

San José State University Research Foundation

Employee Performance Appraisal Form (Central Office only)

Employee Name:		Job Title:	
Performance Review Period	From:	To:	
Supervisor Name:		Title:	Department:

Performance Standards

Instructions: Complete each performance area described below and assign the appropriate performance rating. Rating descriptions are provided below. Provide supporting rationale and/or examples for each area of review where applicable.

Note: Supporting rationale must be provided if your rating falls into the categories of “Exceptional,” or “Improvement Required.” Please see definitions for each rating on second page.

Rating	Performance Point Factor
Exceptional	10
Exceeds Expectations	7-9
Valued Contributor	4-6
Improvement Needed	1-3

Supervisor Section:

Please select three customer names from the list provided by the employee. Send these customer feedback forms for employee performance feedback.

Complete each performance area and assign the appropriate performance rating and point factor.

To determine an employee’s overall performance rating, add all the performance point factors given in each area of evaluation and divide by the number of applicable categories.

TOTAL PERFORMANCE POINT FACTORS:

OVERALL PERFORMANCE RATING:

Individual contributors’ scores are divided by 5, while Managers’ total scores are divided by 7. No point factors are assigned to the “Safety” Category.

Examples are shown below:

- *Individual Contributor receives a total of 50 points for 5 categories. $50/5=10$; Overall Rating: “Exceptional”*
- *Manager receives a total of 70 points for 7 categories. $70/7=10$; Overall Rating: “Exceptional”*

Definition of Each Rating

Exceptional: Performance is outstanding and goes above and beyond in all areas of responsibility resulting in superior work and results. Demonstrates an ongoing contribution that is innovative, above and beyond what is expected, and in alignment with the goals of the project/program and overarching Research Foundation’s mission. Performance has made a significant impact.

Exceeds Expectations: Performance consistently meets all and exceeds expectations in some job requirements. Often takes initiative to seek out new opportunities for continuous improvement and made notable contributions to the department that significantly helped to improve departmental operations and output.

Valued Contributor: Performance consistently meets all job requirements. Focuses and delivers on agreed upon priorities of the job. Work quality and quantity consistently meets expectations. Qualified, competent and a solid team member.

Improvement Needed: Performance meet some but not all job requirements. Goals and/or deadlines are not consistently met and require close supervision and follow up.

Summary of Job Responsibilities and Objectives

(Please list main duties and responsibilities)

Areas of Evaluation

(As applicable, please list specific examples to support your comments)

JOB KNOWLEDGE: Level of functional expertise and understanding in current position. Knowledge of policies, procedures, techniques, skills, equipment and need for supervision. How well does the employee demonstrate these skills and knowledge to perform all parts of the job effectively, efficiently and safely? Does employee seek mentoring and training opportunities to help improve job knowledge and skills?

Employee Section:

Exceptional

Exceeds Expectations

Valued Contributor

Improvement Needed

Comments:

Supervisor Section:

Exceptional

Exceeds Expectations

Valued Contributor

Improvement Needed

Performance Point Factor:

Comments:

QUALITY AND TIMELINESS OF WORK: Accuracy, thoroughness, quality of end results, commitment to quality improvement, problem prevention and timeliness of work output. How well does the employee organize and execute assignments without mistakes? How much supervision or monitoring is required to ensure accuracy of assignments? How persistent, trustworthy, and reliable is the employee in performing tasks under pressure? Does the employee complete and manage workload effectively and efficiently? Is employee's work organized and prioritized? To what degree do the employee's work efforts produce the desired outcomes in terms of quantity and timeliness?

Employee Section:

Exceptional

Exceeds Expectations

Valued Contributor

Improvement Needed

Comments:

Supervisor Section:

Exceptional

Exceeds Expectations

Valued Contributor

Improvement Needed

Performance Point Factor:

Comments:

CUSTOMER SERVICE SKILLS: Delivers high quality customer service in a courteous and professional manner. Effectively responds to the needs of customers, coworkers, and team. Actively seeks feedback to ensure ongoing customer satisfaction. Cooperates and collaborates with colleagues and works in partnership with others to achieve team goals and display appropriate balance between individual and group efforts. Ability to accept change and adapt to new processes, procedures, and projects. How effectively does the employee interact with customers in serving their needs? How well does the employee respond to both routine and non-routine internal and external customer inquiries and concerns to ensure customer satisfaction? Does employee offer ideas for process improvements that increase team productivity? How well does the employee work in an environment with diverse viewpoints and adapt to new processes to maintain/increase productivity?

Employee Section:

Exceptional

Exceeds Expectations

Valued Contributor

Improvement Needed

Comments:

Supervisor Section:

Exceptional

Exceeds Expectations

Valued Contributor

Improvement Needed

Performance Point Factor:

Comments:

ATTENDANCE/DEPENDABILITY: Adheres to policies and procedures related to attendance. Reports to work, meetings and events as scheduled and takes work priorities and deadlines into account in the requests for time off. How consistently does the employee report for work on schedule and prepared? Does employee volunteer to work outside of normal work hours as needed to complete tasks/projects on time with high quality?

Employee Section:

Exceptional

Exceeds Expectations

Valued Contributor

Improvement Needed

Comments:

Supervisor Section:

Exceptional

Exceeds Expectations

Valued Contributor

Improvement Needed

Performance Point Factor:

Comments:

COMMUNICATION SKILLS: Effective verbal and written communication. Provides information that is clear, concise, professional, and timely. Actively participates in meetings, listens and responds to ideas, suggestions, and keeps management informed. Maintains composure during stressful situations. How well does the employee exhibit the ability to explain or describe information, verbally or written, in a way that is easily understood by the recipients?

Employee Section:

Exceptional

Exceeds Expectations

Valued Contributor

Improvement Needed

Comments:

Supervisor Section:

Exceptional

Exceeds Expectations

Valued Contributor

Improvement Needed

Performance Point Factor:

Comments:

SAFETY: (No performance point factors are assigned to this category)

Staff Employees Only: Adheres to all appropriate safety guidelines. Employee observes good housekeeping habits and keeps their work area (s) neat and clear of actual or potential hazards. As applicable, the employee operates and uses equipment safely and appropriately.

Management Staff Only: Adheres to all safety work rules and guidelines within their department, and ensures that all employees are properly and appropriately trained in a manner that promotes the Research Foundation's safety culture. Ensures that work-related incidents or accidents are minimized by making use of preventive training and process techniques, and by demonstrating professional role modeling. If and when accidents or incidents occur, ensures prompt response and reporting of same to appropriate personnel.

Employee Section:

Exceptional

Exceeds Expectations

Valued Contributor

Improvement Needed

Comments:

Supervisor Section:

Exceptional

Exceeds Expectations

Valued Contributor

Improvement Needed

Comments:

Complete This Section For Supervisory Personnel Only

PLANNING AND ORGANIZING: Able to analyze work, develop plans of action, utilizes time effectively. Considers the amount of supervision required and extent to which you can trust employee to carry out assignments conscientiously. Does the employee exhibit ability to plan in advance to utilize resources (e.g., time, money, facilities, materials, equipment, employees' skills, etc.) to accomplish objectives and meeting deadlines?

Employee Section:

Exceptional

Exceeds Expectations

Valued Contributor

Improvement Needed

Comments:

Supervisor Section:

Exceptional

Exceeds Expectations

Valued Contributor

Improvement Needed

Performance Point Factor:

Comments:

MANAGEMENT/LEADERSHIP SKILLS: Manages human and financial resources while adhering to policies and procedures. Fosters an environment that stimulates enthusiasm, creative innovation, and strategic initiatives. Adapts to changing priorities and demands and integrates change effectively. Set appropriate examples for integrity, openness, cooperation, and commitment to the organization. Creates a motivating climate, achieves teamwork, trains and develops, measures work in progress and takes appropriate corrective action. Does the supervisor/manager exhibit the ability to identify problems, gather and organize facts, evaluate, and make an effective final decision? How well does the supervisor select, train and effectively develop subordinates? How well does the supervisor/manager delegate responsibility and authority to employees in assigning job duties and objectively appraising work performance?

Employee Section:

Exceptional

Exceeds Expectations

Valued Contributor

Improvement Needed

Comments:

Supervisor Section:

Exceptional

Exceeds Expectations

Valued Contributor

Improvement Needed

Performance Point Factor:

Comments:

Overall Performance Review Summary & Developmental Goals

Employee Section:

Your Strengths

Areas of Development

Specific performance goals for the next review period

Please provide five names and email addresses of your customers for customer feedback

**Employee Signature for
Self-Evaluation**

Date

Supervisor Section:

Employee Strengths

Areas of Development

Specific performance goals for the next review period

Please attach the three customer feedback from customers.

EMPLOYEE COMMENTS: **Yes** **No**
If "yes" attach comments to this document on separate sheet.

Supervisor Signature		Date	
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I certify that this report has been discussed with me and a copy will be placed in my employment file. I further understand my signature does not necessarily indicate agreement of said performance evaluation.

Employee Signature		Date	
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Project Director Signature		Date	
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Human Resources		Date	
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