

Employee Appraisal Discussion Form  
(Use of this form is optional)

Summarize your job responsibilities as you see them. How has your job changed from your current job description?

What gives you the greatest job satisfaction?

Did you meet the goal(s) you and/or your supervisor set last year? (If Any)  
What goals/initiatives would you like to set for the coming year?

What suggestions, if any, would you make to help improve effectiveness in your current position?

What other comments, concerns, suggestions or points of discussion would you like to address?

**MARIST COLLEGE  
ANNUAL PERFORMANCE REVIEW AND APPRAISAL FORM  
SECRETARY/CLERICAL EMPLOYEES**

NAME: \_\_\_\_\_ TITLE: \_\_\_\_\_

OFFICE: \_\_\_\_\_ DIVISION: \_\_\_\_\_

ANNIVERSARY DATE: \_\_\_\_\_

CURRENT STATUS: \_\_\_\_\_ FULL-TIME \_\_\_\_\_ PART-TIME

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*INTRODUCTION*

The evaluation of an employee's job performance is an ongoing process and occurs frequently on an informal basis. This form supports the performance appraisal meeting, which is an addition to, or summary of, the regular ongoing feedback process. The formal review session is scheduled annually, preferably on the staff member's anniversary date of employment.

*PURPOSE OF THE PERFORMANCE APPRAISAL SYSTEM*

To provide an opportunity for the supervisor to appraise employee strengths, job description responsibilities, other previously determined departmental objectives and to make suggestions in areas which may need improvement.

To provide an opportunity for the supervisor and staff member to review job performance, discuss priorities among job tasks, and if necessary develop strategies for job improvement. The performance appraisal shall not be used for disciplinary reasons. It is solely for staff development purposes.

*DIRECTIONS*

Prior to the performance appraisal meeting, the staff member may wish to review and complete the optional Employee Appraisal Discussion Form, and return it to the supervisor 48 hours prior to the meeting.

When the Performance Review & Appraisal Form is completed, both the supervisor and staff member should initial it.

More detailed instructions appear at the beginning of each section.

## **SECTION 1: GENERAL PERFORMANCE CATEGORIES**

The supervisor should complete this section before the performance appraisal meeting. Each job category should be evaluated. If a statement is not applicable, mark it N/A.

### **RATINGS DEFINITIONS:**

OUTSTANDING	Employee makes unique and significant contributions through superior performance
COMMENDABLE	More than fulfills requirements
EFFECTIVE	Fulfills requirements
NEEDS IMPROVEMENT	Shows need for further training or improvement

### **JOB FUNCTION**

Quality of Work: The employee is consistent and conscientious in producing neat, accurate, and thorough work.  
( ) Outstanding ( ) Commendable ( ) Effective  
( ) Needs Improvement ( ) Not Applicable

Organization: The employee is able to plan and prioritize work to make the most efficient use of his/her time.  
( ) Outstanding ( ) Commendable ( ) Effective  
( ) Needs Improvement ( ) Not Applicable

Decision Making: The employee exercises good judgment and makes decisions within the scope of the job.  
( ) Outstanding ( ) Commendable ( ) Effective  
( ) Needs Improvement ( ) Not Applicable

Independence: The employee performs the requirements of the job with minimal direction and supervision.  
( ) Outstanding ( ) Commendable ( ) Effective  
( ) Needs Improvement ( ) Not Applicable

Flexibility: The employee readily adjusts to new work situations or conditions.  
( ) Outstanding ( ) Commendable ( ) Effective  
( ) Needs Improvement ( ) Not Applicable

## INTERPERSONAL SKILLS

### Cooperation:

The employee contributes to the climate of collaboration and team work among co-workers, and treats others with dignity and respect.

( ) Outstanding    ( ) Commendable    ( ) Effective  
( ) Needs Improvement    ( ) Not Applicable

### Attitude:

The employee exhibits a positive interest in work and willingness to perform duties as assigned.

( ) Outstanding    ( ) Commendable    ( ) Effective  
( ) Needs Improvement    ( ) Not Applicable

### Initiative:

The employee is “self-motivated” and pursues activities that lead to successful attainment of department objectives without supervisor prompting.

( ) Outstanding    ( ) Commendable    ( ) Effective  
( ) Needs Improvement    ( ) Not Applicable

### Communication:

The employee has the ability to interact effectively with the Marist community and/or visitors.

( ) Outstanding    ( ) Commendable    ( ) Effective  
( ) Needs Improvement    ( ) Not Applicable

## SPECIFIC TASKS/RESPONSIBILITIES

This section is based on the staff member's job description. Before the performance appraisal meeting, the staff member and supervisor should mutually agree on the primary/critical job responsibilities (a minimum of two and a maximum of four) to be evaluated. The supervisor should then review the agreed-upon responsibilities and evaluate performance in preparation for the performance appraisal meeting.

1. Specific Tasks/Responsibilities: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

( ) Outstanding    ( ) Commendable    ( ) Effective    ( ) Needs Improvement

2. Specific Tasks/Responsibilities: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

( ) Outstanding    ( ) Commendable    ( ) Effective    ( ) Needs Improvement

3. Specific Tasks/Responsibilities: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

( ) Outstanding ( ) Commendable ( ) Effective ( ) Needs Improvement

4. Specific Tasks/Responsibilities: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

( ) Outstanding ( ) Commendable ( ) Effective ( ) Needs Improvement

## **SECTION II: OVERALL RATING**

In summary, please give an overall rating of the performance of this employee.

Exceptional: ( ) The extraordinary individual who always goes beyond what is required to do the job. There is not only less management direction, but judgment, resourcefulness, and depth of knowledge are the highest quality. It is often true that the individual's proficiency is widely recognized by interfacing areas. The employee often creates new ways of doing things that change the nature of the job. In short, the employee is one whose energy, imagination and capacity to produce results clearly sets him/her apart from most workers.

### Exceeds

Requirements: ( ) The employee does the basics of the job with ease and excellence. Requires minimal management direction for complex, creative, or crisis-oriented tasks. The employee normally anticipates and adapts to change in the job environment. Performance is convincingly better than established standards or expectations.

### Meets

Requirements: ( ) The employee performs well in all key job responsibilities. The employee does what is expected at a normal pace.

### Needs

Improvement: ( ) Performance does not meet the standards established for the job. Work may be of variable quantity and quality or may be consistently sub-standard. Requires frequent direction. This rating indicates that performance improvement is necessary.

COMMENTARIES

**Supervisor Comments:** \_\_\_\_\_

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**Employee Comments:** \_\_\_\_\_

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Employee's Initials: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor's Initials: \_\_\_\_\_ Date: \_\_\_\_\_