

## ADMINISTRATIVE PERFORMANCE EVALUATION

Employee's Name:	
Position Title:	Hire Date:
Date Assigned to this Position:	Rate Period: to
Name of Evaluator:	How Long Have you been the Supervisor:

### OUTSTANDING

Contribution to University consistently exceeds what is normally expected of the individual and goes beyond what is required of the job. Others seek this individual's counsel based on demonstrated authority of knowledge. Personal commitment to a high level of performance and results are never in question even under challenging work goals and in mapping out solutions to achieve maximum results.

### COMMENDABLE

Sustained and uniformly high performance. Seizes initiative in development and implementation of challenging work goals. Accomplishments are more than you expect. Each project or job is done thoroughly and on time. Frequently provides "extras" - exceeds objectives. Required practically no direction or supervision. Thinks beyond details of the job, working toward the overall goals of the component. Decisions and actions have paid off to a higher degree than would be expected.

### SATISFACTORY

Performance is what is expected of a fully qualified and experienced person in the position. Occasionally performs with excellence, but not consistently. Work does not require significant improvement. If consistent improvement occurs, it's a plus. Errors are minimal and seldom repeated. Prioritizes problems and projects well. Confidence can be placed in the substance of most recommendations. Requires only normal supervision and follow-up. Almost always completes work or projects on schedule. Demonstrates sound balance between quality and quantity.

### MARGINAL

Performance meets some requirements for the position, however, more key job elements are performed unsatisfactorily than those which are performed in an effective manner. An immediate and sustained improvement in quality and/or quantity of work is necessary. If similar effectiveness existed throughout your components, some goals would not be met. May need pushing and follow-through, but can do job under close guidance. Cannot always be depended upon to complete assignments or daily work without constant checking. Requires extra attention from supervisor/manager. Could result for being new on the job.

### UNSATISFACTORY

Has been on the job long enough to have shown better performance. Corrective action is required-must be made aware of performance deficiencies and that continued performance at this level could result in termination. Would be better off on a job with lesser qualifications. Employee probably recognizes that job is not getting done. Does not grasp situation no matter how many times explained. Adverse comments from outsiders may have been made concerning performance. Apparently does not have background to grasp the work. Excessive attention is required by supervisor.

## WORK KNOWLEDGE

### 1. Job Knowledge

**a. Outstanding**

Excellent understanding of job assignments and duties. Extremely knowledgeable at all times.

**b. Commendable**

Good knowledge of duties. Well informed. Actively pursues additional job knowledge.

**c. Satisfactory**

Has adequate knowledge of duties. Needs little instruction.

**d. Marginal**

Inadequate knowledge of duties. Understanding of job duties not sufficient. Needs some instruction.

**e. Unsatisfactory**

Define lack of knowledge. Very little understanding of job duties. Needs extensive instruction.

Comments:

### 2. Quality of Leadership

**a. Outstanding**

Demonstrates highest quality of effective leadership by positive role-modeling, generating enthusiasm and commitment to the objectives at all times. Arrives at the best decision even on challenging matters.

**b. Commendable**

Considerable skill in directing others. Consistently sound thinker in given situations that occur in his/her area.

**c. Satisfactory**

Demonstrates good leadership. Commands respect of staff. Displays good judgment resulting from sound evaluation.

**d. Marginal**

Sometimes demonstrates adequate control and direction. Judgment is occasionally sound.

**e. Unsatisfactory**

Often weak and unable to exert control. Decisions and recommendations are often unsound or ineffective.

Comments:

### 3. Quality of Work

**a. Outstanding**

Achieves exemplary quality at all times. Always complete projects in an accurate and thorough manner.

**b. Commendable**

Quality of work exceeds requirements. Projects and duties are well researched and prepared. Work is executed accurately and completely.

**c. Satisfactory**

Work is of an acceptable quality. Projects and assignments satisfactory completed.

**d. Marginal**

Work is sometimes of poor quality, although some work may be satisfactory. Required rework on a regular basis.

**e. Unsatisfactory**

Work is poor quality. Projects and assignments are incomplete and poorly constructed and executed. Requires frequent rework.

Comments:

**4. Problem Solving/Decision Making**

- a. Outstanding**  
Defines problems and makes proper analyses quickly and accurately. Uses all information sources and job knowledge to fullest potential. Demonstrates excellent insight in solving problems. Takes prompt and appropriate action and follows through.
- b. Commendable**  
Possesses good decision-making skills. Uses job knowledge and information sources to good advantage. Shows consistent insight in solving problems.
- c. Satisfactory**  
Understands situations in most cases. Analyzes problems to make sound decisions. Demonstrates insight in solving problems.
- d. Marginal**  
Researches or understands in some cases. May be hesitant about making decisions in general. May make wrong decisions due to lack of knowledge or evaluation of the situation.
- e. Unsatisfactory**  
Does not research or evaluate situations properly. Makes decisions with little information or research or refuses to make decisions or makes poor decisions. Demonstrates little or no insight into solving problems. Avoids making decisions.

Comments:

**WORK MEASURABILITY**

**5. Quantity of Work**

- a. Outstanding**  
Work volume greatly exceeds expectations and objectives. Projects and assignments are frequently completed before deadline.
- b. Commendable**  
Work volume consistently exceeds expectations. Projects and assignments are always completed on time.
- c. Satisfactory**  
Work volume meets expectations in all areas. Projects and assignments are completed on time.
- d. Marginal**  
Work volume is often unacceptable. Projects and assignments are periodically late or incomplete.
- e. Unsatisfactory**  
Work volume is unacceptable. Projects and assignments are consistently late or incomplete.

Comments:

**6. Delegation of Responsibility**

- a. Outstanding**  
Highly skilled in delegating responsibility and encourages his/her staff to grow in responsibility.
- b. Commendable**  
Consistently and effectively delegates appropriate responsibility to his/her staff and requires accountability.

- c. **Satisfactory**  
Delegates appropriate responsibility to his/her staff.
- d. **Marginal**  
Is reluctant to delegate responsibility but does so on occasion.
- e. **Unsatisfactory**  
Does not delegate responsibility and performs even minor tasks himself.

Comments:

## GOALS ACHIEVEMENT

### 7. Planning Ability

- a. **Outstanding**  
Demonstrates exemplary ability to do long range and short term planning based on set goals and objectives.
- b. **Commendable**  
Sets clear objectives. Uses available resources well. Consistently forecasts to improve planning.
- c. **Satisfactory**  
Is a careful, effective planner. Anticipates and takes action to solve problems.
- d. **Marginal**  
Plans ahead occasionally. Identifies easy problems, just enough to get by in the present job.
- e. **Unsatisfactory**  
Never seeks or finds problems or areas of responsibilities. Often performs poorly by never seeing ahead.

Comments:

### 8. Organizational Ability

- a. **Outstanding**  
Is a highly skilled organizer. Is able to obtain optimum effectiveness.
- b. **Commendable**  
Consistently displays effective organization.
- c. **Satisfactory**  
Displays efficiency of operation. Makes appropriate use of resources.
- d. **Marginal**  
Inconsistent in meeting organizational efficiency. Frequently disorganized, lacking controlling skills or not using them.
- e. **Unsatisfactory**  
Is a poor organizer. Does not make effective use of resources. Always disorganized. Often inefficient.

Comments:

### 9. Initiative and Creativity

- a. **Outstanding**  
Always takes initiative within area of responsibility and beyond. Exceptionally creative.
- b. **Commendable**  
Consistently takes the initiative and is often creative.
- c. **Satisfactory**  
Is creative and initiates new procedures.
- d. **Marginal**  
Has occasionally identified problems and developed solutions.

<p><b>e. Unsatisfactory</b> Does develop new ideas. Often ignores problems.</p>
<p>Comments:</p>
<p><b>10. Dependability</b></p>
<p><b>a. Outstanding</b> Frequently requests more responsibility. Rarely needs supervision. Makes frequent constructive suggestions. Extremely well organized and efficient. Always meets demanding goals.</p> <p><b>b. Commendable</b> Takes responsibility on own initiative. Requires little supervision or follow-up. Will make constructive suggestions. Well organized. Sets high goals and meets them.</p> <p><b>c. Satisfactory</b> Accepts amount of responsibility expected for position. Requires some supervision. Understands priorities. Sets satisfactory goals and puts forth effort to meet them.</p> <p><b>d. Marginal</b> Accepts responsibility when requested. Makes occasional constructive suggestions. Requires follow-up and supervision. Less than satisfactory effort made in reaching goals.</p> <p><b>e. Unsatisfactory</b> Does not accept responsibility. Rarely have constructive suggestions. Requires follow-up and supervision on a continual basis. Has little concept of priorities. Sets no goals</p>
<p>Comments:</p>
<p><b>COMMUNICATION SKILLS</b></p>
<p><b>11. Oral Expression</b></p>
<p><b>a. Outstanding</b> Outstanding ability to communicate ideas to others.</p> <p><b>b. Commendable</b> Consistently able to express ideas clearly and concisely.</p> <p><b>c. Satisfactory</b> Usually organizes and expresses thoughts clearly and concisely.</p> <p><b>d. Marginal</b> Sometimes able to express thoughts clearly.</p> <p><b>e. Unsatisfactory</b> Unable to express thoughts clearly. Lacks organization.</p>
<p>Comments:</p>
<p><b>12. Written Expression</b></p>
<p><b>a. Outstanding</b> Outstanding ability to communicate ideas to others.</p> <p><b>b. Commendable</b> Consistently able to express ideas clearly and concisely.</p> <p><b>c. Satisfactory</b> Usually organizes and expresses thoughts clearly and concisely.</p> <p><b>d. Marginal</b> Sometimes able to express thoughts clearly.</p>

<p><b>e. Unsatisfactory</b> Unable to express thoughts clearly. Lacks organization.</p>
<p>Comments:</p>
<p><b>13. Disseminating Information to Subordinate or Department</b></p>
<p><b>a. Outstanding</b> Always acquired and disseminates information in a timely manner and conducts individual and staff briefings to confirm understanding.</p> <p><b>b. Commendable</b> Consistently acquires and disseminates information in a timely manner and confirms staff's understanding.</p> <p><b>c. Satisfactory</b> Generally disseminates information with clarity to subordinate and department.</p> <p><b>d. Marginal</b> Inconsistent dissemination of useful information in unpredictable or untimely manner. Information not well understood or is transferred to subordinate and department in faculty, incomplete manner.</p> <p><b>e. Unsatisfactory</b> Does not obtain or share information with subordinate or department personnel. Lack of useful information leads to subordinate and department not being productive or meeting deadline.</p>
<p>Comments:</p>
<p><b>14. Directing/Controlling Employee Relations</b></p>
<p><b>a. Outstanding</b> Employees demonstrate exceptional motivation and teamwork. Training and employee procedures are always utilized. Corrective action is fair and very effective. Sets high standards of performance which are generally achieved. Outstanding level of communication with employees.</p> <p><b>b. Commendable</b> Supervised employees demonstrate consistent level of motivation and teamwork. Training procedures and work standards are well developed and communicated. Disciplinary measures are appropriate and effective. Encourages open communication with employees.</p> <p><b>c. Satisfactory</b> Supervised employees demonstrate satisfactory motivation and teamwork. Training is undertaken and completed on a regular basis. Work standards are adequate. Disciplinary measures are taken when necessary and are appropriate to situation. Communicates satisfactorily with employees.</p> <p><b>d. Marginal</b> Supervised employees demonstrate marginal motivation and initiative. Training only undertaken in crisis situations. Performance objectives and standards are seldom developed or communicated. Disciplinary action not appropriate, communicates poorly with employees.</p> <p><b>e. Unsatisfactory</b> Supervised employees lack motivation and initiative. Little training undertaken. Performance objectives and standards are neither developed nor communicated. Disciplinary action is not taken or is not appropriate to situation.</p>
<p>Comments:</p>

<p><b>15. Controlling Attendance</b></p> <p><b>a. Outstanding</b> Employees attain excellent attendance record. Rarely absent or late.</p> <p><b>b. Commendable</b> Employees are seldom absent or late. Disciplinary action taken when necessary.</p> <p><b>c. Satisfactory</b> Employees are occasionally absent or late. Disciplinary action normally taken when necessary.</p> <p><b>d. Marginal</b> Employees are erratic in attendance and punctuality. Disciplinary action taken only in crisis situations.</p> <p><b>e. Unsatisfactory</b> Employees are frequently late or absent. Disciplinary action rarely taken. No concern for absenteeism.</p> <p>Comments:</p>
<b>PERSONAL ATTRIBUTES</b>
<p><b>16. Personal Attendance</b> Absences (as defined in the Absence Policy or Administrative Manual)</p> <p><b>a. Satisfactory</b></p> <p><b>b. Marginal</b></p> <p><b>c. Unsatisfactory</b></p> <p>Comments:</p>
<p><b>17. Personal Appearance</b> (NOTE: Refers to personal grooming, attire and overall appearance. Does his/her appearance meet the standards for the job? Attire is usually dictated by the nature of his/her work, which should be considered in evaluating this quality.)</p> <p><b>a. Satisfactory</b></p> <p><b>b. Needs Improvement</b></p> <p>Comments:</p>
<p><b>18. Overall Evaluation</b></p> <p><b>a. Outstanding</b> Performance is outstanding, greatly exceeds normal expectations in all important respects.</p> <p><b>b. Commendable</b> Performance exceeds standards in all important aspects.</p> <p><b>c. Satisfactory</b> Performance meets standards in all important aspects.</p> <p><b>d. Marginal</b> Performance meets standards in some respects but is below in others, which need improvement.</p> <p><b>e. Unsatisfactory</b> Overall performance is well below standards.</p>

<b>Comments:</b>	
I have read the evaluation and <b>DO</b> <b>DO NOT</b> agree with it.	
<b>Employee's Signature:</b>	<b>Rater's Signature:</b>
<b>Date:</b>	<b>Date:</b>
<b>Director or Dean's Signature:</b>	<b>Area Vice President or President's Signature:</b>
<b>Date:</b>	<b>Date:</b>
<b>If you DO NOT agree, please state your comments below:</b>	