



University Support Personnel System (USPS) Annual Performance Appraisal

*This form should be utilized for annual or out-of-cycle reviews for *USPS employees who have achieved regular status*.*

Name: _____ Employee ID: _____ Dept. Name: _____

Appraisal Period: *From* _____ *to* _____ Appraisal Type: ___ Annual ___ Out of Cycle

Annual Review:

The supervisor shall review (discuss) job performance with each University Support Personnel System (USPS) employee **who has achieved regular status** annually to (a) ensure performance standards are met; (b) update the employee’s position description (if necessary); (c) enhance communications; and (d) convey the supervisor’s performance expectations for the coming year. Though not required, the supervisor may elect to complete an additional written statement outlining the items discussed during the annual review.

Out of Cycle Review (a/k/a Informal)

Additional informal reviews are encouraged at any time for USPS employees in regular status, to discuss changes in one or more areas of the employee’s performance, a change in supervision, changes in original job duties or the priority of job duties, or a change in the supervisor’s job performance expectations.

These types of reviews are typically kept in the departmental file unless the department would like to update the official personnel file with an updated performance appraisal to show an improvement in the employee’s performance. *If this is the case*, the department should include a memorandum with the review to reflect such a request and to support this action.

Instructions

- All sections of the performance appraisal should be completed by the immediate supervisor.
- The review should then be discussed with and approved by the Department Head who may have input to the original content.
- The Department Head and Supervisor must sign the Supervisory Certification section.
- Once the review is signed off by the Department Head and Supervisor, the immediate supervisor should make arrangements to discuss the completed appraisal with the staff member.
- Following this discussion, the staff member may make any appropriate written comments in the final section and/or submit a written response as described below.
- Once the supervisor has discussed the appraisal with the employee, the staff member should sign the performance appraisal to signify the review was administered.
- If the employee disagrees with their performance evaluation, the supervisor will notify the employee of their option to submit a response/rebuttal within five business days after administering the review. The response/rebuttal should be submitted directly to the supervisor for consideration and inclusion with the appraisal in the personnel file.
- Once the review has been discussed and signed by the staff member, the supervisor will provide a copy to the employee, retain a copy for departmental files, and submit a signed copy with all attachments to their HRBC.

I. Performance Factor Ratings

Please read through the instructions on the first page. Check the one most appropriate statement for each performance factor.

Job Knowledge: Understanding of present job duties and related work.

___Unsatisfactory:
Unable to list and describe duties and knows little about related work.

___Marginal: Able to list and describe minimum requirements of the position. Knowledge should improve with experience.

___Effective: Can list and describe job mechanics. Routine instructions given.

___Commendable:
Has very good knowledge of job and related work. Rarely needs instruction.

___Exemplary:
Exceptionally well-informed on all phases of work. Needs no instruction, even in new situations.

Job Skills: Demonstrated skills and abilities necessary for full job performance.

___Unsatisfactory:
Not able to perform job functions despite training/instruction.

___Marginal:
Demonstrates minimal skills and abilities.

___Effective:
Possesses satisfactory skills and abilities to produce acceptable work.

___Commendable:
Above average competency in use of necessary skills and abilities.

___Exemplary:
Consistently superior use of skills and abilities.

Quality of Work: The accuracy, completeness, neatness, and effectiveness of work performed.

___Unsatisfactory:
Consistently below minimum standards. Work is unacceptable. Work must often be redone.

___Marginal: Usually meets minimum standards. However, improvement is needed. Work must be redone.

___Effective:
Produces good work. Meets all expectations of the position.

___Commendable:
Frequently exceeds expectations. Does above average work.

___Exemplary:
Consistently exceeds expectations. Does exceptional work.

Quality of Service: Willingness to exhibit a caring attitude and be courteous and timely in responding to the needs of others.

___Unsatisfactory:
Is often insensitive/unresponsive to the needs of others.

___Marginal:
Sometimes responds to the needs of others in an untimely/insensitive manner.

___Effective:
Responds to the needs of others in a timely/sensitive manner.

___Commendable:
Takes extra initiative to ensure that the needs of others are met in a timely and sensitive manner.

___Exemplary: Is exceptionally conscientious in ensuring that the needs of others are met in a timely and sensitive manner.

Judgment: Ability to organize and achieve logical conclusions in a timely manner.

___Unsatisfactory:
Makes frequent errors in judgment.

___Marginal:
Judgment less than adequate in routine situations.

___Effective:
Exercises satisfactory judgment in nearly all cases.

___Commendable:
Exercises good judgment and anticipates consequences of actions.

___Exemplary:
Exercises exceptional judgment. Displays maturity in handling most situations.

Dependability: Performance of job duties in the absence of direct or indirect supervision.

___Unsatisfactory:
Needs constant direct supervision.

___Marginal: Needs frequent direct supervision.

___Effective: Needs routine indirect supervision.

___Commendable:
Seldom needs direct or indirect supervision.

___Exemplary:
Justifies utmost confidence. A self-starter. Needs no supervision.

Adaptability / Flexibility: The ability to successfully alter activities to cope with demands of new situations that require acceptance and support. For example, being open to ideas and suggestions from others.

- | | | | | |
|--|---|--|---|--|
| <p>___ Unsatisfactory: Unable / unwilling to adapt to new situations.</p> | <p>___ Marginal: Shows resistance and delays transition to change.</p> | <p>___ Effective: Accepts the changing situation.</p> | <p>___ Commendable: Embraces change and views it as an opportunity for positive improvement.</p> | <p>___ Exemplary: Initiates and promotes positive change.</p> |
|--|---|--|---|--|

Initiative: Resourcefulness, self-reliance, willingness to accept and ability to carry out responsibility.

- | | | | | |
|--|---|---|---|---|
| <p>___ Unsatisfactory: Needs detailed instructions. Rarely develops more effective ways of handling assignments. Requires constant follow-up.</p> | <p>___ Marginal: Demonstrates minimal initiative. Seldom exhibits creative thought. Requires some follow-up.</p> | <p>___ Effective: Takes initiative to solve problems and carry out responsibility.</p> | <p>___ Commendable: Has drive and resourcefulness to deviate from routines and make effective suggestions.</p> | <p>___ Exemplary: Frequently makes ingenious suggestions, independently develops ideas and solutions to problems and follows through completely.</p> |
|--|---|---|---|---|

Communication Skills: Ability to communicate with others orally and/or writing.

Written:

- | | | | | |
|---|---|---|---|--|
| <p>___ Unsatisfactory: Frequently unable to communicate clearly.</p> | <p>___ Marginal: Occasionally unable to communicate clearly.</p> | <p>___ Effective: Possesses appropriate communication skills for the position.</p> | <p>___ Commendable: Better than average ability to communicate thoughts and ideas.</p> | <p>___ Exemplary: Exceptional communication skills.</p> |
|---|---|---|---|--|

Spoken:

- | | | | | |
|---|---|---|---|--|
| <p>___ Unsatisfactory: Frequently unable to communicate clearly.</p> | <p>___ Marginal: Occasionally unable to communicate clearly.</p> | <p>___ Effective: Possesses appropriate communication skills for the position.</p> | <p>___ Commendable: Better than average ability to communicate thoughts and ideas.</p> | <p>___ Exemplary: Exceptional communication skills.</p> |
|---|---|---|---|--|

Attendance: Attendance and punctuality.

- | | | | | |
|---|---|---|--|---|
| <p>___ Unsatisfactory: Often absent and/or frequently tardy without good excuse.</p> | <p>___ Marginal: Lax in attendance or reporting on time.</p> | <p>___ Effective: Attendance and punctuality are satisfactory.</p> | <p>___ Commendable: Rarely absent or tardy.</p> | <p>___ Exemplary: Extremely conscientious. Absent only when unavoidable.</p> |
|---|---|---|--|---|

Relationship with People: Works harmoniously and effectively with others.

- | | | | | |
|---|--|---|---|---|
| <p>___ Unsatisfactory: Has difficulty relating to others, which frequently inhibits effectiveness.</p> | <p>___ Marginal: Relates fairly well to others, works with some better than others.</p> | <p>___ Effective: Works well with others, which promotes effectiveness in carrying out duties.</p> | <p>___ Commendable: Gets along extremely well with others, promotes efficiency and productivity.</p> | <p>___ Exemplary: Demonstrates outstanding interpersonal skills and abilities, which are assets on the job and to others in the workplace.</p> |
|---|--|---|---|---|

Promotion of Community and Culture: Work performance that supports the fostering of a culture of community and a commitment to unleashing the potential of students and peers to make a positive impact.

| | | | | |
|---|---|---|---|---|
| <p>___Unsatisfactory: Does not demonstrate support for the promotion of community and culture.</p> | <p>___Marginal: Occasionally demonstrates a lack of support in the fostering of a culture of community and commitment to students and peers.</p> | <p>___Effective: Treats people fairly and supports the promotion of community and culture to unleashing the potential of students and peers.</p> | <p>___Commendable: Shows extra initiative to support the fostering of a culture of community and innovation to encourage students and peers to make a positive impact.</p> | <p>___Exemplary: Consistently and frequently embodies the University's promotion of community and culture through formal and informal communications/actions and a commitment to unleashing the potential of students and peers to make a positive impact.</p> |
|---|---|---|---|---|

II. Supervisory Skills

The following performance factors are to be rated for those who supervise. Check the one most appropriate statement for each performance factor.

Organizational and Administrative Effectiveness and Efficiency: The supervisor's ability to plan, implement and administer.

| | | | | |
|--|---|---|---|---|
| <p>___Unsatisfactory: Unable to plan, implement and administer.</p> | <p>___Marginal: Able to plan, implement and administer at a basic level.</p> | <p>___Effective: Plans and implements most tasks with minimal direction.</p> | <p>___Commendable: Can be relied upon to plan, implement, and administer tasks well.</p> | <p>___Exemplary: Plans, implements and administers all tasks and projects very well with little or no direction.</p> |
|--|---|---|---|---|

Leadership: The extent to which the supervisor is able and willing to effectively guide, develop and set a positive example for others.

| | | | | |
|--|--|---|--|--|
| <p>___Unsatisfactory: Avoids or neglects leadership; results are based on employee effort, not leadership skills.</p> | <p>___Marginal: Leadership skills shows potential for growth.</p> | <p>___Effective: Obtains satisfactory results from employee(s) as a result of leadership skills.</p> | <p>___Commendable: Obtains good results from employee(s) as a result of good leadership skills.</p> | <p>___Exemplary: Obtains outstanding results from employee(s) as a result of exceptional leadership skills.</p> |
|--|--|---|--|--|

III. Supervisor Feedback

Strengths / Accomplishments: Briefly describe the staff member's most significant strengths, accomplishments, and training during this rating period. Please support any performance factors rated as "Exemplary" by providing specific examples and justification. (Use additional sheets if necessary.)

Areas of Improvement: List areas in which the staff member should take special care to address areas that need improvement. Please support any performance factors rated “Unsatisfactory” or “Marginal” by providing specific examples and justification. (Use additional sheets if necessary.)

Goals and Objectives: Provide a brief description of the major goals and objectives for the next rating period. (Use additional sheets if necessary.)

IV. Supervisor’s Comments

___Exemplary:
Performance is at least effective or above in all performance factors **and** exemplary in a majority of the performance factors.

___Commendable:
Performance is at least effective or above in all performance factors **and** commendable in a majority of the performance factors.

___Effective:
Performance is either effective in a majority of the performance factors **OR** at effective or above in a majority of the performance factors with **one** performance factor rated below effective.

___Marginal:
Performance is below the effective level in **two** or more performance factors.

___Unsatisfactory:
Performance is unsatisfactory in a majority of the performance factors.

Comments (use additional sheets if necessary):

