

UNIT 11 Performance Evaluation
Graduate Assistants, Instructional Student Assistants, Teaching Associates

Employee's Name	Evaluator's Name & Title	Review Period
Department	Classification	From: _____ To: _____

Section A – Performance Factors and Ratings:

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

	Consistently Exceeds Expectations	Meets and Frequently Exceeds Expectations	Satisfactory	Needs Improvement	Does Not Meet Expectations
Quality <i>Importance to Position:</i> Critical Very Important Somewhat Important	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.	Sets high standards for quality work; strives for high quality work in completing assignments. Work seldom contains errors.	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.	Recognizes the need for quality work; may produce quality work on some aspects, but not the entire job.	Does not meet standards or accept responsibility for quality of work. <i>Immediate action is required.*</i>
Volume of Acceptable (Quantity) <i>Importance to Position:</i> Critical Very Important Somewhat Important	The volume of work consistently exceeds supervisor's expectations. Completes work beyond scope of normal work duties. Clearly establishes and manages priorities. Develops systems to spot and prevent potential problems when needed.	The volume of work accomplished frequently exceeds supervisor's expectations. Plans in detail, considers objectives, priorities and interrelations between tasks required. Independently makes adjustments to meet work group needs.	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.	Does not always achieve the volume of work expected of this position. Work plans and daily work inconsistent with work group objectives and priorities.	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> Critical Very Important Somewhat Important	Consistently provides information that is exceptionally clear, concise, and complete; listens to others effectively and consistently verifies their understanding of what is being communicated.	Often provides Information that is very clear, correct, and concise; listens to others effectively and often verifies their understanding of what is being communicated.	Regularly provides information that is clear, correct, and concise; listens to others and usually verifies their understanding of what is being communicated.	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.	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>

	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>Critical</p> <p>Very Important</p> <p>Somewhat Important</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>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>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 others' needs. Treats everyone with courtesy. Shows appreciation for diversity.</p>	<p>Sometimes has difficulty getting along with supervisors and/or co-workers. Does not consistently treat everyone with respect and courtesy.</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>Critical</p> <p>Very Important</p> <p>Somewhat Important</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>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>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>Accepts responsibility only for regular duties. Initiates action only when instructed.</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>Critical</p> <p>Very Important</p> <p>Somewhat Important</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>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's needs. Treats each customer with courtesy and respect and is often responsive to customer needs. Works to make customers feel welcome.</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>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>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>Critical</p> <p>Very Important</p> <p>Somewhat Important</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>Often understands the implications of changing work demands. Works with others to meet the new demands in productive ways.</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>Does not usually adapt well to changing work demands. Does not make suggestions for change and may resist making necessary changes.</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>Critical</p> <p>Very Important</p> <p>Somewhat Important</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>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>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>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>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>Critical</p> <p>Very Important</p> <p>Somewhat Important</p>	<p>Can be counted on to consistently follow-through in completing assignments in a timely manner. Requires no oversight on more tasks and regularly and effectively communicates with his/her supervisor regarding changes.</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>Assignments completed are within acceptable time frames. Some supervisory oversight may be required for some assignments.</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>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 employee 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>Critical</p> <p>Very Important</p> <p>Somewhat Important</p>	<p>Writing is consistently well organized, precise, complete, and consistently exceeds stated objectives.</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>Regularly provides clear, concise, and effective written documents. Skills meet, and sometimes may exceed, those required of this position.</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>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>Critical</p> <p>Very Important</p> <p>Somewhat Important</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>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>Recognizes, diagnoses, and resolves routine problems independently. Anticipates workplace needs and develops and applies appropriate solutions in a timely manner.</p>	<p>Does not regularly diagnose problems correctly. Sometimes procrastinates in addressing problems, resulting in poor outcomes.</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>Critical</p> <p>Very Important</p> <p>Somewhat Important</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>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>Regularly meets expectations for supervisory/lead employees. Regularly communicates with employees, delegates tasks and motivates/leads others to achieve unit goals.</p>	<p>Does not regularly meet expectations for supervisory/lead employees. Does not always communicate with employees and appropriate delegate tasks. Has not associated with the achievement of important goals.</p>	<p>Consistently fails to meet expectations for supervisory/lead employees. Does not motivates 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>Critical</p> <p>Very Important</p> <p>Somewhat Important</p>	<p>Is consistently attentive and responsive to supervisor's requests. Considers directions thoughtfully. Makes suggestions and raises appropriate questions & concerns before following directions with enthusiasm. Sets positive tone for operation.</p>	<p>Is often attentive and responsible to supervisor's requests. Considers directions thoughtfully. Raises appropriate questions & concerns before willingly following directions.</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>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>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>Teaching/Tutoring</p> <p><i>Importance to Position:</i></p> <p>Critical</p> <p>Very Important</p> <p>Somewhat Important</p>	<p>Sets exceptionally high standards for quality teaching; puts forth extra work to ensure students understand instruction and are provided clear, concise and well organized syllabi and other instructional materials to reinforce content; consistently enables students to use analytic thinking skills; uses multiple measures to assess student knowledge, skills and behaviors..</p>	<p>Sets high standards for quality teaching; strives to ensure students understand course objectives and content; provides organized syllabi and other course materials to reinforce course content. Effectively measures student understanding of course content.</p>	<p>Uses methods to enhance student understanding of course objectives and content. Provides course materials in clear and organized manner. Measures student understand of course content.</p>	<p>Understands need for effective instruction but may not convey materials in way that students understand. May not use appropriate materials to reinforce course content.</p>	<p>Does not meet the standards for effective instruction. Students often indicate a lack of understanding of course materials and/or content.</p> <p><i>Immediate action is required.*</i></p>
<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>Critical</p> <p>Very Important</p> <p>Somewhat Important</p>					<p><i>Immediate action is required.*</i></p>
<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>Critical</p> <p>Very Important</p> <p>Somewhat Important</p>					<p><i>Immediate action is required.*</i></p>
<p>Overall Evaluation</p>	Consistently Exceeds Expectations	Meets and Frequently Exceeds Expectations	Satisfactory	Needs Improvement	Does Not Meet Expectations



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 an employee 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 employee 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 typed or printed name	Evaluator's signature	Date
Appropriate administrator's typed or printed 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	Date