

# Performance Management and Evaluation for Administrators and Technical Professionals

<b>Employee Name</b>	<b>Department</b>  <b>Banner S#:</b>
<b>Employee Job Title</b>	<b>Evaluation Period</b>  <b>From:</b> _____ <b>To:</b> _____
<b>Supervisor Name/S#</b>	<b>Reason for Evaluation</b>  _____ <b>Annual</b> _____ <b>Other (Please Specify)</b> _____
<b>Evaluation Levels and Criteria</b>	<b>Relative Importance of Job Duty (To be marked by supervisor)</b>
<p><b>Exemplary-</b> Performance consistently exceeds position requirements and supervisor expectations. Resourcefulness and depth of knowledge are of the highest quality. Assignments are accomplished in an exceptional manner with minimal direction and are characterized by outstanding achievements seldom accomplished within the agency/institution.</p> <p><b>Commendable-</b> Performance meets all or most and may occasionally exceed work objectives and supervisor expectations. Employee demonstrates good knowledge of job duties, and assignments are accomplished effectively with normal supervisory guidance.</p> <p><b>Needs Improvement-</b> Performance does not consistently meet supervisor expectations. Requires more than normal guidance and direction. Improvement and/or development are necessary if the rater elects to continue the incumbent's employment.</p>	<p>A: Most critical to accomplishment of department and work unit priorities</p> <p>B: Essential to the accomplishment of the job and work unit priorities</p> <p>C: This duty is important to the performance of the job as a whole but does not generally take up a great amount of time</p>

## EVALUATION PROCESS

### Goal-Setting Phase

Within the first month of the evaluation period, the supervisor and employee meet to discuss the job duties and establish performance goals for the year. The employee and supervisor will also review the current position description for accuracy. Job duties, core work competencies, and performance goals should be documented in the appropriate sections along with performance expectations. The deadline for this is May 15. Weights for each category are to be determined through a collaborative conversation between the supervisor and employee.

### Progress Review Phase

At midyear or as often as deemed necessary, the supervisor and employee meet to discuss performance and to decide if goals need to be revised. The supervisor provides feedback to the employee on the accomplishment of established job duties and goals. A mid-year evaluation is to be complete by October 15.

### Year-End Evaluation

At the end of the evaluation period, the supervisor will complete the overall performance evaluation in a narrative form. This must then be forwarded to the employee 48 hours prior to the final performance evaluation meeting. The employee has the option to complete a year-end self-evaluation. If the employee chooses to complete this, it must be forwarded 24 hours prior to the final performance evaluation meeting. Completed evaluations are due to Human Resources by April 15.

### Employee Self-Assessment

Employee's opportunity to self-assess goals and performance as it relates to success and areas of improvement, and areas of Professional Development that the employee wants to focus on.

## Job Duties

Job Duty:

Performance Expectation:

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Summary of Employee's Performance:

*A B C*

☐ Needs Improvement

☐ Commendable

☐ Exemplary

Job Duty:

Performance Expectation:

---

Summary of Employee's Performance:

*A B C*

☐ Needs Improvement

☐ Commendable

☐ Exemplary

Job Duty:

Performance Expectation:

---

Summary of Employee's Performance:

*A B C*

☐ Needs Improvement

☐ Commendable

☐ Exemplary

Job Duty:

Performance Expectation:

---

Summary of Employee's Performance:

*A B C*

☐ Needs Improvement

☐ Commendable

☐ Exemplary

## Performance Goals

Performance Goal:

Performance Expectation:

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Summary of Employee's Performance:

☐ Needs Improvement

☐ Commendable

☐ Exemplary

Performance Goal:

Performance Expectation:

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Summary of Employee's Performance:

☐ Needs Improvement

☐ Commendable

☐ Exemplary

Performance Goal:

Performance Expectation:

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Summary of Employee's Performance:

☐ Needs Improvement

☐ Commendable

☐ Exemplary

**Directions:** During the Planning Phase, review the **CORE WORK COMPETENCIES** with the employee you supervise. At year-end evaluation, rate each of the factors by placing a check mark (✓) next to the rating levels 1 to 3. Then, average the factor ratings to determine an overall rating for the associated competency. If one competency is more critical to the job assignment, please indicate so in the Supervisor Planning Comments section and adjust the weight of the competency as necessary. Weights are determined in a collaborative conversation between the supervisor and employee. You may make comments in the spaces provided for each competency. Comments are required for Needs Improvement or Exceeds Expectations ratings.

**Provide a rating for each of the factors of the core competencies using the following scale 1 (needs improvement), 2 (commendable), 3 (exemplary).**

<b>Factor: Communication</b> – Effectively communicates by actively listening and sharing relevant information with co-workers, supervisor(s) and customers/clients so as to anticipate problems and ensure the effectiveness of the work unit and College.	1	2	3
<b>Weight: This section shall be 5 % of overall performance rating</b>			
1. Expresses ideas accurately, clearly, and effectively both orally and in writing			
2. Provides and exchanges information while keeping others informed.			
3. Maintains confidentiality and exercises good judgment about what to say and when to say it			
4. Listens effectively to others' ideas, problems, and suggestions.			
5. Demonstrates effective public greeting skills.			
6. Demonstrates effective phone skills.			
7. Seeks feedback on written and oral communication.			
8. Adapts communication methods to different audiences.			
9. Involves others in problem solving.			
10. Responds in a prompt and friendly manner to requests and inquiries.			
11. Meets routinely with supervisor and key customers to exchange information and clarify expectations. Asks appropriate questions to clarify information/needs.			
<b>Supervisors Comments (Required for overall rating of Needs Improvement, Exceeds Expectations ):</b>			
<input type="checkbox"/> Needs Improvement <input type="checkbox"/> Commendable <input type="checkbox"/> Exemplary			

<b>Factor: Interpersonal Relations</b> -- Interacts effectively with others to establish and maintain smooth working relations.	1	2	3
<b>Weight: This section shall be 5 % of overall performance rating</b>			
1. Well regarded by colleagues. Contributes to a positive work environment through interactions with others.			
2. Treats others with respect. Polite, courteous, empathetic			
3. Pleasant, friendly, affable, cheerful.			
4. Respects other persons' time and priorities.			
5. Seen by peers as dependable.			
6. Does not initiate conflict and actually takes measures to ensure that conflict does not occur.			
7. Demonstrates tact and diplomacy when resolving conflict; addresses concerns directly with individual(s) involved. Handles conflict constructively and diplomatically. Learns from conflict and makes appropriate changes			
8. Demonstrates flexibility by adapting to changes in priorities and the work environment.			
9. Demonstrates respect for differences in opinions. Can interact easily with a diverse workforce			
10. Behaves in ways designed to keep problems impersonal whenever possible. Approach to conflict resolution creates enhanced teamwork without hard feelings			
11. Is cooperative and responsive. Accepts criticism and is open to new ideas			
<b>Supervisors Comments (Required for overall rating of Needs Improvement. Exceeds Expectations):</b>			
<input type="checkbox"/> Needs Improvement <input type="checkbox"/> Commendable <input type="checkbox"/> Exemplary			

<b>Factor: Customer Service</b> -- Works effectively with internal/external customers to satisfy service/product expectations.	1	2	3
<b>Weight: This section shall be 5 % of overall performance rating</b>			
1. Responds promptly to requests for information and/or assistance. Follows up and meets customer expectations in a timely manner.			

2. Is approachable and responsive to customers and others.			
3. Keeps appointments, call-return commitments, etc. Responds to telephone and e-mail messages in a timely fashion			
4. Treats customer with respect and courtesy. Demonstrates a professional attitude in handling customer complaints.			
5. Provides consistent quality service to all customers. Is available to the customer and provides accurate, consistent, and honest information.			
6. Listens to the customer and provides feedback that will benefit the customer in the future. Anticipates future needs/problems of customers and acts to meet these needs or solve problems.			
<b>Supervisors Comments (Required for overall rating of Needs Improvement, Exceeds Expectations):</b>			
<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Commendable	<input type="checkbox"/> Exemplary	

<b>Factor: Accountability</b> -- Employee's work behaviors demonstrate responsible personal and professional conduct, which contribute to the overall goals and objectives of the work unit. <b>Weight: This section shall be 5 % of overall performance rating</b>	1	2	3
1. Provides consistent, timely, high quality work.			
2. Adheres to established work schedule. Arrives at work and meetings on time			
3. Meets assigned deadlines without additional prompting by supervisors or others. Completes work by established time lines and routinely uses time efficiently.			
4. Follows established call-in procedures for the work unit and submits leave request form in a timely fashion.			
5. Actions and speech reflect a commitment to the agency. Never disparages the agency or its employees in public. Maintains confidential information			
6. When on leave, arrangements are made for current work/responsibilities to continue.			
7. Responds to change with a genuine desire to do what it takes to get the job done. Accepts change and is instrumental in seeing that the change is perceived positively by others and is carried out in a way that improves the overall operation of the work unit.			
8. Conveys a positive and professional image of the agency to others. Behaves in a businesslike manner. Demonstrates concern for the larger community served by the agency			
9. Avoids gossip and rumors.			
10. Seeks on-the-job training opportunities to obtain mastery over tasks, expand personal knowledge and add value to the work group. Demonstrates professional job-specific skills necessary to provide the appropriate quality of work			
11. Performs standard duties throughout the year and, in addition, takes on projects that have a significant impact on the work unit. Assists coworkers in response to fluctuations in workloads			
12. Creates a positive work environment and influences the behavior of other employees by being supportive and optimistic in the approach to daily activities within the work environment.			
<b>Supervisors Comments (Required for overall rating of Needs Improvement, Exceeds Expectations):</b>			
<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Commendable	<input type="checkbox"/> Exemplary	

<b>Factor: Job Knowledge</b> -- Skilled in job-specific knowledge which is necessary to provide the appropriate quantity and quality of work in a timely and efficient manner. <b>Weight: This section shall be 5 % of overall performance rating</b>	1	2	3
1. Possesses appropriate expertise to perform job at a professional level.			
2. Takes opportunities to increase knowledge of relevant job skills.			
<b>Supervisors Comments (Required for overall rating of Needs Improvement, Exceeds Expectations):</b>			
<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Commendable	<input type="checkbox"/> Exemplary	

## RRCC Employee Performance Evaluation - Factors/Goal Summary

NOTE: This is an Excel Spreadsheet, double click on any cell within this sheet to activate Excel.

Click outside the spreadsheet to deactivate.

Core Competency	% Weight of Evaluation (enter as a decimal point i.e. 5% = .05)		Rating *		Total	
Communication	0.05	X		=	0.00	
Interpersonal Relations	0.05	X		=	0.00	
Customer Service	0.05	X		=	0.00	
Accountability	0.05	X		=	0.00	
Job Knowledge	0.05	X		=	0.00	
Core Competency Weight TOTAL	0.25			=	0.00	
(Note: It is recommended that Core Competencies not exceed 25%)						

Major Job Duties	% Weight of Evaluation (enter as a decimal point i.e. 5% = .05)		Rating *		Total	
#1	0.05	X		=	0.00	
#2	0.05	X		=	0.00	
#3	0.05	X		=	0.00	
#4	0.05	X		=	0.00	
#5	0.05	X		=	0.00	
#6		X		=	0.00	
Major Job Duties Competency Weight TOTAL	0.25			=	0.00	

Goals	% Weight of Evaluation (enter as a decimal point i.e. 5% = .05)		Rating *		Total	
#1	0.15	X		=	0.00	
#2	0.15	X		=	0.00	
#3	0.05	X		=	0.00	
Goals - Competency Weight TOTAL	0.35			=	0.00	
<b>Weight Value TOTAL</b>	0.85			<b>Point TOTAL</b>	0.00	

\* Rating Value = **3** Exemplary  
= **2** Commendable  
= **1** Needs Improvement

The overall performance rating for the evaluation period is:

0.00

2.51 - 3.00 = Exemplary  
1.90 - 2.50 = Commendable  
1.89 and below = Needs Improvement

**Planning Phase**

I agree disagree with these performance goals and standards. (circle one)

I have reviewed and agree with my current position description: Yes No (circle one)  
(If no, please provide written explanation)

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

**Progress Review Comments (Required) :**

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

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

\_\_\_\_\_  
Date

**Supervisor Overall Performance Summary (Required 48 hours prior to final performance review meeting):**

**Employee Overall Performance Summary (Optional, but if completed, must be forwarded 24 hours prior to the final performance review meeting):**

**Overall Evaluation/Rating – Please check (✓) one box.**

- ☐ **Exemplary – Performance consistently exceeds position requirements and management expectations. Resourcefulness and depth of knowledge are of the highest quality. Assignments are accomplished in an exceptional manner with minimal direction and are characterized by outstanding achievements seldom accomplished within the agency/institution.**
- ☐ **Commendable – Performance meets all or most and may occasionally exceed work objectives and management expectations. Employee demonstrates good knowledge of job duties, and assignments are accomplished effectively with normal supervisory guidance.**
- ☐ **Needs Improvement – Performance does not consistently meet management expectations. Requires more than normal guidance and direction. Improvement and/or development are necessary if the rater elects to continue the incumbent’s employment.**

**I agree/disagree with the overall evaluation rating.**  
(circle one)

Employee Signature	Date
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Supervisor Signature \_\_\_\_\_ Date \_\_\_\_\_

Next Level Supervisor Signature	Date
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Human Resources Signature
Date