

	Consistently Exceeds Expectations	Meets and Frequently Exceeds Expectations	Satisfactory	Needs Improvement	Does Not Meet Expectations
<p>For employees involved with or associated with Athletics</p> <p><i>Employee must maintain knowledge of and compliance with relevant NCAA and conference rules and report any concerns or violations noted.</i></p> <p><i>Importance to Position:</i></p> <p><input type="checkbox"/> Critical</p> <p><input type="checkbox"/> N/A</p>	<input type="checkbox"/> Meets	<input type="checkbox"/> Does Not Meet			
<p>Additional Criteria: <i>(Please specify criterion and fill in specific performance observations under the appropriate rating.)</i></p> <p><i>Importance to Position:</i></p> <p><input type="checkbox"/> Critical</p> <p><input type="checkbox"/> Very Important</p> <p><input type="checkbox"/> Somewhat Important</p> <p><input type="checkbox"/> N/A</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Additional Criteria: <i>(Please specify criterion and fill in specific performance observations under the appropriate rating.)</i></p> <p><i>Importance to Position:</i></p> <p><input type="checkbox"/> Critical</p> <p><input type="checkbox"/> Very Important</p> <p><input type="checkbox"/> Somewhat Important</p> <p><input type="checkbox"/> N/A</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*Immediate action is required. **

*Immediate action is required. **

Overall Rating

Section C-Comments to Support Performance Factors and Ratings:

A. Specific examples of positive achievements. *Specific examples are required for performance rated as "Consistently Exceeds Expectations" or "Meets and Frequently Exceeds Expectations" and encouraged for performance rated as "Satisfactory".*

B. Specific examples that demonstrate the need for improvement. *Specific examples are required for performance rated as "Does Not Meet Expectations*" or "Needs Improvement".*

** A follow-up performance evaluation is required within 90-days if a staff member receives a "Does Not Meet Expectations" rating in any performance area.*

Section D-Performance Goal Setting:

A. Goals from the previous performance evaluation and how the staff member has/has not met these goals.

B. Specific goals and accomplishments to be worked towards during the next review period. Goals should be objective, observable and measurable.

C. The specific training plan or other learning experiences recommended for the next review period.

Section E-Signatures:

Evaluator's name	Evaluator's signature	Date
Appropriate administrator's name (Must be different than evaluator)	Appropriate Administrator's signature	Date
My signature indicates this performance evaluation has been discussed with me. It does not necessarily indicate that I agree with this evaluation.	Employee's signature I waive my review period of five (5) work days of the draft evaluation. Yes <input type="checkbox"/> No <input type="checkbox"/>	Date

I have read the instructions below.

WHAT'S NEXT?

Now that you have read and completed the form(s), you must be asking yourself, what's the next step? You must:

- Ensure that all defaulted fields are accurate. If not, correct the data and notify the appropriate area.
- Print the form(s).
- Obtain all necessary approvals.
- Forward completed form(s) to Human Resource Services, CP-700.

If you need any assistance, please contact a representative at Human Resource Services.