

MISSISSIPPI VALLEY STATE UNIVERSITY
Office of Human Resources

PERFORMANCE EVALUATION PROGRAM

Purpose

The Performance Appraisal Program was designed to achieve the following objectives:

- To improve achievement of the University's goals by ensuring that individual objectives are consistent with the University's mission and goals;
- To encourage meaningful communication between the employee and supervisor;
- To identify needed areas of individual professional development and personal growth;
- To provide appropriate and timely feedback to individual managers/supervisors regarding their performance;
- To provide a written record of performance and development;
- To recognize outstanding managerial performance;
- To improve organizational effectiveness; and
- To challenge the employee to continually improve performance and personal effectiveness.

Participants

This program is designed to include all professional, clerical and support staff employees.

The Evaluation Process

The process for conducting and completing the evaluation process prescribed by this program is described below. Any questions should be addressed to the Department of Human Resources.

1. *Position Descriptions* - The Professional Performance Appraisal program is based on the fact that there is an approved position description on file for each employee and, as part of each annual performance evaluation, the description will be reviewed to ensure that it is accurate and up-to-date. Proposed changes should be forwarded to the Director of Human Resources.
2. *Timing* - The appraisal process will be completed annually on or in close proximity to the employee's anniversary date.
3. *Evaluation Areas* - Each employee will be evaluated generally in these areas:
 1. General work ethics and capabilities;
 2. Performance of his/her responsibilities as specified in the approved position description;
 3. Strengths and Weaknesses;
 4. Establishment and achievement of any requisite training and development goals and objectives.
4. *Employee Performance Evaluation Interview* - The evaluation process includes:
 - a review of the employee's performance of principal duties and responsibilities;
 - the employee's performance of various skills; the employee's performance of previously agreed upon goals/objectives;
 - The objectives/ goals for the next review period; and a training and development plan.

Upon completion of the evaluation interview, the supervisor will forward a copy of the evaluation to the Director of Human Resources. If desired, the signing of the appraisal may be deferred until consultation by the supervisor and/or the employee has taken place to clarify any questions.

5. *Disposition of Signed Performance Appraisal Form* - The signed evaluation form (original) is sent to the Department of Human Resources. A signed copy may be kept by the employee and the supervisor.
6. *Training/Orientation of Managers/Supervisors* - The responsibility for ensuring that all directors/managers/supervisors are thoroughly familiar with the Professional Employee Performance Appraisal and are trained on its implementation resides with the Director of Human Resources. The Human Resources Department will also be responsible for orienting and training new directors/managers/supervisors on the Professional Employee Performance Appraisal Program.
7. *Evaluation of the Performance Evaluation Program* - The Human Resources Department shall be responsible for periodically soliciting feedback from employees about the effectiveness of the program and for recommending and implementing appropriate changes to the program.

Employee Performance Evaluation

Employee Name: _____

Job Title: _____

Date of Hire: _____ Date Assigned to Position: _____

Department/Division: _____

Evaluation Period: _____ to _____

Employee Status: _____ Full-Time _____ Part-Time

Part II

PERFORMANCE & BEHAVIORAL COMPETENCIES

Evaluate the employee’s performance by checking the most appropriate rating. The comments sections should be used to: support performance ratings, indicate problem areas and provide guidance to employees on how to improve performance. Comments MUST be provided for exceptional, improvement necessary and unsatisfactory ratings, and are highly recommended for all other ratings. Comments should be relevant and job related.

1. Job Knowledge/Skills: Measures employee’s demonstrated job relevant knowledge and essential skills, such as work practices, policies, procedures, resources, laws, customer service, and technical information, as well as the relationship of work to the university’s mission. Also measured are the employee’s self-improvement efforts to enhance skills and knowledge and to stay current with changes impacting the job.

EXCEPTIONAL <input type="checkbox"/>	EXCEEDS EXPECTATION <input type="checkbox"/>	MEETS EXPECTATIONS <input type="checkbox"/>	IMPROVEMENT NECESSARY <input type="checkbox"/>	UNSATISFACTORY <input type="checkbox"/>
<ul style="list-style-type: none"> • Possess superior job skills and knowledge; effectively applies them to work assignments. • Willingly mentors staff; shares knowledge • Seeks/applies innovative and relevant techniques 	<ul style="list-style-type: none"> • Work reflects thorough and current knowledge/skill of job and impact on university activities/related resources. • Uses opportunities to expand knowledge/skills, sharing information with staff 	<ul style="list-style-type: none"> • Work reflects adequate knowledge/skills for job • Has some knowledge of related work • Stays current with major changes impacting on knowledge or skill • Accepts change 	<ul style="list-style-type: none"> • Often demonstrates a lack of basic or sufficient job knowledge/skills to perform routine functions of the job • Occasionally is resistant to changing knowledge and/or skill requirements or processes, including opportunities for knowledge/skill enhancement 	<ul style="list-style-type: none"> • Consistently demonstrates a lack of basic job knowledge and/or skill to perform job • Rarely takes advantage of available skill enhancement or training opportunities • Often is resistant to changing requirements

Comments _____

Employee Performance Evaluation

2. Work Results: Measures employee’s results in meeting established objectives/expectations/standards of quality, quantity, customer service, and timeliness both individually and in a team.

EXCEPTIONAL <input type="checkbox"/>	EXCEEDS EXPECTATION <input type="checkbox"/>	MEETS EXPECTATIONS <input type="checkbox"/>	IMPROVEMENT NECESSARY <input type="checkbox"/>	UNSATISFACTORY <input type="checkbox"/>
<ul style="list-style-type: none"> • Work consistently exceeds expectations of quality, quantity, customer service, and timeliness 	<ul style="list-style-type: none"> • Work frequently exceeds expected quality, quantity, customer service, and timeliness standards 	<ul style="list-style-type: none"> • Work usually meets expectations of quality, quantity, customer service, and timeliness 	<ul style="list-style-type: none"> • Often has difficulty meeting expected quality, quantity, customer service, and/or timeliness standards 	<ul style="list-style-type: none"> • Consistently fails to meet expected quality, quantity, customer service, and/or timeliness standards

Comments _____

3. Communications: Measures employee’s performance in exchanging information with others in an effective, timely, clear, concise, logical, and organized manner. Communications include listening, speaking, and writing, presenting, and sharing information.

EXCEPTIONAL <input type="checkbox"/>	EXCEEDS EXPECTATION <input type="checkbox"/>	MEETS EXPECTATIONS <input type="checkbox"/>	IMPROVEMENT NECESSARY <input type="checkbox"/>	UNSATISFACTORY <input type="checkbox"/>
<ul style="list-style-type: none"> • Consistently communicates in a clear, effective, timely, concise, and organized manner. • Is articulate and persuasive in presenting, soliciting complex or sensitive data 	<ul style="list-style-type: none"> • Frequently communicates in an effective, timely, clear, concise, and organized manner. • Proficiently organizes and presents difficult facts and ideas orally and in writing • Seeks/provides feedback 	<ul style="list-style-type: none"> • Usually communicates effectively and exchanges relevant information in a timely manner • Speaks and writes clearly • Keeps others informed • Listen with understanding 	<ul style="list-style-type: none"> • Often fails to communicate effectively or in a timely manner • Lacks clarity of expression orally or in writing • Is inconsistent in keeping others informed • At times, fails to listen effectively 	<ul style="list-style-type: none"> • Consistently fails to communicate effectively or timely • Often does not keep others informed • Is an ineffective listener and/or frequently interrupts

Comments _____

Employee Performance Evaluation

4. Initiative/Problem Solving: Measures the extent to which the employee is self-directed, resourceful, and creative in performing job duties individually or in a team. Also measures employee’s performance in identifying and resolving problems; following through on assignments; and initiating or modifying ideas, methods, or procedures to provide improved customer service, business processes, and accomplish duties. Employee’s results in meeting established objectives/expectations/standards of quality, quantity, customer service, and timeliness both individually and in a team.

EXCEPTIONAL <input type="checkbox"/>	EXCEEDS EXPECTATION <input type="checkbox"/>	MEETS EXPECTATIONS <input type="checkbox"/>	IMPROVEMENT NECESSARY <input type="checkbox"/>	UNSATISFACTORY <input type="checkbox"/>
<ul style="list-style-type: none"> Consistently resolves unit/team problems and promotes improvements Maximizes resources innovation/technology to streamline/improve Analyzes full dimension of complex problems Requires minimal supervision 	<ul style="list-style-type: none"> Prevents/resolves unit/team problems Suggest innovations to improve operations or streamline procedures Defines and analyzes complex problems Develops/implements solutions with moderated supervision 	<ul style="list-style-type: none"> Addresses existing and significant potential problems Suggests or assists in developing solutions individually or in a team Carries through solution implementation with routing supervision or follow-up 	<ul style="list-style-type: none"> Resolves routine problems Exhibits little initiative in identifying problems, solutions, or improvements and/or working proactively as part of a team to address issues of concern Requires more than routine supervision 	<ul style="list-style-type: none"> Consistently fails to recognize or seek help in resolving routine problems Demonstrates inability to work individually or in a team Rarely suggests improvement Requires frequent reminders and supervision

Comments _____

5. Interpersonal Relations: Measures employee’s development and maintenance of positive and constructive internal/external relationships. Consideration should be given to the employee’s demonstrated willingness to function as a team player, give and receive constructive criticism, accept supervision, resolve conflicts, recognize needs and sensitivities of others, and treat others in a fair and equitable manner.

EXCEPTIONAL <input type="checkbox"/>	EXCEEDS EXPECTATION <input type="checkbox"/>	MEETS EXPECTATIONS <input type="checkbox"/>	IMPROVEMENT NECESSARY <input type="checkbox"/>	UNSATISFACTORY <input type="checkbox"/>
<ul style="list-style-type: none"> Consistently promotes and maintains a harmonious/productive work environment. Is respected and trusted and often views as a role model 	<ul style="list-style-type: none"> Frequently fosters teamwork, cooperation, and positive work relationships Handles conflict constructively 	<ul style="list-style-type: none"> Usually interacts in a cooperative manner Avoids disruptive behavior; deals with conflict, frustration appropriately Treats other equitably 	<ul style="list-style-type: none"> Often has difficulty getting along with others; allows personal bias to affect job relationship Requires reminders regarding needs and sensitivities of others 	<ul style="list-style-type: none"> Interpersonal relationships are counter-productive to work unit or team functions

Comments _____

Employee Performance Evaluation

6. Work Habits: Measures employee’s performance relative to efficient methods of operation, customer service, proper conduct, speech, ethical behavior, and university and work unit policies and procedures, such as attendance, punctuality, safety, security, proper care and maintenance of assigned equipment, and economical use of supplies.

EXCEPTIONAL <input type="checkbox"/>	EXCEEDS EXPECTATION <input type="checkbox"/>	MEETS EXPECTATIONS <input type="checkbox"/>	IMPROVEMENT NECESSARY <input type="checkbox"/>	UNSATISFACTORY <input type="checkbox"/>
<ul style="list-style-type: none"> • Work reflects maximum innovative use of time and resources to consistently surpass expectations and improve operations • Serves as role model with regard to work policies and safely standards 	<ul style="list-style-type: none"> • Frequently plans/organizes work to timely and effectively accomplish job duties with appropriate use of resources • Suggests/implements improvements and exceeds organizational work/safety rules and standards 	<ul style="list-style-type: none"> • Work is planned to meet routine volume and timeliness and usually fulfills operational and customer service needs • Adheres to department work policies/safety rules and procedures with few exceptions 	<ul style="list-style-type: none"> • Frequently lacks organization and planning of work and does not adequately use available resources • Often does not meet standards in complying with work policies/safety rules and/or care of equipment 	<ul style="list-style-type: none"> • Consistently fails to meet expected standards due to lack of effective organization, use of equipment/resources, or inattention to customer service needs • Resists established work policies/safety rules and procedures

Comments _____

7. Customer Service: Measures employee’s performance relative to customer service provided to external and/or internal customers that they provide services and information to; honors the University’s commitments to providing helpful, courteous, accessible, responsible, responsive and knowledgeable customer service to students, employees and the general public.

EXCEPTIONAL <input type="checkbox"/>	EXCEEDS EXPECTATION <input type="checkbox"/>	MEETS EXPECTATIONS <input type="checkbox"/>	IMPROVEMENT NECESSARY <input type="checkbox"/>	UNSATISFACTORY <input type="checkbox"/>
<ul style="list-style-type: none"> • Takes extraordinary action to meet customer needs • Maintains positive, long-term working relationships • Consistently exceeds customer expectations by applying a solid understanding of what customers need and value 	<ul style="list-style-type: none"> • Makes self fully available by being flexible with time and schedule in order to provide services and information • Anticipates customer needs and responds before the situation requires action • Responds promptly to customer requests; is easy to reach and work with during working hours 	<ul style="list-style-type: none"> • Follows through on customer commitments • Addresses disgruntled customer problems by remaining calm and professional; personally follows through to resolve issues • Meets customer needs professionally and applies good working knowledge of the service and information provided 	<ul style="list-style-type: none"> • Tries to meet customer needs but has difficulty identifying resources that could enhance the experience of each customer • Demonstrates a fundamental understanding of customer needs in his/her daily work; occasionally does not meet customer expectations 	<ul style="list-style-type: none"> • Consistently fails to follow through on customer commitments • Customer service lacks personal attention and focus, which results in low levels of customer satisfaction • Handles disgruntled customers in a similar manner or reacts inappropriately

Comments _____

8. Accountability: Measures employee’s acceptance of full responsibility for self and contribution as a team member; displays honesty and truthfulness; confronts problems quickly; displays a strong commitment to organizational success and inspires others to commit to goals. Demonstrates a commitment to presenting oneself as a credible representative of the University and maintains trust.

EXCEPTIONAL <input type="checkbox"/>	EXCEEDS EXPECTATION <input type="checkbox"/>	MEETS EXPECTATIONS <input type="checkbox"/>	IMPROVEMENT NECESSARY <input type="checkbox"/>	UNSATISFACTORY <input type="checkbox"/>
<ul style="list-style-type: none"> Exceeds commitment to others by frequently delivering work early Maintains ethical principles even in the most challenging circumstances Presents oneself as a polished professional who exemplifies success and credibility; inspires others to be more professional 	<ul style="list-style-type: none"> Takes responsibilities seriously and consistently meets expectations for quality, service, and professionalism Demonstrates good stewardship of University resources to accomplish goals and tasks 	<ul style="list-style-type: none"> Follows through and meets personal commitments to others on time Presents a calm competent, and professional image to students, co-workers and the public 	<ul style="list-style-type: none"> Frequently lacks organization and planning of work and does not adequately use available resources Often does not meet standards in complying with work policies/safety rules and/or care of equipment Often fails to meet commitments to others or delivers on commitments late 	<ul style="list-style-type: none"> Consistently fails to meet expected standards due to lack of effective organization, use of equipment/resources, or inattention to customer service needs Resists established work policies/safety rules and procedures Fails to take ownership personal or team performance

Comments _____

9. Creativity and Innovation: Measures how employee applies creative problem-solving skills to his/her work to develop solutions to problems; recognizes and demonstrates the value in taking “smart” risks and learning from mistakes; develops multiple alternatives and understands the feasibility of each; effectively shares and implements ideas.

EXCEPTIONAL <input type="checkbox"/>	EXCEEDS EXPECTATION <input type="checkbox"/>	MEETS EXPECTATIONS <input type="checkbox"/>	IMPROVEMENT NECESSARY <input type="checkbox"/>	UNSATISFACTORY <input type="checkbox"/>
<ul style="list-style-type: none"> Champions innovative approaches within the department or across the University Encourages and accepts new ideas, and motivates others to be productive, resourceful Fosters an environment that supports the smooth implementation of new approaches/programs 	<ul style="list-style-type: none"> Challenges the status quo by continuously reviewing personal work processes and questioning traditional or established processes to make improvements Effectively applies existing practices or processes to new work situations to benefit the University 	<ul style="list-style-type: none"> Takes appropriate action to address inefficiencies in work processes and establishes improved ways to getting the job done Integrates input and ideas from different sources to share information and/or explore opportunities 	<ul style="list-style-type: none"> Accepts the status quo and adheres to conventional methods of working Fails to generate and implement new and creative approaches Often fail to meet commitments to others or delivers on commitments late 	<ul style="list-style-type: none"> Resists change and often openly discusses his/her unwillingness to adopt new practices Block new ideas from others by being unreceptive, sharing information, and or exploring opportunities

Comments _____

10. Supervision/Management: (Required for all supervisor/managers) Measures leadership, judgement, initiative, and achievement of expectations. Effectively manages program/projects, employees, budget, technology, and organizational change to produce positive results. Engages in strategic planning and measurement, performance management, teamwork, staff development, and recognition of accomplishments. Promotes customer service, diversity, inclusiveness, collaboration, effective communication, and positive labor/management relations. Uses innovation and fulfills administrative requirements.

EXCEPTIONAL <input type="checkbox"/>	EXCEEDS EXPECTATION <input type="checkbox"/>	MEETS EXPECTATIONS <input type="checkbox"/>	IMPROVEMENT NECESSARY <input type="checkbox"/>	UNSATISFACTORY <input type="checkbox"/>
<ul style="list-style-type: none"> Regularly exceeds expectations Implements innovative policies, resources, and technology to maximize efficiency and service Committed to and promotes excellence; leads by example energizing performance and teamwork Uses and encourages creative decisions and solutions Acts as a positive change agent 	<ul style="list-style-type: none"> Meets and frequently exceeds expectations Improves efficiency and customer service Provides staff with innovative and constructive direction, delegation, feedback, mentoring, and recognition Adheres to performance management/administrative policies Makes sound decisions Promotes and maintains teamwork, inclusiveness, respect, and creativity 	<ul style="list-style-type: none"> Meets most expectations timely and effectively Maintains acceptable efficiency and customer service Provides staff necessary direction, feedback, development, and recognition Makes decisions that usually reflect sound judgement Usually adheres to administrative policies Encourages innovation, teamwork, and inclusiveness 	<ul style="list-style-type: none"> Often fails to meet expectations timely and effectively Efficiency and customer service occasionally falls below standards Inadequately directs, trains, monitors, and recognizes staff Inadequately fulfills administrative performance management functions Often lacks good judgment in decisions Lacks leadership in promoting innovation, teamwork, and inclusiveness 	<ul style="list-style-type: none"> Consistently fails to meet expectations timely or effectively Delivers unacceptable customer service or operational efficiency Disregards or ineffectively provides staff direction, monitoring, and development Often ignores performance management or administrative policies Is indecisive or lacks good judgment Resist change

Comments _____

Part III

OVERALL RATING

Instructions: Provide an overall rating based on the rating of the individual factors, adherence to significant performance standards, and accomplishment of essential functions. This rating provides an overall impression of job performance that is supported by the performance competencies, not necessarily an average of those ratings. Thus, each factor need not be of equal weight but comments should justify significant differences impacting on the overall rating.

Employee Performance Evaluation

EXCEPTIONAL <input type="checkbox"/>	EXCEEDS EXPECTATION <input type="checkbox"/>	MEETS EXPECTATIONS <input type="checkbox"/>	IMPROVEMENT NECESSARY <input type="checkbox"/>	UNSATISFACTORY <input type="checkbox"/>
<ul style="list-style-type: none"> Employee consistently and significantly exceeds job expectations and standards and demonstrates a high degree of initiative, customer service, and quality of work 	<ul style="list-style-type: none"> Employee meets and frequently exceeds job expectations and standards and demonstrates a high degree of initiative, customer service and quality of work 	<ul style="list-style-type: none"> Employee meets the expectations and standards of the employee's job in a fully adequate way 	<ul style="list-style-type: none"> Employee meets many of the expectations of the job in a satisfactory manner but often fails to adequately meet some of the expectations or standards; Improvement is required 	<ul style="list-style-type: none"> Employee fails to meet many job expectations and standards; Performance deficiencies must be corrected

Comments _____

Part IV

PROFESSIONAL DEVELOPMENT

Employee Strengths: (Identify strong attributes, abilities, or proficiency in an area, to maximize the employee's contribution to the University in utilizing these abilities and skills and to identify potential mentor relationships.)
Comments:

Opportunities for Development: (Identify knowledge, skills, and abilities that may need improvement. Address developmental activities to assist the employee in addressing either areas of concern or opportunities for professional growth.)
Comments:

EVALUATOR AND REVIEWER SIGNATURES/COMMENTS

Supervisor's Signature: _____ Date: _____

Comments:

Reviewer's Signature: _____ Date: _____
(Senior Supervisor/Area Vice President)

EMPLOYEE'S SIGNATURE/COMMENTS

- I agree with this rating
- I disagree with this rating
- I would like to discuss this rating with my Senior Supervisor/Area Vice President
- I acknowledge that I have read this evaluation and I have given an opportunity to discuss it with the evaluator; my signature does not necessarily mean that I agree with the evaluation.

Employee Comments:

Employee Signature: _____ Date: _____
