

Administrative - Professional Performance Evaluation

Period of Evaluation: May 2019 – April 2020

Employee's Name:	
Position Title:	
Department:	



This evaluation is a: (Check One)	
Self Evaluation	
Supervisor	
Final Evaluation	

Below are the definitions for the performance criteria used to evaluate administrative/professional level employees. Each criterion is briefly defined in broad terms, followed by definitions for five (5) performance levels: Unsatisfactory, Needs Improvement, Fully Competent, Superior and Outstanding. When evaluating performance, compare actual performance to the definitions that are provided and rank the performance level on the 5-point scale. When scoring, enter numeric digits between 1.0 and 5.0. Because whole numbers are not required, scores such as 2.5, 3.75, 4.25, etc. are acceptable. A section for comments is provided at the end of each assessment category. If an employee's overall score is less than 3.0, the supervisor must initiate a performance improvement plan.

Rating	
Outstanding 4.6 - 5.0	Outstanding performance of a level rarely achieved by others. Assignments and responsibilities are accomplished at the highest levels of performance.
Superior 4.0 - 4.5	Consistently meets or exceeds job requirements with above average quality and quantity. Assignments and responsibilities are accomplished in a highly effective manner with only general guidance.
Fully Competent 3.0 - 3.9	Performance expected of the experienced employee. Performs all aspects of the job requirements. Assignments and responsibilities are accomplished effectively with a minimum amount of supervision and direction.
Needs Improvement 2.0 - 2.9	Occasionally meets job requirements but normally performs less than expected. Assignments and responsibilities meet or exceed the basic minimum performance but are not more than just satisfactory. Requires above normal supervision.
Unsatisfactory < 1.9	Does not meet job requirements. Performance well below standard and not acceptable. Requires continual close supervision and direction. Producing inadequate results that require immediate improvement.

Communications – Demonstrates oral and written communication skills that are consistent with the requirements of the position. Is effective in communicating with all levels of the organization. Communicates important information in an appropriate and timely manner. Demonstrates good listening skills.

Performance Levels									
Needs Improvement			Fully Competent			Outstanding			
Often misunderstood. Insensitive to listener's needs and level of knowledge. Tends to alienate others.			Effectively communicates, both verbally and in writing, with others. Is open and receptive to others' communications needs. Provides timely and appropriate feedback.			Communicates in a clear and concise manner. Timely, minimizes surprises. Regularly practices two-way communications to ensure understanding. Demonstrates excellent writing skills.			
Performance Rating									
1		2		3		4		5	

Comments:

Cooperation, Teamwork, Interpersonal Relations – Willingly and effectively works with others. Encourages and supports co-workers. Collaborates with others to resolve conflicts and reach joint decisions. Sensitive to the needs of all constituents. Encourages an open exchange of ideas and opinions – is inclusive.

Performance Levels									
Needs Improvement			Fully Competent			Outstanding			
Tends to work in isolation without engaging others when needed. Frequently is in conflict with others.			Recognized as a contributing team player. Is open to others' ideas and opinions. Willingly helps out when needed.			Initiates cooperative team participation. Solicits others' input and seeks ways to collaborate with others. Intentionally includes and encourages a diverse group of individuals. Rarely is in conflict with others.			
Performance Rating									
1		2		3		4		5	

Comments:

Cost Management/Budget – Adheres to the budgeting process and requirements. Optimizes resources. Considers costs when making decisions. Identifies and recommends cost saving improvements. Demonstrates flexibility to meet changing needs within available financial resources.

Performance Levels									
Needs Improvement			Fully Competent			Outstanding			
Is not attentive to budget constraints. Frequently recommends actions that are outside budget limits.			Effectively contributes to budget development for the department. Operates within budget.			Creatively meets changing needs within available funds.			
Performance Rating									
1		2		3		4		5	

Comments:

Decision Making/Problem Solving – Makes sound decisions that support the mission of the College. Anticipates problems, develops contingency plans. Shows confidence in making difficult decisions and manages conflict.

Performance Levels									
Needs Improvement			Fully Competent			Outstanding			
Tends to procrastinate and avoid making decisions, even relatively simple ones. Resists accountability. Or, makes decisions too quickly, without considering ramifications.			Meets standards for attendance. Work is generally on time and meets expectations.			Applies a sound process for gathering relevant information and making decisions in a timely manner. Accepts responsibility while appropriately referring decisions to higher authority when needed.			
Performance Rating									
1		2		3		4		5	

Comments:

Flexibility – Adapts to changing work demands and priorities in a positive and supportive manner. Learns and/or assumes new tasks. Accepts change and can integrate new knowledge and skills.

Performance Levels		
Needs Improvement	Fully Competent	Outstanding
Resists change. Tends to dwell on reasons not to change rather than considering how to adapt and embrace new circumstances and approaches.	Maintains a healthy degree of caution regarding change; seeking some assurances before embracing new approaches. Actively supports decisions to change. Adapts well.	Actively engages in finding ways to make change easier and/or participating in developing change strategies. Looks for new ways to do things. Offers and receives suggestions eagerly.
Performance Rating		
1	2	3
4	5	

Comments:

Job Knowledge – Possesses and utilizes knowledge of his/her field of specialty in the performance of assigned duties. Seeks out new information relevant to field of specialty. Possesses knowledge of College policies and procedures.

Performance Levels		
Needs Improvement	Fully Competent	Outstanding
Demonstrates only cursory level of job knowledge. Content to operate within familiar knowledge-base. Resists efforts to stay abreast with new trends or learn policies & procedures.	Understands and is capable of performing all phases of job very well. Pursues avenues of and participates in professional development. Applies new knowledge on the job.	Complete mastery of all phases of job and related functions. Grasps new methods and procedures immediately. Attends appropriate training and/or professional development and engages in additional independent study to increase breadth and depth of knowledge-base.
Performance Rating		
1	2	3
4	5	

Comments:

Leadership – Takes initiative in performing assignments and in recognizing ways to enhance personal and departmental effectiveness. Leads by example, willing to do any job for the team when necessary. Moves ideas into action. Demonstrates ability to motivate others.

Performance Levels		
Needs Improvement	Fully Competent	Outstanding
Fails to set performance standards for self and/or the unit. Lacks initiative, does not go beyond requirements. Requires frequent supervisory intervention.	Completes assigned tasks as required. Results sometimes go beyond basic requirements.	Consistently exceeds the standards of the job. Works with very little supervision. Consistently moves ideas into action.

Performance Rating

1		2		3		4		5	
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Comments:

Quality of Work – Sets high work standards and consistently achieves satisfactory (or better) results that reflect accuracy, neatness, timeliness, professionalism, thoroughness, dependability, and usefulness. Is intentional about understanding and serving the needs of others; students and customers. Achieves acceptable volume of work relative to reasonable expectations and resource limitations.

Performance Levels		
Needs Improvement	Fully Competent	Outstanding
Work that is performed is often incomplete, poorly presented, and/or error-prone. Impatient and insensitive with others. Abrupt in dealing with questions.	The work that is produced is fully acceptable and meets expectations. Is quick to respond appropriately to customer requests, whether internal or external.	The work that is produced consistently exceeds requirements. It is thorough and well-presented. Empathizes with customers, anticipating their needs.

Performance Rating

1		2		3		4		5	
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Comments:

Personal/Professional Development, Contributions and Activities – Seeks out and engages in activities that will enhance professional knowledge, skills and capabilities. Actively involved on departmental and/or College committees. As appropriate, maintains memberships in professional organizations and plays an active role in meetings and conferences.

Performance Levels									
Needs Improvement		Fully Competent			Outstanding				
Is passive and relatively uncommitted to opportunities for involvement. Does not seek out learning opportunities. Puts forth limited individual effort.		On a regular basis engages in professional, institutional, and community development activities.			Participates in College and community activities. Is active in professional trade groups. After attendance at workshops shares knowledge and introduces new ideas. Seeks out learning/growth opportunities.				
Performance Rating									
1		2		3		4		5	

Comments:

Planning and Organizing – Plans consistently on a long and short-term basis. Defines goals and monitors progress toward departmental objectives. Prioritizes work based on what is important to the department and/or College. Uses time effectively.

Performance Levels									
Needs Improvement		Fully Competent			Outstanding				
Works inefficiently. Is easily distracted and often works on preferred work rather than time-sensitive or mission-critical work.		Organizes and plans work to meet departmental goals on time. Generally lays out a plan before initiating action. Prioritizes well.			Plans and achieves objectives ahead of schedule. Plans effectively and imaginatively. Effectively handles multiple assignments simultaneously.				
Performance Rating									
1		2		3		4		5	

Comments:

Supervisory Responsibilities (as applicable) – Effectively supervises human resources. Delegates responsibility and authority effectively, demonstrates leadership, provides training to employees as needed for skill development. Takes steps to build a high-performance team.

Performance Levels		
Needs Improvement	Fully Competent	Outstanding
Hesitant to delegate work to team members. Does little to develop others. Has difficulty in achieving team objectives.	Effectively achieves results. Delegates work. Encourages team members to demonstrate commitment.	Builds a highly effective team through clear communications, coaching and training, feedback, and recognition. Achieves superior results.
Performance Rating		
1	2	3
4	5	

Comments:

Performance Against Established Objectives (Refer to last review):

Employee's Performance Strengths:

Employee's Performance Needs:

Employee's Comments Regarding Evaluation:

Manager's/Supervisor's Comments Regarding Evaluation:

Measurable Objectives (S.M.A.R.T.) for Next Period:

S.M.A.R.T Objectives	Examples:
~ Specific	
~ Measureable	
~ Achievable	
~ Related to others	
~ Time-Bound	Attend "Cost of Quality" program by August; Reduce absenteeism from 7 days to 2 days during the next year; Implement cost reduction measures to save \$\$\$ during the fiscal year.

Performance Range	Definitions	
4.6 – 5.0	Outstanding - Outstanding performance of a level rarely achieved by others. Assignments and responsibilities are accomplished at the highest levels of performance.	
4.0 - 4.5	Superior - Consistently meets or exceeds job requirements with above average quality and quantity. Assignments and responsibilities are accomplished in a highly effective manner with only general guidance.	
3.0 – 3.9	Fully Competent - Performance expected of the experienced employee. Performs all aspects of the job requirements. Assignments and responsibilities are accomplished effectively with a minimum amount of supervision and direction.	
2.0 – 2.9	Needs Improvement - Occasionally meets job requirements but normally performs less than expected. Assignments and responsibilities meet or exceed the basic minimum performance but are not more than just satisfactory. Requires above normal supervision.	
< 1.9	Unsatisfactory - Does not meet job requirements. Performance well below standard and not acceptable. Requires continual close supervision and direction. Producing inadequate results that require immediate improvement.	
		Total of Ratings:
		Overall Total:

Signatures/Date:

To the employee: Your signature below indicates that you have had the opportunity to discuss this evaluation with your supervisor. Your signature does not indicate that you agree with the evaluation. Employees are encouraged to voice their comments in the space provided. If additional space is needed, you may provide a separate document to your supervisor within fourteen (14) days of your evaluation. Your evaluation and any additional comments will be forwarded to the Office of Human Resources.

Employee Signature

Date:

Supervisor Signature

Date:

Department Head Signature

Date:

Vice President Signature

Date: