

OFFICE OF HUMAN RESOURCES ADMINISTRATIVE & SUPPORT STAFF PERFORMANCE APPRAISAL

Purpose Statement:

The purpose of the performance appraisal process is to allow each support and administrative employee, and his or her supervisor, to reflect on the employee's achievement of job activities and demonstration of core work competencies for the period under review, as well as help the employee prepare for successful performance and career development going forward. In order to carry out this process, the performance appraisal form is completed annually for each support and administrative employee. This form is the official tool for supervisors to document their employee's past performance and future expectations in consultation with the employee. The performance appraisal also serves as the official record supporting personnel decisions such as salary increases, promotion, probation, or termination.

Frequency and Timing:

Support employees are to be given a probationary review prior to six months of employment. Support employees will then be evaluated by their supervisors prior to the anniversary of the employee's hire date, and will then be evaluated by their supervisors once a year coinciding with the employee's hire date.

Administrative employees are to be evaluated once a year, for the period ending April 30th, prior to A&P employment contracts being signed.

University Mission, Vision, Values, and Goals:

All activities of UNF employees should be informed and guided by the mission, vision, values and goals of the University as a whole, and those of the division/unit and department in which the employee works. Therefore, as part of the appraisal process each employee should review the mission, vision, values and goals of UNF (see below) and his or her respective division/unit and department, and use these in collaboration with his or her supervisors to plan work and set goals for the next appraisal period.

(Source: http://www.unf.edu/president/Strategic_Plan.aspx)

Instructions for completing the Performance Evaluation Form:

1. The rating official reviews the most recent position description (PD) for the employee being evaluated to ensure the PD is accurate and current. (Please contact the Office of Human Resources regarding updating an employee's PD any time changes need to be made.)
2. The rating official fills out the appraisal form, referring to the PD and other supporting information (e.g. mission, vision, values, goals).
3. The rating official provides a copy of the completed form to the employee.
4. The rating official schedules a time to meet with the employee to review the completed appraisal form together.
5. Based on feedback from the employee, at his or her discretion the rating official can make changes to the form.
6. The rating official solicits comments that the employee would like included to the appraisal and adds those in the "Additional employee comments" section.
7. The rating official signs and provides a final copy of the form to the employee for signature.
8. The rating official gives the form to his or her supervisor for signature and returns it to Human Resources.

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Appraisal Type: A&P (Administrative & Professional) Support Staff Annual Support Staff Probationary Support Staff Special

Employee Name: _____ N-Number: _____ Position Number: _____

Position Title: _____ Department: _____

Division: _____ Review Period: From: _____ To: _____

SECTION ONE - CORE COMPETENCIES

The current position description has been reviewed by employee and supervisor. Employees must be evaluated on the following core competencies in relation to the tasks and duties described in the position description.

Job Knowledge: Understands present job duties and related work; demonstrates skills and abilities necessary for full job performance; comprehends all phases of the job, including use of technology, materials, and tools.	<input type="checkbox"/> Outstanding	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Below Expectations	<input type="checkbox"/> Unsatisfactory
	Exceptionally well informed. Rarely needs instructions, even in new assignments.	Very good knowledge of position and related work. Needs little instruction.	Adequate knowledge of the position. Routine instructions given.	Understands minimum requirements of the position. Extensive instruction required.	Lacks understanding of duties and knows little about related work.

Quality of Work: Accurately, neatly, and effectively completes assigned work; produces work that is comprehensive in scope, complete in detail, and accurate in content.	<input type="checkbox"/> Outstanding	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Below Expectations	<input type="checkbox"/> Unsatisfactory
	Consistently exceeds expectations. Performs outstanding work.	Frequently exceeds expectations. Performs above average work.	Produces satisfactory work. Meets all expectations of the position. Work is seldom redone.	Sometimes meets standards; work must be redone occasionally.	Work is unacceptable and must often be redone. Consistently below standards.

Quality of Service: Exhibits a caring attitude; is courteous and tactful; responds to the needs of others in a timely manner; is a positive and professional representative of the University.	<input type="checkbox"/> Outstanding	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Below Expectations	<input type="checkbox"/> Unsatisfactory
	Consistently ensures the needs of others are met in a proactive, timely and sensitive manner.	Frequently ensures needs of others are met in a timely and sensitive manner.	Adequately responds to the needs of others in a timely or sensitive manner.	Inconsistently responds to the needs of others in a timely or sensitive manner.	Insensitive or unresponsive to the needs of others.

Productivity: Produces the required volume of work; plans, organizes, and meets deadlines.	<input type="checkbox"/> Outstanding	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Below Expectations	<input type="checkbox"/> Unsatisfactory
	Consistently exceeds standards of productivity.	Frequently does more than expected.	Output meets job requirements.	Below average volume of work.	Work output is inadequate.

Cooperation: Willingly cooperates with others to achieve department and University goals.	<input type="checkbox"/> Outstanding	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Below Expectations	<input type="checkbox"/> Unsatisfactory
	Consistently is courteous & respectful of others; seeks opportunities to cooperate & collaborate with others.	Frequently works well with others and actions complement efforts of other employees.	Works effectively with others. Responds well to supervision and instruction.	Usually gets along well with others. Occasionally is antagonistic with the public, students, supervisor, or co-workers.	Disruptive and antagonistic in working with others.

Initiative: Exercises judgment and independent actions within limits of authority; seeks additional responsibilities; voluntarily starts projects; is self starting and proactive.	<input type="checkbox"/> Outstanding	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Below Expectations	<input type="checkbox"/> Unsatisfactory
	Consistently exercises judgment and independent action, offers suggestions; shows interest in improving knowledge and skill.	Exercises judgment and independent action. Occasionally is proactive and does additional work without direction.	Routinely exercises judgment and independent action with little direction.	Requires some encouragement to exercise judgment and independent action and/or seldom seeks additional duties.	Fails to exercise judgment and independent action or seek additional responsibility.

Dependability: Demonstrates thoroughness in following through on assignments and instructions; gives attention to work in the absence of supervision.	<input type="checkbox"/> Outstanding	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Below Expectations	<input type="checkbox"/> Unsatisfactory
	Consistently completes routine and non-routine tasks independently in a reliable and timely manner.	Frequently completes routine and non-routine tasks with direction in a reliable and timely manner.	Adheres to work schedules and completes tasks on time.	Inconsistently adheres to work schedules and has difficulty completing tasks on time.	Fails to complete tasks in a reliable and timely manner.

Attendance: Reports to work on time, adheres to work schedule, and requests to use leave appropriately.	<input type="checkbox"/> Outstanding	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Below Expectations	<input type="checkbox"/> Unsatisfactory
	Plans annual leave usage in consideration of department demands.	Rarely has unplanned absences.	Attendance, punctuality and leave usage are satisfactory.	Lax in attendance or reporting to work on time.	Excessively absent or abuses leave.

Adaptability/Flexibility: Alters activities to adapt with demands of new situations; listens attentively and openly to the ideas, problems and suggestions of others.	<input type="checkbox"/> Outstanding	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Below Expectations	<input type="checkbox"/> Unsatisfactory
	Successfully alters activities to adapt with demands of new situations and is perceptive to the impact of change.	Readily accepts and adapts to new practices and procedures; seeks change in the interest of the department.	Accepts and adapts to new practices and procedures.	Needs improvement in accepting change.	Treats changes as negative and focuses on barriers to successful change.

Communication Skills: Shares and provides relevant, timely, and accurate information; expresses ideas clearly in written and oral form; follows oral and written directions.	<input type="checkbox"/> Outstanding	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Below Expectations	<input type="checkbox"/> Unsatisfactory
	Consistently demonstrates exceptional communication skills.	Better than average ability to communicate thoughts and ideas.	Has appropriate communication skills.	Communication is not timely and/or sometimes unclear or inaccurate.	Communication is repeatedly unclear or inaccurate.

Accountability: Accepts responsibility for tasks and actions.	<input type="checkbox"/> Outstanding	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Below Expectations	<input type="checkbox"/> Unsatisfactory
	Always accepts full responsibility for own actions and never blames others.	Frequently accepts responsibility of own actions.	Generally accepts responsibility of own actions.	Occasionally blames others when errors are discovered.	Does not accept responsibility.

SECTION TWO - ADDITIONAL COMPETENCIES (SUPERVISORY PERSONNEL ONLY)

Complete the following section only if the employee is responsible for supervising staff, student workers, or temporary employees.

Leadership: Counsels, coaches, mentors, and provides clear instruction for motivation, purpose, and inspiration; and promotes respect, honesty, integrity and fairness in the work environment. Demonstrates University values and committed to University mission.	<input type="checkbox"/> Outstanding	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Below Expectations	<input type="checkbox"/> Unsatisfactory
	Consistently energizes people toward a common objective; has an outstanding ability to get the maximum from staff.	Frequently succeeds under unusual or difficult circumstances; develops & motivates staff.	Routinely exhibits good leadership. Has respect of employees.	Accepts leadership role but has not adequately developed leadership qualities.	Avoids or neglects leadership responsibility.

Supervision: Maximizes associates' skills and potentials through encouragement, empowerment and a motivating environment; and selects, motivates, develops and evaluates employees effectively.	<input type="checkbox"/> Outstanding	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Below Expectations	<input type="checkbox"/> Unsatisfactory
	Consistently selects productive staff; promotes staff development; resolves conflict effectively and provides objective, consistent and timely performance evaluations.	Frequently coaches and guides staff; recommends staff development and completes performance evaluations in a timely manner.	Performs supervisory duties and performance management of staff at an acceptable level.	Inconsistent in the supervision and performance management of staff.	Hires unqualified staff; fails to coach and guide staff and/or does not provide for staff development.

Organizing and Planning: Accurately determines length and scope of tasks and projects; sets measurable goals and effectively organizes team members, materials and support to get things done; uses resources effectively and manages time efficiently to achieve results.	<input type="checkbox"/> Outstanding	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Below Expectations	<input type="checkbox"/> Unsatisfactory
	Demonstrates top level planning & organizing. Anticipates departmental needs & develops implementation plans.	Plans and organizes routine and non-routine work very effectively.	Plans and organizes adequately to meet departmental goals.	Does limited planning and organizing of work.	Unable to plan and organize work or staff to meet departmental goals.

Setting Standards & Measuring Results: Sets standards for organizational objectives and measuring results against standards; analyzing and reporting results; and striving for continuous improvement in organizational effectiveness and efficiency.	<input type="checkbox"/> Outstanding	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Below Expectations	<input type="checkbox"/> Unsatisfactory
	Consistently sets standards for all staff and analyzes and reports on outcomes to improve organizational effectiveness.	Frequently sets standards for staff and often analyzes and then reports on outcomes.	Sets standards and analyzes results of work adequately to meet departmental needs.	Sets limited standards for staff and rarely reports on or analyzes results.	Unable to set proper standards for staff or analyze or report results.

SECTION THREE - GOALS

Outline specific efforts of self-improvement and development the employee pursued or accomplished during this evaluation period and list objectives or goals that are to be accomplished during the next year. The rating official and the employee should establish these objectives together.

Achievement of goals/objectives during evaluation period:

Training and professional development completed during evaluation period:

Goals for upcoming year:

Training and professional development goals:

SECTION FOUR - SUPERVISOR'S COMMENTS

Based on this performance evaluation, check the overall rating of this employee's performance.

<input type="checkbox"/> Outstanding	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Below Expectations	<input type="checkbox"/> Unsatisfactory
Performance exceeds the expected level in most areas, most of the time.	Performance exceeds the expected level in some areas, some of the time.	Performance meets the expected level of performance in most areas.	Performance fails to meet the expected level of performance in some areas. Performance needs to improve. A Performance Improvement Plan must be completed.	Performance fails to meet the expected level of performance in most areas. A Performance Improvement Plan must be completed.

Additional supervisor comments:

SECTION FIVE - EMPLOYEE COMMENTS

How clearly do you understand what is expected of you regarding your job performance?	<input type="checkbox"/> Completely clear	<input type="checkbox"/> Usually clear	<input type="checkbox"/> Not clear
	I know exactly what is expected of me.	I seldom have to ask what is expected of me.	I'm rarely sure of my duties and responsibilities.

Do you agree or disagree with this performance evaluation?	<input type="checkbox"/> I agree	<input type="checkbox"/> I disagree
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Additional employee comments: (attach supporting documents as necessary)

Signature acknowledges discussion and receipt of performance evaluation and does not necessarily imply agreement.

Employee's Signature

Date

Signature of Rater

Date

Signature of Higher Level Supervisor

Date