

# STAFF EMPLOYEE PERFORMANCE EVALUATION



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Name of Employee

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Department

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Date of Evaluation

## INSTRUCTIONS FOR USE

This form is to assist managers in developing a carefully considered fair appraisal of their staff employees' job performance. Such appraisals are important not only to the individuals concerned, but to Columbus State Community College as it continues with programs for developing employees. The appraisal should, therefore, be prepared with great care, in order that it will be fair and accurate.

Thoroughly familiarize yourself with the entire form before attempting to use it. For each factor or characteristic there are five different levels of behaviorally described performance. Select one as the one most applicable to the person under consideration.

Read the definition and the performance review questions for each characteristic before selecting the level which, in your opinion, best describes the extent to which that characteristic is displayed by the individual being appraised. The performance review questions are intended to stimulate your thinking concerning various aspects of a specific characteristic and to help all managers operate from a more common perspective of each characteristic.

In your judgment of a characteristic, if a person falls a little short of a level, check the next lower level. To merit a high rating, a person must possess the characteristic to an exceptionally high degree. Rarely will you be justified in checking the highest or lowest rating, however, if they are used they must be justified with written supporting comments. If the lowest level is used, the manager and employee must jointly develop a performance improvement plan.

Consider the individual's performance, results, methods, and manner in the current position.

Any inappropriate words or phrases which appear in the selected paragraph should be crossed out or modified as necessary. If words or phrases appear in another paragraph which aptly describe the person, those words or phrases should be underscored. Space for your comments appears at the end of each characteristic or trait. Please use this space to cite examples in support of the rating selected or to clarify the rating as you feel is necessary. More space for comments can be found on the back sheet or attached to a supplement.

Your attention should be devoted to a single characteristic at a time. Do not let your rating on one characteristic influence your rating on other characteristics. A person may rate high in one trait and low in another. Avoid the "halo effect".

**The information on this evaluation is confidential.** After the evaluation has been discussed with the employee, both the employee and supervisor should sign the form to confirm this discussion.

**Employee comments:**

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(Use additional sheet if needed)

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Evaluator's Signature

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Employee's Signature

1.

**UTILIZATION OF RESOURCES** - Effectiveness in identifying and utilizing people, time, money, materials, equipment and space.

**PERFORMANCE REVIEW QUESTIONS:** Does employee know and understand all the resources at his/her disposal? Does he/she understand the interdependent relationship of these resources? Does individual select the best resources to meet the need? Does employee effectively control/utilize the resources for which he/she is responsible? Does employee take available resources into consideration when solving problems?

**Check one of the following that most accurately describes the individual:**

- ☐ Consistently makes effective and economical use of all appropriate resources even under unusually difficult operating conditions.
- ☐ Makes effective use of appropriate resources under varying operating conditions.
- ☐ Makes effective use of appropriate resources under normal range of conditions.
- ☐ Inconsistent in making effective use of appropriate resources even under normal conditions.
- ☐ Fails to understand the potential and adequately use available resources.

Comments:

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2.

**KNOWLEDGE AND EXPERIENCE** - Depth and breadth of practical, technical and academic knowledge necessary to deal effectively with the problems and challenges of the job and growth as an employee.

**PERFORMANCE REVIEW QUESTIONS:** Does individual have the background to deal effectively with the problems that arise on the job? Is individual confident in his/her approach to the job? Do the results achieved indicate experience or lack of it? Does individual ask questions concerning things he/she should already know? Do individual's co-workers go to him/her for answers to their questions or do they go to someone else?

**Check one of the following that most accurately describes the individual:**

- ☐ Inadequate knowledge for effective performance.
- ☐ Knowledge insufficient for many phases of job.
- ☐ Knowledge generally adequate for performance of job under normal conditions.
- ☐ Has considerable background, training and experience which make him/her effective under most conditions. Attempts to expand knowledge.
- ☐ Possesses wide range of practical, technical, academic and procedural knowledge in doing the job, shows evidence of continuous expansion of total knowledge.

Comments:

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- 3. JUDGMENT AND INITIATIVE** - Use of logical reasoning based on knowledge and experience combined with accurate decision making relative to a particular set of facts along with an attitude demanding that tasks be completed or problems resolved in a timely manner.

**PERFORMANCE REVIEW QUESTIONS:** Does the employee devote total effort according to the overall importance of each objective? Does the individual choose appropriate alternatives and sequences in carrying out work? Does the individual display the ability to adapt to changing situations, analyze facts and make judgments? Does the individual act when action is called for, on own initiative? Does employee recognize problems, analyze alternative and propose feasible solutions?

**Check one of the following that most accurately describes the individual:**

- ☐ Always recognizes problems. Superior ability to think clearly; can consistently be depended on in both routine and his lily complex job situations. Displays unusual degree of initiative in meeting job responsibilities an special projects.
- ☐ Generally has clear understanding and accurate judgment; generally uses initiative, foresight, and discrimination in carrying out original ideas. Recognizes most problems
- ☐ Displays common sense under routine job conditions; sometimes needs guidance to analyze and interpret non-routine job requirements. Displays initiative.
- ☐ Seldom recognizes problems. Lacks foresight; not usually adaptable to change; little initiative for improved operation.
- ☐ Ignores or misinterprets facts; poor discrimination in choosing course of action; does not grasp new ideas. Needs detailed instruction and close supervision.

**Comments:**

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- 4. RELATIONSHIP WITH OTHERS**- Displays ability to get along with others and to maintain their respect and confidence.

**PERFORMANCE REVIEW QUESTIONS:** Can you say that this employee has the confidence and respect of his/her associates? Is employee successful in developing a first impression into increasing respect in successive contacts? Does individual arouse opposition because he/she is too blunt and abrupt in expressing ideas? Do others feel at ease in discussing matters with this person? Is the individual cooperative, sincere and straightforward? Does the individual have the respect of those in capacities lower than his/her own as well as those in positions above? Is the individual receptive to others and willing to accept his/her role in tasks or projects.

**Check one of the following that most accurately describes the individual.**

- ☐ People really respect and relate to him/her. Adapts self very well without sacrificing standards. Always doing the "extra something" to promote team effort.
- ☐ Willing and eager to please. Works in harmony with others. Adaptable and tactful.
- ☐ Generally adapts self to persons and situations. Reasonably tactful and acceptable.
- ☐ Has difficulty in establishing satisfactory relationships with some people.
- ☐ Poor mixer. Has difficulty getting along with people.

**Comments:**

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5. **PROBLEM RECOGNITION ANALYSIS AND SOLUTION**- Identifies and defines problems, obtains and evaluates facts, and considers all facts in developing a conclusion.

**PERFORMANCE REVIEW QUESTIONS:** Does this employee recognize problems as they develop? Can individual anticipate problems before they occur? Does this employee obtain all the facts when considering a given problem? Does individual reach a conclusion and then try to interpret the facts to justify the conclusion? Does employee focus on the more important facts of a problem? Does this employee recognize the meaning of the facts? Does individual present complete actual data in support of their position? Is this individual inclined to accept things at face value rather than to seek more conclusive proof?

**Check one of the following that most accurately describes the individual:**

- ☐ Anticipates and recognizes all types of problems. Judgments are very sound. Thoroughly researches and analyzes decisions. Selects the appropriate conclusions.
- ☐ Recognizes most problems. Thorough in seeking all facts, identifies important elements and generally arrives at sound conclusions.
- ☐ Usually recognizes routine problems, obtains and considers facts and generally evaluates them properly.
- ☐ Infrequently recognizes routine problems. Seldom obtains facts and is inconsistent when evaluating them.
- ☐ Fails to recognize problems or obtain facts. Judgments are premature.

**Comments:**

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6. **WRITTEN AND ORAL COMMUNICATION** - Effectively listens to, reads, and understands information; accurately retains and retrieves information; relays accurate, clear information in both written and oral form.

**PERFORMANCE REVIEW QUESTIONS:** Does employee demonstrate effective listening skills by properly responding to communication? Do others seek an explanation of his person's communication.

**Check one of the following that most accurately describes the individual:**

- ☐ Due to ineffective listening, organizing, or relaying of information, often fails to satisfy job responsibilities, non-verbal communication is frequently perceived as inconsistent with verbal communication by supervisor, peers, and others.
- ☐ Written and oral communication, as well as listening skills, are unsatisfactory in some situations frequently causing ineffective job performance in those instances; sometimes non-verbal communication contradicts the stated message.
- ☐ Written and oral communication and listening are effective in normal situations; non-verbal communication usually supports the stated message.
- ☐ Communication is very clear and ability to listen is effective under most conditions, even under some stress, pressure or distraction present; non-verbal communication tends to strengthen the clarity of the intended message.
- ☐ Possesses a wide range of communication skills and techniques and effectively selects the appropriate method to best convey the intended message even under adverse conditions; non-verbal communication effectively enhances the clarity of the stated message

**Comments:**

7. **DEPENDABILITY AND COOPERATION-** Displays the qualities of timeliness, promptness, consistent attendance, ability to obtain closure, follow-up, a positive attitude, respect of others and helpfulness.

**PERFORMANCE REVIEW QUESTIONS:** Do co-workers seek this person's help or advice? Does the employee display a positive attitude - in what situations? Does the person's behavior show respect for others? Would you delegate responsibility to this employee when accuracy, timeliness and closure are critical?

**Check one of the following that most accurately describes the individual:**

- ☐ Effective in achieving closure, independently follows-up, always timely; never late or absent without a valid reason; shows respect in relating with others; recognizes opportunities and volunteers help; maintains a positive attitude under stressful conditions.
- ☐ Displays a consistently positive work ethic with minimal supervision that results in the timely completion of tasks and projects; peers look to this employee for advice and help; in most cases, effectively relates to others; almost never late or tardy.
- ☐ Completes projects on time, a team player in most instances; requires less than average supervision; is liked by peers; seldom late or absent; shows respect and is respected; helps others.
- ☐ Sometimes agreeable, but occasionally grumbles at requests or instructions; may sometimes contribute to group effort; at times seems to establish positive working relationships; some tasks are accomplished on time, follow-up may be inconsistent; occasionally late or absent or absent; slow to help others.
- ☐ Requires significant supervision to reach closure, implement, follow-up, and complete projects in a timely manner; does not recognize tasks or projects to be done, appears to be negative toward projects, others, or change of methods; may be excessively tardy or absent.

**Comments:**

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8. **PLANNING AND ORGANIZING ABILITY-** Anticipates and purposefully arranges to accomplish job responsibilities and/or projects in an orderly, efficient manner.

**PERFORMANCE REVIEW QUESTIONS:** Does this employee divide work into logical, sequential parts which make up his/her total responsibility? Is too much emphasis placed on one or two parts of the total responsibility, so that little is accomplished on the rest? Does he/she display willingness to seek additional help or additional authority? Does individual feel that if the job is to be done right, it must be done by him/herself

**Check one of the following that most accurately describes the individual:**

- ☐ Poorly organized. Tries to do everything alone. Tasks are often not accomplished.
- ☐ Sometimes unorganized, seldom seeks assistance when needed. May place too much emphasis on one part of a task or project.
- ☐ Generally organized. Plans for many situations, usually seeks assistance when needed. May need direction on large projects or major changes
- ☐ Plans work load effectively. Needs little guidance in coordinating major projects. Seeks assistance when needed.
- ☐ Utilizes and shares authority very effectively. Recognizes broad objectives clearly and arranges for most effective accomplishment.

**Comments:**

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**9. MAKING DECISIONS** - Willingness and ability to arrive at a conclusion or a course of action.

**PERFORMANCE REVIEW QUESTIONS:** Does this employee appear to be hesitant or reluctant about making a decision? Are his/her decisions based on prejudices and personal feelings? Does he/she put off making a decision even though all the facts are available? If convinced a decision is correct, will the employee defend and support it when challenged? If new facts are presented, will the employee give serious consideration

**Check one of the following that most accurately describes the individual:**

- ☐ After effectively analyzing the facts, is entirely self-confident. Makes prompt decisions and back them up.
- ☐ Realistically analyzes facts with conviction. Usually decisive with difficult problems. Generally prompt in giving answers. Faces facts squarely with conviction.
- ☐ Generally sound decision making, accurate and willing to take action on problems of routine nature otherwise hesitant and cautious.
- ☐ Slow in reaching decisions. Without strength of conviction. Easily influenced by others' thinking
- ☐ Slow, fussy, can't decide. Usually "on the fence"

**Comments:**

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**10. RESPONSIBILITY**- Willingness to assume and conscientiously meet the obligation or accountability of his/her job.

**PERFORMANCE REVIEW QUESTIONS:** Does this employee follow through on assignments?

When something goes wrong, does he/she "pass the buck"? When things bog down, does this individual present a ready excuse? Having discussed an assignment with this employee, do you have to follow him/her to keep it moving? Does he/she seek added responsibilities or avoid responsibilities?

**Check one of the following that most accurately describes the individual:**

- ☐ Avoids responsibility. Needs constant supervision.
- ☐ Reluctant to accept responsibility. Follow-up often required.
- ☐ Generally accepts and meets responsibility without objections. Requires only general supervisor
- ☐ Willingly accepts obligations. Employee requires only minimum follow-up. Sticks with problem to satisfactory conclusion.
- ☐ Seeks additional responsibility and authority. Usually performs job functions in an outstanding manner. Willing to assume reasonable risk in taking action.

**Comments:**

11. **COMPOSURE AND SELF-CONTROL:** Control of emotions and behavior in both routine duties and pressure situations in order to obtain the best results in the interest of the College.

**PERFORMANCE REVIEW QUESTIONS:** Does this individual consistently withstand pressures and tensions inherent in the job without effective control? Does this employee remain calm and effective in dealing with crisis situations and does he/she assist others in maintaining constructive attitudes under all conditions?

**Check one of the following that most accurately describes the individual:**

- ☐ Perceived as confident, self-disciplined, realistic, dependable and usually optimistic in all situations.
- ☐ Usually maintains composure and effectiveness under pressure and tensions of the job; generally influences others to maintain constructive attitudes.
- ☐ Maintains self-control under ordinary job conditions.
- ☐ Inclined to lose composure under unusual or pressure situations.
- ☐ Does not demonstrate appropriate maturity and stability for the job.

**Comments:**

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12. **ABILITY TO GET THINGS DONE -** Accomplishments should be consistent with the responsibilities and duties of the job.

**PERFORMANCE REVIEW QUESTIONS:** Are routine duties and special projects completed on schedule? Do tasks sometimes have a way of not getting completed? Is this individual willing to put in extra time to achieve results?

**Check one of the following that most accurately describes the individual:**

- ☐ May not accomplish all objectives or job responsibilities.
- ☐ Obtains acceptable -results under average conditions.
- ☐ Achieves good results under wide range of operating conditions.
- ☐ Accomplishes most major objectives efficiently and quickly under pressure.
- ☐ Almost always accomplishes all objectives on schedule, even under adverse conditions.

**Comments:**

**ADDITIONAL COMMENTS  
OR  
PERFORMANCE IMPROVEMENT PLAN**