

## Instructions

Prior to October 1, each staff employee should have a performance appraisal completed within the last year. Supervisors should use the current job description as the foundation for the performance appraisal. NSU's mission, vision, values and service excellence values should be considered when evaluating job performance factors, and setting all goals and objectives. Performance appraisal is a management tool used to improve communication, improve performance, encourage employee development, and guide personnel actions. Rate each area using the below rating levels. Please only print this document two-sided by setting computer print function.

**\*\*Please turn the signed Performance Appraisal Form and the Self-Assessment Form into Human Resources when complete.**

## Performance Ratings

The purpose of performance appraisal is to measure levels of job-related behavior. In using the scale each supervisor should consider the extent to which the employee meets the expected standards for all job factors. The supervisor should refer to the job description and the performance standards when rating job performance. Performance ratings should not be made for job behaviors that were not observed during the appraisal period. Indicate the employee's level of performance by checking the appropriate level. If the employee has not been observed performing a duty, then write, "NOT OBSERVED" next to the factor item or use the N/A (non-applicable) column.

## Performance Level Definitions

**DOES NOT MEET EXPECTATIONS:** Employee requires improvement in the area and job duties evaluated. Staff member is not performing acceptably in this area or job duty. Performance improvement is required to be retained in the position. Must improve and will be evaluated monthly.

**MEETS SOME EXPECTATIONS BUT NOT ALL:** Employee met some but not all expectations. Employee and Supervisor should agree on a plan that may deter future shortfalls in performance.

**MEETS EXPECTATIONS:** Employee performs job duties and expectations for the area evaluated. Normal guidance and supervision are required. This level represents "Good Performance" and should be used for those employees who perform well in the job, and meet job factors at proficient, competent and effective levels.

## Job Specific Duties

Each supervisor should identify the core job duties in the job description, and assess the employee's performance on each of those duties. Each supervisor should insert job-specific duties. Specific job duties may be taken from the current job description located on the M Drive, HR, Jobs, and then copy and paste each duty from the job description into each line. Additional job duties may be added to a second page.

## Using This Form

Rename and save this form before use.

Throughout the form you will see grey text that says: Click or tap here to enter text/date, or Click in the field, type or select the required information, and press Tab to move to the next field. Some fields will have drop-down arrows. Click on the arrow to select the appropriate answer.

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Recommended for Grade 11 and  
Above Exempt/Non-Exempt– Form B**

Employee Name:

Employee Job Title:

Employee Department/Location:

Evaluator/Supervisor Name:

Time Under Evaluator's Supervision:

Time in Current Position: Years:                      Months:

Review Period From:

To:

Date of Last Performance Appraisal:

Date of This Evaluation:

Job Duty 1:

Job Duty 1 Evaluation:

Job Duty 2:

Job Duty 2 Evaluation:

Job Duty 3:

Job Duty 3 Evaluation:

Job Duty 4:

Job Duty 4 Evaluation:

Job Duty 5:

Job Duty 5 Evaluation:

Job Duty 6:

Job Duty 6 Evaluation:

Job Duty 7:

Job Duty 7 Evaluation:

Job Duty 8:

Job Duty 8 Evaluation:

Job Duty 9:

Job Duty 9 Evaluation:

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Job Duty 10:

Job Duty 10 Evaluation:

Job Duty 11:

Job Duty 11 Evaluation:

Job Duty 12:

Job Duty 12 Evaluation:

COMMENTS (Required for Does Not Meet Expectation, recommended for Meets Some But Not All Expectations and Meets Expectation):

### Core Competencies

Please evaluate the employee on each element of the following general job performance factors.

#### **Attitude/Professionalism**

Measures incumbent's ability to be courteous, tactful, and respectful to citizens, customers and co-workers; conveying a professional image while performing position duties in an enthusiastic and responsive manner; thorough, well-organized, and economical work habits.

- a. Exhibits pride in self, the department, and the University; conducts self in a professional and enthusiastic manner. Evaluation:
- b. Work is thorough and complete yet economical and cost-effective in the use of materials. Evaluation:
- c. Internal customer service delivery is courteous, cooperative, and meets departmental and organizational expectations in both quality and responsiveness. Evaluation:
- d. External customer service delivery is courteous, cooperative, and meets departmental and organizational expectations in both quality and responsiveness. Evaluation:

COMMENTS (Required for Does Not Meet Expectation, recommended for Meets Some But Not All Expectations and Meets Expectation):

#### **Innovation/Change/Initiative**

Openness to change; dedication and interest in work; flexibility in work environment; assumes greater responsibility; identifies and recommends creative solutions to problems; self-initiates work.

- a. Accepts and gives positive and constructive feedback in a tactful and appropriate manner. Evaluation:
- b. Is receptive to new ideas and processes; adapts to new situations priorities and changes as required by department and organization. Evaluation:

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- c. Anticipates, contributes, and implements new ideas and opportunities to improve work processes.  
Evaluation:
- d. Thinks ahead and predicts potential opportunities and risks. Initiates actions with a high potential for success. Evaluation:

COMMENTS (Required for Does Not Meet Expectation, recommended for Meets Some But Not All Expectations and Meets Expectation):

**Job Knowledge/Technical Skills/Quantity of Work**

As defined in the job description under “essential functions,” measures work output and how the incumbent applies information, policies, procedures, duties, knowledge, skills, and abilities to the current position.

- a. Understands and performs assigned duties and job requirements. Evaluation:
- b. Uses techniques, materials, tools, and equipment effectively; follows procedures and uses safe practices.  
Evaluation:
- c. Stays current with technology, job-related skills and applicable certifications and appropriately applies job knowledge/technical skills. Evaluation:
- d. Amount of work performed on a daily basis is appropriate for specific job responsibilities.  
Evaluation:

COMMENTS (Required for Does Not Meet Expectation, recommended for Meets Some But Not All Expectations and Meets Expectation):

**Decision Making/Problem Solving**

Proposes analyzed solutions to problems; persists in a task to completion; effectively handles conflict.

- a. Considers alternatives and chooses the best course of action for the situation without being told.  
Evaluation:
- b. Analyzes problems and makes effective decisions in a crisis situation. Evaluation:
- c. Qualifies decision by considering the point of view of customers, peers, and management.  
Evaluation:
- d. Effectively handles conflict and works to resolve situations in a courteous, cooperative and timely manner. Evaluation:

COMMENTS (Required for Does Not Meet Expectation, recommended for Meets Some But Not All Expectations and Meets Expectation):

**Planning, Organizing, and Time Management Skills**

Plans and effectively organizes work; establishes priorities to manage time effectively; accurate and neat work habits.

- a. Establishes and prioritizes daily tasks, objectives, and goals and sets priorities with a proper sense of urgency and importance. Evaluation:
- b. Sets realistic work goals and objectives, including long range goals; develops effective plans to meet goals and objectives. Evaluation:

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- c. Accurately and neatly prepares all work-related material and checks all work for errors and makes corrections prior to completion of assignments. Evaluation:
- d. Completes work and projects on time and within existing resources provided.  
Evaluation:

COMMENTS (Required for Does Not Meet Expectation, recommended for Meets Some But Not All Expectations and Meets Expectation):

**Dependability/Reliability**

Reliability in completing assignments, attendance and punctuality. Attendance standard has been met. Attendance standard not exceeded with six unscheduled absence occurrences in a six month period. Unscheduled absence occurrence is defined as an absence not scheduled and approved by the supervisor at least twenty-four hours or more in advance such as calling in on same day as absence. An occurrence is one or more consecutive days.

- a. Demonstrates punctuality in both work performance and attendance. Evaluation:
- b. Can be depended upon to be available for work and accomplishes tasks in accordance with scheduled deadlines. Evaluation:
- c. Accepts responsibility for own actions. Evaluation:
- d. Schedules time off in advance unless an emergency dictates otherwise; follows department and organization procedures for requesting and reporting use of leave. Evaluation:

COMMENTS (Required for Does Not Meet Expectation, recommended for Meets Some But Not All Expectations and Meets Expectation):

**Communication**

Accuracy and effectiveness of communication, presentation of ideas and information in formal oral presentations and informal discussions, written reports, emails, letters, and memorandum.

- a. Effectively conveys work-related information and ideas to others whether orally, written or in electronic communications. Evaluation:
- b. Is an effective listener and answers questions well even under pressure. Evaluation:
- c. Contributes to meetings and group discussions and uses professional, courteous and appropriate business communication skills. Evaluation:
- d. Consistently communicates changes and progress of work and communicates the necessary information to supervisors, support staff, and peers. Evaluation:

COMMENTS (Required for Does Not Meet Expectation, recommended for Meets Some But Not All Expectations and Meets Expectation):

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**Interpersonal Skills/ Teamwork**

Working relationships and commitment to department and organizational goals. Ability to operate in the workplace through social communication and interactions. Includes participation and teamwork; contribution to positive unit morale; working cooperatively with customers, co-workers, subordinates; communicating with respect for other people or professionals within the workplace; and accepting advice and counseling from supervision.

- a. Balances individual, departmental, and organizational goals and responsibilities.  
Evaluation:
- b. Works harmoniously and effectively with others in a variety of settings and across all departments.  
Evaluation:
- c. Shares knowledge, expertise and resources with others easily and frequently.  
Evaluation:
- d. Actively develops a climate of teamwork and cooperation when working with others.  
Evaluation:

COMMENTS (Required for Does Not Meet Expectation, recommended for Meets Some But Not All Expectations and Meets Expectation):

**Supervision and Leadership**

(If applicable) This performance element measures a supervisor/manager's ability to influence the activities of staff by setting an example and establishing credibility to inspire trust and loyalty. Supervision and leadership includes providing ongoing feedback on employee performance, assessing and meeting employee development needs, and providing timely and constructive performance appraisals. This also includes the ability to document employee performance effectively, including providing positive feedback and recognition and administering appropriate discipline when necessary.

- a. Employees supervised demonstrate productivity, competence, and positive morale. Acts as a role model in terms of vision, confidence and integrity.
- b. Provides supervision, feedback, resources, and training for employees. Effectively manages routine personnel issues and problems.
- c. Develops goals, objectives, and deadlines and communicates them to employees.
- d. Encourages, supports, and utilizes employee's skills and abilities to maintain acceptable levels of service in all areas.
- e. Is focused on continuous improvement of the employees, processes, and services of the University. Conducts performance planning and delivers meaningful and timely appraisals for employees.
- f. Works toward accomplishing agreed upon departmental and organizational goals to ensure goals are met timely and effectively.

COMMENTS (Required for Does Not Meet Expectation, recommended for Meets Some But Not All Expectations and Meets Expectation):

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**Previous Year's Goals**

(If applicable) If the employee participated in a performance appraisal the previous year, the employee established some performance goals. Identify the goals and evaluate how well the employee met those goals.

Goal 1:

Goal 1 Evaluation:

Goal 2:

Goal 2 Evaluation:

Goal 3:

Goal 3 Evaluation:

COMMENTS (Required for Does Not Meet Expectation, recommended for Meets Some But Not All Expectations and Meets Expectation):

**Employee Work Plan**

Goal 1/Objective:

Goal 1 Deadline:

Supervisor Action Plan (optional):

Goal 2/Objective:

Goal 2 Deadline:

Supervisor Action Plan (optional):

Goal 3/Objective:

Goal 3 Deadline:

Supervisor Action Plan (optional):

**Signatures**

Requires 2 levels of supervisory signatures.

Supervisor's Signature:

Date:

Dean or Director Signature:

Date:

**Employee's Comments**

(This signature does not necessarily indicate agreement with the content of this evaluation, but only that the evaluation has been reviewed with the employee.)

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**Employee Signature**

Date:

**Human Resources Reviewer Signature**

Date:

**Additional Consideration**

At the time of the performance appraisal, if the immediate supervisor along with the Director or Dean concludes that the employee has performed at an exceptionally high level during the year, documentation may be entered in this section. This section of the performance appraisal reflects performance beyond successful completion of

all job duties at a Meets Expectations rating, and behaviors identified in the core competencies at a Meets Expectations rating. This section identifies significant and continued contributions to the mission, vision and values above what is expected in the daily performance of duties. Here you may list performance and accomplishments throughout the year that exceed what is expected in the position's duties or core competencies. Be specific as this will be reviewed by others. At the discretion of the President, this information may be viewed for consideration of merit pay recognition by the Cabinet. Recognition of merit may or may not result in merit pay for the year, depending upon funding availability.

Employee                    eligible for a salary increase or stipend- if offered- this year.