

**CHARLESTON SOUTHERN UNIVERSITY
EMPLOYEE PERFORMANCE APPRAISAL**

Name: _____

Job Title: _____

Sport: _____

Performance Period: From: _____ To: _____

INDIVIDUAL AND OVERALL PERFORMANCE APPRAISAL

Giving careful consideration to the employee's performance during the entire evaluation period, assign the employee a level based on the performance factors and definitions listed below. After completing the individual performance factors, assign an overall performance level. Under the COMMENTS section, note specific performance deficiencies and/or the means by which the employee can improve. All factors evaluated as BELOW SATISFACTORY are to be clarified under COMMENTS in terms of required performance levels.

<u>Rating</u>	<u>Whole Number Rating Level</u>	<u>Definition</u>
BELOW SATISFACTORY	1	Substandard work performance <u>well</u> below the job requirements.
MARGINAL	2	Substandard work performance <u>slightly</u> below job requirements.
SATISFACTORY	3	Work that <u>meets</u> the expectations and requirements of the assigned position throughout the performance period; performance may fluctuate during the rating period to include exceeding the job requirements in some areas.
EXCEPTIONAL	4	Work that <u>exceeds</u> the expectations and requirements of the assigned position, performance consistently exceeds the job requirements throughout the rating period in <u>most</u> areas.
SUPERIOR	5	Work that is characterized by <u>exemplary</u> accomplishments throughout the rating period; performance that is considerably and consistently <u>well</u> above the requirements of the position to which the employee is assigned.

I. EMPLOYEE PERFORMANCE APPRAISAL

<u>Performance Factor</u>	<u>Unsatisfactory</u>	<u>Marginal</u>	<u>Satisfactory</u>	<u>Exceptional</u>	<u>Superior</u>	<u>Rating (1-5)</u>
WORK QUANTITY						
Amount	Does not produce a sufficient volume of work for allotted time of effort; overlooks customary time saving techniques; work volume to often inconsistent	Productive worker in term of providing a proper amount of work; uses proper work techniques that produce an expected volume of work.		Produces an exceptional level of work output; utilizes innovative or cost effective work techniques that enable consistently high levels of work output or efficiency.		_____
Promptness	Starts/completes assignments irregularly on time, erratic or unreliable about doing work within allotted time.	Starts/completes assignments on time; conducts work within prescribed time; usually will complete all aspects of assigned work prior to due dates.		Has demonstrated willingness to use own time to complete work on time to meet schedules; uses time effectively to complete difficult tasks.		_____
Completion/ Thoroughness	Often does not carry out work activities in the required or appropriate detail; tends to leave work in marginal conditions; will often do only what instructed to do.	Consistently performs work with desired level and amount of detail; utilizes the most effective procedures or process to insure thoroughness; provides clean, neat and well organized work product; does not leave loose ends.		Performs work in exemplary detail without sacrificing efficiency or economy; work product is always complete beyond standard expectations in every detail.		_____
WORK QUALITY						
Skill/Accuracy	Does not demonstrate a proper level of work skill proficiency; requires repetitive instructions; produces errors in work that result in inefficiency or ineconomy.	Performs work with requisite skills; does work accurately without repetitious performance to achieve; has full range of skill required for competent performance; absence of continuous or serious errors in work.		Work is always accurate and orderly; performs work with superior skill and execution of duties; rarely has to repeat the same tasks due to error; has developed an advanced proficiency in the full range of work skills.		_____
Knowledge	Possesses marginal or inadequate state of the art job, program, and/or knowledge including University policies, regulations, and operating procedures; does not ask questions or seek, information to learn about unfamiliar job aspects.	Possesses and exercise the requisite job knowledge; understands and uses new information as it becomes available; willing to spend time and effort to maintain current and thorough knowledge.		Has developed and uses outstanding job knowledge; keeps abreast of changes and new developments in the job; uses University and own resources to improve job knowledge; shares knowledge with others.		_____
Communications	Has difficulty in explaining and understanding instructions and information; shows antagonism or other negative traits in conversations; is offensive to others; has weak writing, grammar, and articulation skills related to the job.	Expresses concern, ideas and other information clearly and concisely; speaks without unusual disruption of thought or offensive manner; provides accurate information using vocabulary and grammar appropriate to each situation. Creates sense of confidence and friendliness in conversation; has good command of written/oral communication skills.		Extremely articulate and clear in conversation; possess advanced writing skills; able to communicate effectively with a wide range of persons; keeps others informed of important information; considers behavioral effect of proper communications.		_____

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Judgment/ Decision-Making	Has difficulty separating important and unimportant work tasks; avoids decisions; does not apply logic to work situations; avoids taking responsibility for results of work.		Has sense of priority; uses common sense; makes logical decisions; able to distinguish importance on impact of decisions; takes responsibility for decisions and actions on the job.		Possesses a keen sense of work priorities and approaches work tasks in a logical, practical, and programmatic manner at all times; willing and eager to make decisions, and accepts responsibility for consequences.	
WORK HABITS						
Punctuality/ Attendance	Frequently late to work or has had an excessive number of missed hours; reports to assignments late; abuses leave or time off privileges.		Reports on time to work and assignments; is free from excessive absence; is consistent in reporting to work and in attendance on time or as otherwise required.		Always punctual and commences work activities on time; has exemplary attendance; by example, discourages others from excessive use of leave and absences.	
Compliance	Breaks or deviates from prescribed rules, procedures or work instructions; is not responsive to instructions or other conditions regulating work or employment; fails to take responsibility for adherence to work conditions.		Responds to work assignments and directions of supervisors; adheres to work rules, methods, procedures, and other University requirements; takes responsibility for and corrects minor infractions.		Complies with University work conditions, and encourages compliance by others; makes constructive suggestions on rules, methods, or procedures that would enhance productivity of University operations in general.	
Initiative	Does not pursue job related improvements in skills or knowledge; fails to initiate routine work; has to be told or reminded what work has to be done, does not use work hours efficiently, does not volunteer to assist others or pursue opportunities to self develop.		Self-motivated; contributes ideas or work improvement methods; demonstrates desire for job related self-improvement; does work without being told, uses work hours effectively and efficiently; assists others when needed.		Assumes tasks without being advised. Actively pursues professional development activities to keep abreast of field, volunteers to assist others when needed.	
Behavior	Displays behavior that is not conducive to good working relations, morale, productivity, cooperation, or other generally accepted standards of University services.		Understands and works according to the need for teamwork and cooperation; has a positive orientation toward job and a positive approach toward requirements of the job; uses appropriate behavior effectively in varying situations.		Exemplary in behavior towards others; cooperative and teamwork oriented at all times; makes extra effort to serve others and maintains an organizational perspective; possesses command in dealing with a wide range of situations requiring strong behavioral skills.	
Equipment Usage	Fails to use proper procedures, care, skills or accuracy in use of equipment and materials; does not apply sound safety practices or precautions; manner of use has resulted in loss, damage, or excessive wear.		Exercises care and caution toward equipment and materials use; uses only required and proper amount of material to get job done adequately; performs daily maintenance of equipment to prolong its use; practices preventive maintenance or use of equipment/materials.		Promotes or provides efficient use of equipment/materials resulting in cost savings or increase productivity; carefully maintains and repairs equipment to prolong its use; carefully examines cost and efficiency of office products in selection among choices.	

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Safety	Does not demonstrate proper knowledge or practice of safety related to job; has caused avoidable accident to self or others; does not participate conscientiously in safety concerns or activities; takes unnecessary risks.	Follows established safety rules and safe work practices; considers safety implications of work performance procedures, methods and the use/operation of applicable equipment and materials; advises supervisor of hazards.			Eliminates hazards when observed or found and/or makes safety suggestions; encourages others to use safe work practices and procedures; helps identify or prepare safety practices.	
PERSONAL RELATIONS						
Co-Workers	Fails to exercise principles of teamwork; lacks cooperation or courtesy; is a loner or makes others uncomfortable when present; practices territorialism or work unit prejudices; does not attempt to resolve conflicts.	Exercises adequate interpersonal skills and understands human behavior such that working relationships are smooth and conflicts are resolved by mature and responsible means; makes visible effort to get along well with co-workers and supervisors.			Possesses sound understanding of interpersonal relations and is effective in its application with individuals or groups; resolves conflicts congenially; takes a positive and mature approach in dealing with co-workers and superiors.	
Public Contact	Deliberately avoids public contact; expresses little interest in or concern for public; discourteous, unfriendly or intolerant of public contacts; tends to have an abrasive manner.	Demonstrates positive University service behavior; shows interest in and concern for questions or concerns; is helpful and friendly toward the public; demonstrates tolerance, respect, and control in public contact; follows through to completion on questions or concerns.			Consistently demonstrates good judgment and strong rapport in public contacts, listens to public concerns and resolves problems or refers to proper source; handles adverse or pressure situations in an ideal manner; always follows up with public inquiries.	
Habits/ Appearance	Possesses specific habits that are incompatible with the job or related requirements; grooming or attire is substandard for job; possesses personal manners not conducive to desirable representation of the University.	Free from poor work or personal habits that could otherwise tend to interfere or adversely influence performance; maintains proper and acceptable attire and grooming appropriate to job.			Exemplary work habits that aid high performance including work product and efficient use of time, personal appearance is at all times appropriate to position and commendable to University representation.	
ADAPTABILITY						
Job Progress	Has not met standard of job progress in one or more areas given the time in service or amount of training; is not learning job responsibilities at expected rate or level; has not made adequate effort to improve competency; resists constructive criticism	Demonstrates an appropriate and expected level of knowledge, skill, and adaptation to the job requirements given the time in service and training; has shown self-motivation to keep abreast of changes in the work and to improve competency in areas needing some development; has clear goals in mind			Performs consistently higher, and progresses faster than required standards of the skills and knowledge related to position; demonstrates well above average adaptation to the job, work rules, and other conditions of employment; remains self-motivated and motivates others to improve their job skills and knowledge; seeks new challenges and goals.	

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New/Unusual Situations	Is indifferent to or avoids changes, new ideas and approaches, or suggesting improvements; has difficulty adjusting to new or unusual work conditions; resists the introduction of new or unusual situations		Presents a positive attitude towards, and diligently works at learning new work situations; is free from restrictive or narrow views/approaches to unusual work tasks, priorities, or operating procedures.		Behavior is supportive of and encourages new work methods, changes in procedures that improve work, new approaches or responsibilities, is always available to participate or help in unusual situations.	_____
Responsiveness	Avoids work under adverse or pressure conditions; unreliable in response to work conditions or University needs, avoids or uncooperative about overtime work requirements; unwilling to make personal sacrifices in times of work need; avoids or resists assignment dealing with travel, meeting, or related disruptions to personal priorities		In situations requiring long working hours or work under adverse conditions, is reliable and responsive to work needs and related demands of the University to accomplish goals; is willing to sacrifice own time and personal convenience when demands of work require response; is prompt in responding and follows direction in a positive manner despite circumstances.		Is always ready to serve needs of University; volunteers when overtime or work under adverse conditions exists. Makes suggestions to improve responses or reduce the need/impact; performs work efficiently and effectively under short notice, demanding, or adverse conditions.	_____
TOTAL OF ALL RATINGS						_____
DIVIDE BY						19
OVERALL PERFORMANCE RATING (round to nearest 0.1)						_____

COMMENTS: _____

II. ADDITIONAL CHARACTERISTICS FOR PERFORMANCE APPRAISALS OF SUPERVISORY PERSONNEL

<u>PERFORMANCE FACTOR</u>	<u>BELOW SATISFACTORY</u>	<u>SATISFACTORY</u>	<u>SUPERIOR</u>
DIRECTING	_____	_____	_____
PLANNING	_____	_____	_____
DEVELOPING	_____	_____	_____
ORGANIZING	_____	_____	_____
MOTIVATING	_____	_____	_____

COMMENTS: _____

III. PERFORMANCE OBJECTIVES AND DEVELOPMENT PLANS

This section should be filled out jointly by the supervisor and the employee being reviewed during the appraisal review. Record employee's comments on the following topics. Use additional sheets if necessary.

1. Plans for improving his/her performance in present jobs:

2. What programs would help this employee in his/her present job responsibilities?

IV. EMPLOYEE'S COMMENTS

Employee should use this space to record his/her reactions to the performance appraisal.

Supervisor's signatures: _____ Date: _____

Employee's signature: _____ Date: _____

Department Review By: _____ Date: _____

Personnel Review By: _____ Date: _____

Other: _____ Date: _____

ANNUAL INFORMATION SHEET

Name: _____ Date: _____

Department: _____

1. Current Position: _____

2. Beginning Date: _____

3. Educational Background: _____

- High School, Year & Name: _____

- Undergraduate Degree, Year & College: _____

- Graduate Degree, Year & College: _____

- Professional Licensures and other Certifications: _____

4. Undergraduate/Graduate/Continuing Education work this past year: _____

5. CSU Committees and Involvement: _____

6. Local Church Membership/Name of Church: _____

- Minister: _____

- Church Leadership Roles/Committees: _____

- Other Church & Missions Work: _____

7. Community Organizations Involvement: _____

8. Community and Volunteer Service: _____

Employee Signature: _____ Date: _____