



**ADMINISTRATIVE STAFF PERFORMANCE EVALUATION**

**SECTION I - EMPLOYEE INFORMATION**

EMPLOYEE NAME	JOB TITLE	EMPLOYEE A#	
SUPERVISOR NAME	VICE PRESIDENT'S NAME	DIVISION	
DEPARTMENT	RATING PERIOD	FROM	TO

**GENERAL INSTRUCTIONS**

**INSTRUCTIONS TO SUPERVISOR:** Alabama A&M University's performance evaluation period runs each year from July 1 to June 30. As part of the performance evaluation process, you and the employee (together) must review, sign and date the job description that is on file with the Office of Human Resources to ensure that it is accurate and current. Said document must be attached to this performance evaluation. Discuss and review the performance evaluation and job description. Throughout employment, supervisors are encouraged to interact and/or communication periodically with the employee about the job and about his/her performance progress.

**COMPLETING THE PERFORMANCE EVALUATION: EMPLOYEES** - Concentrate on one factor at a time, read all ranking specifications for that factor, and use your own independent judgment to determine which ranking best describes your performance. **SUPERVISORS** – Concentrate on one factor at a time, read all ranking specifications for that factor, and use your own independent judgment to determine which ranking best describes the employee’s performance and you may provide detailed comments to support each factor ranking. Comments shall be provided for any ranking of 1 (Unsatisfactory) or 2 (Improvement Necessary). Supervisors should pay particular attention to adherence to significant performance standards and accomplishment of essential functions.

Provide an overall rating based on the numerical rating of the individual factors (overall rating equals sum of all ratings). At the end of this evaluation, supervisors are required to provide “agreed upon” goals and objectives for the year, which will help enhance the employee’s performance. If additional space is needed, please attach a separate page. To ensure a fair, honest and effective performance evaluation, evaluate with the utmost care and thought, evaluate on the basis of the essential duties and responsibilities of the position, disregard general impressions, and do not allow personal feelings to govern your ranking.

**INSTRUCTIONS:** Employee and Supervisor evaluate performance by placing the most appropriate rating number in the appropriate space below. The comments sections should be used to: support performance ratings, indicate problem areas and provide guidance to employees on how to improve performance. Comments **MUST** be provided for exceptional, improvement necessary and unsatisfactory ratings, and are highly recommended for all other ratings. Comments should be relevant and job related.

1. Job Knowledge/Skills: Measures employee's demonstrated job relevant knowledge and essential skills, such as work practices, policies, procedures, resources, laws, customer service, and technical information, as well as the relationship of work to the university's mission. Also measured are the employee's self-improvement efforts to enhance skills and knowledge and to stay current with changes impacting the job.

EXCEPTIONAL 5	EXCEEDS EXPECTATION 4	MEETS EXPECTATIONS 3	IMPROVEMENT NECESSARY 2	UNSATISFACTORY 1
<ul style="list-style-type: none"> <li>• Possesses superior job skills and knowledge; effectively applies them to work assignments.</li> <li>• Willingly mentors staff; shares knowledge.</li> <li>• Seeks/applies innovative and relevant techniques</li> </ul>	<ul style="list-style-type: none"> <li>• Work reflects thorough and current knowledge/skill of job and impact on university activities/related resources.</li> <li>• Uses opportunities to expand knowledge/skills, sharing information with staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Work reflects adequate knowledge/skills for job.</li> <li>• Has some knowledge of related work.</li> <li>• Stays current with major changes impacting on knowledge or skill.</li> <li>Accepts change.</li> </ul>	<ul style="list-style-type: none"> <li>• Often demonstrates a lack of basic or sufficient job knowledge/skills to perform routine functions of the job.</li> <li>• Occasionally is resistant to changing knowledge and/or skill requirements or processes, including opportunities for knowledge/ skill enhancement.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently demonstrates a lack of basic job knowledge and/or skills to perform job.</li> <li>• Rarely takes advantage of available skill enhancement or training opportunities.</li> <li>• Often is resistant to changing requirements.</li> </ul>

Employee Rating	Supervisor Rating	Comments:

2. Work Results: Measures employee's results in meeting established objectives/expectations/standards of quality, quantity, customer service, and timeliness both individually and in a team.

EXCEPTIONAL 5	EXCEEDS EXPECTATION 4	MEETS EXPECTATIONS 3	IMPROVEMENT NECESSARY 2	UNSATISFACTORY 1
<ul style="list-style-type: none"> <li>• Work consistently exceeds expectations of quality, quantity, customer service, and timeliness.</li> </ul>	<ul style="list-style-type: none"> <li>• Work frequently exceeds expectations of quality, quantity, customer service, and timeliness.</li> </ul>	<ul style="list-style-type: none"> <li>• Work usually meets expectations of quality, quantity, customer service, and timeliness.</li> </ul>	<ul style="list-style-type: none"> <li>• Often has difficulty meeting expected quality, quantity, customer service, and/or timeliness standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently fails to meet expected quality, quantity, customer service, and/or timeliness standards.</li> </ul>

Employee Rating	Supervisor Rating	Comments:

3. Communications: Measures employee’s performance in exchanging information with others in an effective, timely, clear, concise, logical and organized manner. Communications include listening, speaking, and writing, presenting, and sharing of information.

<b>EXCEPTIONAL 5</b>	<b>EXCEEDS EXPECTATION 4</b>	<b>MEETS EXPECTATIONS 3</b>	<b>IMPROVEMENT NECESSARY 2</b>	<b>UNSATISFACTORY 1</b>
<ul style="list-style-type: none"> <li>Consistently communicates in clear, effective, timely, concise, and organized manner.</li> <li>Is articulate and persuasive in presenting, soliciting complex or sensitive data.</li> </ul>	<ul style="list-style-type: none"> <li>Frequently communicates in an effective, timely, clear, concise, and organized manner.</li> <li>Proficiently organizes and presents difficult facts and ideas orally and in writing,</li> <li>Seeks/provides feedback.</li> </ul>	<ul style="list-style-type: none"> <li>Usually communicates effectively and exchanges relevant information in a timely manner.</li> <li>Speaks and writes clearly.</li> <li>Keeps others informed.</li> <li>Listens with understanding.</li> </ul>	<ul style="list-style-type: none"> <li>Often fails to communicate effectively or in a timely manner.</li> <li>Lacks clarity of expression orally or in writing,</li> <li>Is inconsistent in keeping others informed.</li> <li>At times, fails to listen effectively.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently fails to communicate effectively or timely.</li> <li>Often does not keep others informed.</li> <li>Is an ineffective listener and/or frequently interrupts.</li> </ul>

Employee Rating	Supervisor Rating	Comments:

4. Initiative/Problem Solving: Measures the extent to which the employee is self-directed, resourceful, and creative in performing job duties individually or in a team. Also measures employee’s performance in identifying and resolving problems; followed through on assignments; and initiating or modifying ideas, methods, or procedures to provide improved customer service, business processes, and accomplish duties.

<b>EXCEPTIONAL 5</b>	<b>EXCEEDS EXPECTATION 4</b>	<b>MEETS EXPECTATIONS 3</b>	<b>IMPROVEMENT NECESSARY 2</b>	<b>UNSATISFACTORY 1</b>
<ul style="list-style-type: none"> <li>Consistently resolves unit/team problems and promotes improvements.</li> <li>Maximizes resources, innovation/technology to streamline/improve.</li> <li>Analyzes full dimensions of complex problems.</li> <li>Requires minimal supervision.</li> </ul>	<ul style="list-style-type: none"> <li>Prevents/resolves unit/team problems.</li> <li>Suggests innovations to improve operations or streamline procedures.</li> <li>Defines and analyzes complex problems.</li> <li>Develops/implements solutions with moderate supervision.</li> </ul>	<ul style="list-style-type: none"> <li>Addresses existing and significant potential problems.</li> <li>Suggests or assists in developing solutions individually or in a team.</li> <li>Carries through solution implementation with routine supervision or follow-up.</li> </ul>	<ul style="list-style-type: none"> <li>Resolves routine problems.</li> <li>Exhibits little initiative in identifying problems, solutions, or improvements and/or working proactively as part of a team to address issues of concern.</li> <li>Requires more than routine supervision.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently fails to recognize or seek help in resolving routine problems.</li> <li>Demonstrates inability to work individually or in a team.</li> <li>Rarely suggests improvements.</li> <li>Requires frequent reminders and supervision.</li> </ul>

Employee Rating	Supervisor Rating	Comments:

5. Interpersonal Relations: Measures employee’s development and maintenance of positive and constructive internet/external relationships. Consideration should be given to the employee’s demonstrated willingness to function as a team player, give and receive constructive criticism, accept supervision, resolve conflicts, recognize needs and sensitivities of others, and treat others in a fair and equitable manner.

<b>EXCEPTIONAL 5</b>	<b>EXCEEDS EXPECTATION 4</b>	<b>MEETS EXPECTATIONS 3</b>	<b>IMPROVEMENT NECESSARY 2</b>	<b>UNSATISFACTORY 1</b>
<ul style="list-style-type: none"> <li>Consistently promotes and maintains a harmonious/productive work environment.</li> <li>Is respected and trusted and often viewed as a role model.</li> </ul>	<ul style="list-style-type: none"> <li>Frequently fosters teamwork, cooperation, and positive work relationships.</li> <li>Handles conflict constructively.</li> </ul>	<ul style="list-style-type: none"> <li>Usually interacts in a cooperative manner.</li> <li>Avoids disruptive behavior. Deals with conflict, frustration appropriately.</li> <li>Treats others equitably.</li> </ul>	<ul style="list-style-type: none"> <li>Often has difficulty getting along with others. Allows personal bias to affect job relationships.</li> <li>Requires reminders regarding needs and sensitivities of others.</li> </ul>	<ul style="list-style-type: none"> <li>Interpersonal relationships are counter-productive to work unit or team functions.</li> </ul>

Employee Rating	Supervisor Rating	Comments:

6. Work Habits: Measures employee’s performance relative to efficient methods of operation, customer service, proper conduct, speech, ethical behavior, and university and work unit policies and procedures, such as attendance, punctuality, safety, security, proper care and maintenance of assigned equipment, and economical use of supplies.

<b>EXCEPTIONAL 5</b>	<b>EXCEEDS EXPECTATION 4</b>	<b>MEETS EXPECTATIONS 3</b>	<b>IMPROVEMENT NECESSARY 2</b>	<b>UNSATISFACTORY 1</b>
<ul style="list-style-type: none"> <li>Work reflects maximum innovative use of time and resources to consistently surpass expectations and improve operations.</li> <li>Serves as role model with regard to work policies and safety standards.</li> </ul>	<ul style="list-style-type: none"> <li>Frequently plans/organizes work to timely and effectively accomplish job duties with appropriate use of resources.</li> <li>Suggests/implements improvements and exceeds organizational work/safety rules and standards.</li> </ul>	<ul style="list-style-type: none"> <li>Work is planned to meet routine volume and timeliness and usually fulfills operational and customer service needs.</li> <li>Adheres to department work policies/safety rules and procedures with few exceptions.</li> </ul>	<ul style="list-style-type: none"> <li>Frequently lacks organization and planning of work and does not adequately use available resources.</li> <li>Often does not meet standards in complying with work policies/safety rules and/or care of equipment.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently fails to meet expected standards due to lack of effective organization, use of equipment/resources, or inattention to customer service needs.</li> <li>Resists established work policies/safety rules and procedure.</li> </ul>

Employee Rating	Supervisor Rating	Comments:

7. Customer Service: Measures employee's performance relative to customer service provided to external and/or internal customers that they provide services and information to; honors the University's commitments to providing helpful, courteous, accessible, responsive and knowledgeable customer service to students, employees and the general public.

EXCEPTIONAL	EXCEEDS EXPECTATION	MEETS EXPECTATIONS	IMPROVEMENT NECESSARY	UNSATISFACTORY
<ul style="list-style-type: none"> <li>• Takes extraordinary action to meet customer needs.</li> <li>• Maintains positive, long-term working relationship.</li> <li>• Consistently exceeds customer expectations by applying a solid understanding of what customers need and value.</li> </ul>	<ul style="list-style-type: none"> <li>• Makes self fully available by being flexible with time and schedule in order to provide services and information.</li> <li>• Anticipates customer needs and responds before the situation requires action.</li> <li>• Responds promptly to customer requests; is easy to reach and work with during working hours.</li> </ul>	<ul style="list-style-type: none"> <li>• Follows through on customer commitments.</li> <li>• Addresses disgruntled customer problems by remaining calm and professional; personally follows through to resolve issues.</li> <li>• Meets customer needs professionally and applies good working knowledge of the service and information provided.</li> </ul>	<ul style="list-style-type: none"> <li>• Tries to meet customer needs but has difficulty identifying resources that could enhance the experience of each customer.</li> <li>• Demonstrates a fundamental understating of customer needs in his/her daily work; occasionally does not meet customer expectations.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently fails to follow through on customer commitments.</li> <li>• Customer service lacks personal attention and focus, which results in low levels of customer satisfaction.</li> <li>• Handles disgruntled customers in a similar manner or reacts inappropriately.</li> </ul>

Employee Rating	Supervisor Rating	Comments:

8. Accountability: Measures employee's acceptance of full responsibility for self and contribution as a team member; displays honesty and truthfulness; confronts problems quickly; displays a strong commitment to organizational success and inspires others to commit to goals. Demonstrates a commitment to presenting oneself as a credible representative of the University and maintains trust.

EXCEPTIONAL	EXCEEDS EXPECTATION	MEETS EXPECTATIONS	IMPROVEMENT NECESSARY	UNSATISFACTORY
<ul style="list-style-type: none"> <li>• Exceeds commitment to others by frequently delivering work early.</li> <li>• Maintains ethical principles even in the most challenging circumstances.</li> <li>• Presents oneself as a polished professional who exemplifies success and credibility; inspires others to be more professional.</li> </ul>	<ul style="list-style-type: none"> <li>• Takes responsibilities seriously and consistently meets expectations for quality, service, and professionalism.</li> <li>• Demonstrates good stewardship of University resources to accomplish goals and tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Follows through and meets personal commitments to others on time.</li> <li>• Presents a calm, competent, and professional image to students, co-workers and the public.</li> </ul>	<ul style="list-style-type: none"> <li>• Frequently lacks organization and planning of work and does not adequately use available resources.</li> <li>• Often does not meet standards in complying with work policies/safety rules and/or care of equipment.</li> <li>• Often fails to meet commitments to other or delivers on commitments late.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently fails to meet expected standards due to lack of effective organization, use of equipment/ resources, or inattention to customer service needs.</li> <li>• Resists established work policies/safety rules and procedure.</li> <li>• Fails to take ownership personal or team performance.</li> </ul>

Employee Rating	Supervisor Rating	Comments:

9. **Creativity and Innovation:** Measures how the employee applies creative problem-solving skills to his/her work to develop solutions to problems; recognizes and demonstrates the value in taking “smart” risks and learning from mistakes; develops multiple alternatives and understands the feasibility of each; effectively shares and implements ideas.

EXCEPTIONAL	EXCEEDS EXPECTATION	MEETS EXPECTATIONS	IMPROVEMENT NECESSARY	UNSATISFACTORY
<ul style="list-style-type: none"> <li>Champions innovative approaches within the department or across the university.</li> <li>Encourages and accepts new ideas, and motivates others to be proactive, resourceful.</li> <li>Fosters an environment that supports the smooth implementation of new approaches/programs.</li> </ul>	<ul style="list-style-type: none"> <li>Challenges the status quo by continuously reviewing personal work processes and questioning traditional or established processes to make improvements.</li> <li>Effectively applies existing practices or processes to new work situations to benefit the University.</li> </ul>	<ul style="list-style-type: none"> <li>Takes appropriate action to address inefficiencies in work processes and establishes improved ways to getting the job done.</li> <li>Integrates input an ideas from different sources to share Information and/or explore opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Accepts the status quo and adheres to conventional methods of working.</li> <li>Fails to generate and implement new and creative approaches.</li> <li>Often fails to meet commitments to other or delivers on commitments late.</li> </ul>	<ul style="list-style-type: none"> <li>Resists change and often openly discusses his/her unwillingness to adopt new practices.</li> <li>Blocks new ideas from others by being unreceptive, sharing information, and or exploring opportunities.</li> </ul>

Employee Rating	Supervisor Rating	Comments:

10. **Supervision/Management:** (Required for all supervisors/managers) Measures leadership, judgment, initiative, and achievement of expectations. Effectively manages program/projects, employees, budget, technology, and organizational change to produce positive results. Promotes customer service, diversity, inclusiveness, collaboration, effective communication, and positive labor/management relations. Uses innovation and fulfills administrative requirements.

EXCEPTIONAL	EXCEEDS EXPECTATION	MEETS EXPECTATIONS	IMPROVEMENT NECESSARY	UNSATISFACTORY
<ul style="list-style-type: none"> <li>Regularly exceeds expectations.</li> <li>Implements innovative policies, resources, and technology to maximize efficiency and service.</li> <li>Committed to and promotes excellence; leads by example energizing performance and teamwork.</li> <li>Uses and encourages creative decisions and solutions.</li> <li>Acts as positive change agent.</li> </ul>	<ul style="list-style-type: none"> <li>Meets and frequently exceeds expectations.</li> <li>Improves efficiency and customer service.</li> <li>Provides staff with innovative and constructive direction, delegation, feedback, mentoring, and recognition.</li> <li>Adheres to performance management/administrative policies.</li> <li>Makes sound decisions.</li> <li>Promotes and maintains teamwork, inclusiveness, respect, and creativity.</li> </ul>	<ul style="list-style-type: none"> <li>Meets most expectations timely and effectively.</li> <li>Maintains acceptable efficiency and customer service.</li> <li>Provides staff necessary direction, feedback, development, and recognition.</li> <li>Makes decision that usually reflect sound judgment.</li> <li>Usually adheres to administrative policies.</li> <li>Encourages innovation, teamwork, and inclusiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Often fails to meet expectations timely and effectively.</li> <li>Efficiency and customer service occasionally falls below standards.</li> <li>Inadequately directs, trains, monitors, and recognizes staff.</li> <li>Inadequately fulfills administrative and performance management functions.</li> <li>Often lacks good judgment in decisions.</li> <li>Lacks leadership in promoting innovation, teamwork, and inclusiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently fails to meet expectations timely and effectively.</li> <li>Delivers unacceptable customer service or operational efficiency.</li> <li>Disregards or ineffectively provides staff direction, monitoring, and development.</li> <li>Often ignores performance management or administrative policies.</li> <li>Is indecisive or lacks good judgment.</li> <li>Resists change.</li> </ul>

Employee Rating	Supervisor Rating	Comments:

**ITEMS 11-14 FOR DIRECTOR OF ATHLETICS & COACHES ONLY**

11. Adhering to Governing Documents: Measures employee's knowledge and interpretation of the rules and regulations of the NCAA (national) and SWAC (conference) governing organizations.

EXCEPTIONAL	EXCEEDS EXPECTATION	MEETS EXPECTATIONS	IMPROVEMENT NECESSARY	UNSATISFACTORY
<ul style="list-style-type: none"> <li>Demonstrates exceptional adherence to NCAA By-Laws and SWAC Regulations.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates effective adherence to NCAA By-Laws and SWAC Regulations.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates average adherence to NCAA By-Laws and SWAC Regulations.</li> </ul>	<ul style="list-style-type: none"> <li>Has difficulty adhering to NCAA By-Laws and SWAC Regulations.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates poor adherence to NCAA By-Laws and SWAC Regulations.</li> </ul>

Employee Rating	Supervisor Rating	Comments:

12. Institutional Rules/Ethical Behavior: Measures how the employee adheres to established institutional rules, policies and procedures as well as ethical standards of behavior.

EXCEPTIONAL	EXCEEDS EXPECTATION	MEETS EXPECTATIONS	IMPROVEMENT NECESSARY	UNSATISFACTORY
<ul style="list-style-type: none"> <li>Demonstrates exceptional adherence to established institutional rules, policies and procedures as well as ethical standards of behavior.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates effective adherence to established institutional rules, policies and procedures as well as ethical standards of behavior.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates average adherence to established institutional rules, policies and procedures as well as ethical standards of behavior.</li> </ul>	<ul style="list-style-type: none"> <li>Has difficulty adhering to established institutional rules, policies and procedures as well as ethical standards of behavior.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates poor adherence to established institutional rules, policies and procedures as well as ethical standards of behavior.</li> </ul>

Employee Rating	Supervisor Rating	Comments:

13. Student-Athlete Academic Progress: Measures how the employee ensures the satisfactory academic performance of student-athletes.

EXCEPTIONAL	EXCEEDS EXPECTATION	MEETS EXPECTATIONS	IMPROVEMENT NECESSARY	UNSATISFACTORY
<ul style="list-style-type: none"> <li>Exceptional level of success in this area; all student-athletes have satisfactory academic performance.</li> </ul>	<ul style="list-style-type: none"> <li>Effective level of success in this area; majority of student-athletes have satisfactory academic performance.</li> </ul>	<ul style="list-style-type: none"> <li>Average level of success in this area; at least half of student-athletes have satisfactory academic performance.</li> </ul>	<ul style="list-style-type: none"> <li>Below average level of success in this area; less than half of student-athletes have satisfactory academic performance.</li> </ul>	<ul style="list-style-type: none"> <li>Poor level of success in this area; very few student-athletes have satisfactory academic performance.</li> </ul>

Employee Rating	Supervisor Rating	Comments:

14. Title IX Compliance: Measures how the employee ensures the satisfactory compliance with Title IX regulations.

EXCEPTIONAL	EXCEEDS EXPECTATION	MEETS EXPECTATIONS	IMPROVEMENT NECESSARY	UNSATISFACTORY
<ul style="list-style-type: none"> <li>Exceptional skills in establishing and ensuring a safe environment for student-athletes which includes providing education about and methods for discussing and resolving sexual harassment or discrimination.</li> </ul>	<ul style="list-style-type: none"> <li>Effective skills in establishing and ensuring a safe environment for student-athletes which includes providing education about and methods for discussing and resolving sexual harassment or discrimination.</li> </ul>	<ul style="list-style-type: none"> <li>Average skills in establishing and ensuring a safe environment for student-athletes which includes providing education about and methods for discussing and resolving sexual harassment or discrimination.</li> </ul>	<ul style="list-style-type: none"> <li>Below average skills in establishing and ensuring a safe environment for student-athletes which includes providing education about and methods for discussing and resolving sexual harassment or discrimination.</li> </ul>	<ul style="list-style-type: none"> <li>Poor skills in establishing and ensuring a safe environment for student-athletes which includes providing education about and methods for discussing and resolving sexual harassment or discrimination.</li> </ul>

Employee Rating	Supervisor Rating	Comments:



**STRATEGIC PLAN - GOALS AND OBJECTIVES**

INSTRUCTIONS: EMPLOYEE – Use the University’s current strategic plan and define goals and objectives for the current rating period along with performance indicators. SUPERVISOR – Evaluate the employee’s performance by checking the most appropriate rating.

1.

Goal and Objective	Performance Indicator

Achieved Goal   In progress   Not Achieved

2.

Goal and Objective	Performance Indicator

Achieved Goal   In progress   Not Achieved

3.

Goal and Objective	Performance Indicator

Achieved Goal   In progress   Not Achieved

4.

Goal and Objective	Performance Indicator

Achieved Goal   In progress   Not Achieved

5.

Goal and Objective	Performance Indicator

Achieved Goal   In progress   Not Achieved

**OVERALL RATING – SUPERVISOR ONLY**

INSTRUCTIONS: Provide an overall rating based on the rating of the individual factors, adherence to significant performance standards, and accomplishments of essential functions. This rating provides an overall impression of job performance that is supported by the performance competencies, not necessarily an average of those ratings. Thus, each factor need not be equal weight but comments should justify significant differences impacting on the overall rating.

EXCEPTIONAL	EXCEEDS EXPECTATION	MEETS EXPECTATIONS	IMPROVEMENT NECESSARY	UNSATISFACTORY
<ul style="list-style-type: none"> <li>Employee consistently and significantly exceed job expectations and standards and demonstrates a high degree of initiative, customer service, and quality of work.</li> </ul>	<ul style="list-style-type: none"> <li>Employee meets and frequently exceeds job expectations and standards and demonstrates a high degree of initiative, customer service, and quality of work.</li> </ul>	<ul style="list-style-type: none"> <li>Employee meets the expectations and standards of the employee's job in a fully adequate way.</li> </ul>	<ul style="list-style-type: none"> <li>Employee meets many of the expectations of the job in a satisfactory manner but often fails to adequately meet some of the expectations or standards. Improvement is required.</li> </ul>	<ul style="list-style-type: none"> <li>Employee fails to meet many job expectations and standards. Performance deficiencies must be corrected.</li> </ul>

	Supervisor Rating	Comments:

**PROFESSIONAL DEVELOPMENT**

EMPLOYEE STRENGTHS: (Identify strong attributes, abilities, or proficiency in an area, to maximize the employee's contribution to the university in utilizing these abilities and skills and to identify potential mentor relationships.)

Comments:

Goal and Objective	Performance Indicator

Achieved Goal   In progress   Not Achieved

Goal and Objective	Performance Indicator

Achieved Goal   In progress   Not Achieved

Goal and Objective	Performance Indicator

Achieved Goal   In progress   Not Achieved

Goal and Objective	Performance Indicator

Achieved Goal   In progress   Not Achieved

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**EVALUATOR AND REVIEWER SIGNATURES & COMMENTS**

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This evaluation is based on my observation and knowledge. It represents my best judgment of the employee's performance. Together, the employee and I reviewed signed and dated the current job description that is on file with the Office of Human Resources, which is attached to this document.

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Next Level Supervisor Signature (if applicable)

\_\_\_\_\_  
Date

\_\_\_\_\_  
President or Vice-President Signature

\_\_\_\_\_  
Date

Comments:

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**EMPLOYEE'S COMMENTS**

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I AGREE WITH THIS RATING

I DISAGREE WITH THIS RATING

I acknowledge that I have read this evaluation and I have been given an opportunity to discuss it with the evaluator; my signature does not necessarily mean that I agree with the evaluation.

Employee Comments:

Employee's Signature: \_\_\_\_\_

Date: \_\_\_\_\_