

Employee Performance Evaluation Guide

INTRODUCTION

This recommended performance appraisal form incorporates extensive feedback from University of California supervisors and managers. It captures the basic principles of effectively evaluating employee performance objectives and standards and is designed to be user-friendly. Some of the elements that make this an effective tool for employee evaluation are listed below:

- This universal form can be used for a wide range of positions from clerical to middle and upper management.
- Four ratings categories afford flexibility in capturing levels of performance.
- Performance elements span all job categories.

INSTRUCTIONS FOR USE – COMPLETION OF THE FORM

PART ONE: REVIEW OF PERFORMANCE ELEMENTS

- When determining individual performance ratings, it is important to keep in mind that **meets expectations** is the standard and is commendable. Most employees' performance will fall into this category.
- The **partially meets job expectations** rating is for those aspects of performance that require some additional training and development or for performance in certain areas that is not consistent.
- Use the **exceeds job expectations** category rating sparingly to avoid diluting the value of the **meets expectations** rating.
- **Does not meet expectations** is assigned when performance continually fails to meet acceptable standards.
- It is particularly important to justify ratings other than **meets expectations** with supporting comments.
- Not all of the Performance Elements will apply to every job and some may be left blank with a notation of "N/A," or not applicable. Performance Elements in the Supervisor and Management Elements section are applicable only to those employees whose classifications have these responsibilities.

PART TWO: SUMMARY REVIEW OF EMPLOYEE PERFORMANCE

Use this section to summarize performance for the evaluation period in a narrative form.

PART THREE: OVERALL PERFORMANCE RATING

The overall performance rating should reflect the supervisor's general assessment of the employee's performance on the job. Individual performance elements are not designed to provide a mathematical mechanism for arriving at the rating.

PART FOUR: GOALS AND FUTURE DIRECTIONS

Use this section to discuss subjects such as areas for improvement, training recommendations, future goals and expectations, and any action plans. This section is critical where performance deficiencies have been noted, especially for those performance elements that have been rated "Partially Meets" or "Does Not Meet" job expectations.

ADDITIONAL OPTIONS: SECTIONS AND ATTACHMENTS

UCOP departments that prefer other sections or information in addition to that provided for in this standard form may exercise additional options:

- Attach the employee's job description to document responsibilities and percentages of time spent on them.
- Attach additional documents, either existing or prepared for the evaluation, used to explain current functions and/or goals of the unit, the department, or the division. Create and attach any documents that may be needed to support the evaluation.

University of California

Office of the President

Employee Performance Evaluation Form

Employee Name:

Job Title:

Department:

Unit:

Reviewing Supervisor:

Review Period:

Period Supervised by Performance Reviewer:

Period Employee in This Job:

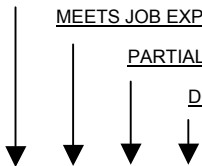
PART ONE: REVIEW OF PERFORMANCE ELEMENTS

EXCEEDS JOB EXPECTATIONS -- Consistently exemplary performance, including in demanding situations or circumstances.

MEETS JOB EXPECTATIONS -- Competent performance in most situations and circumstances.

PARTIALLY MEETS JOB EXPECTATIONS -- Shows capability, but in a variable manner. Improvement needed in key areas.

DOES NOT MEET JOB EXPECTATIONS -- Major or ongoing problems that negatively impact organizational objectives.



(COMMENTS, THOUGH OPTIONAL, ARE ENCOURAGED)

COMMUNICATION -- Clearly expresses ideas. Readily shares appropriate work-related information.

WRITTEN -- Uses clear and appropriate language in writing.

ORAL -- Verbally conveys information in a clear and accurate manner in a variety of situations. Where applicable, produces and delivers formal presentations.

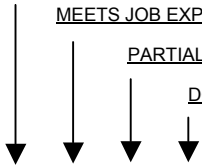
JOB KNOWLEDGE -- Demonstrates expertise in the functional aspects of the job.

EXCEEDS JOB EXPECTATIONS -- Consistently exemplary performance, including in demanding situations or circumstances.

MEETS JOB EXPECTATIONS -- Competent performance in most situations and circumstances.

PARTIALLY MEETS JOB EXPECTATIONS -- Shows capability, but in a variable manner. Improvement needed in key areas.

DOES NOT MEET JOB EXPECTATIONS -- Major or ongoing problems that negatively impact organizational objectives.



(COMMENTS, THOUGH OPTIONAL, ARE ENCOURAGED)

PRODUCTIVITY -- Reflects the accuracy, volume, and timely manner in which work is performed. Also recognizes ability to determine priorities and maximize efficiency.

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ACCURACY -- Consistently produces accurate work.

VOLUME -- Consistently produces the designed volume of work based on department/unit priorities.

TIMELINESS -- Consistently produces work in a timely fashion

SELF-MANAGEMENT -- Sets own priorities, regularly completing work on schedule. Utilizes resources available to maximize efficiency.

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CUSTOMER FOCUS -- Establishes and maintains good working relationships with both external and internal customers by understanding and responding promptly and courteously to customer needs and expectations.

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TECHNOLOGY SKILLS -- Proficient use of work-related equipment, tools, and technology.

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PROBLEM SOLVING -- Reviews facts and data, using sound judgment, to solve issues effectively.

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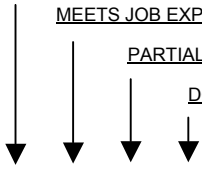
INTERPERSONAL RELATIONS -- Builds productive rapport with employees at all levels within and outside the department. Treats others with fairness, dignity, and respect.

EXCEEDS JOB EXPECTATIONS -- Consistently exemplary performance, including in demanding situations or circumstances.

MEETS JOB EXPECTATIONS -- Competent performance in most situations and circumstances.

PARTIALLY MEETS JOB EXPECTATIONS -- Shows capability, but in a variable manner. Improvement needed in key areas.

DOES NOT MEET JOB EXPECTATIONS -- Major or ongoing problems that negatively impact organizational objectives.



(COMMENTS, THOUGH OPTIONAL, ARE ENCOURAGED)

TEAMWORK -- Works collaboratively with fellow employees and others to achieve identified goals and objectives.

FLEXIBILITY -- Adjusts performance to accommodate changes in departmental direction and processes.

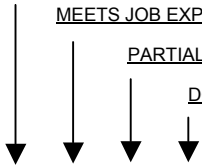
CREATIVITY/INNOVATION -- Explores and suggests new approaches and methods to effect departmental goals and responsibilities.

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MEETS JOB EXPECTATIONS -- Competent performance in most situations and circumstances.

PARTIALLY MEETS JOB EXPECTATIONS -- Shows capability, but in a variable manner. Improvement needed in key areas.

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(COMMENTS, THOUGH OPTIONAL, ARE ENCOURAGED)

DEPENDABILITY -- Consistently adheres to set work schedule.

SUPERVISORY AND MANAGEMENT ELEMENTS

LEADERSHIP -- Creates a culture supportive of staff, which fosters individual motivation, high levels of individual and team performance, and quality of service.

AFFIRMATIVE ACTION AND EEO—Considers Affirmative Action and EEO policies and objectives in hiring, promoting, and reclassifying employees, as well as in providing employees educational support and developmental opportunities.

DEVELOPMENT OF STAFF -- Develops necessary skills in employees and maximizes existing skills in all employees.

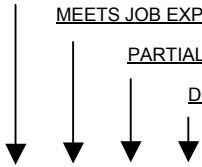
PERFORMANCE MANAGEMENT --Provides employees with performance standards, expectations, and ongoing feedback regarding progress. Constructively addresses performance problems in accordance with UC collective bargaining and/or personnel policies and procedures.

EXCEEDS JOB EXPECTATIONS -- Consistently exemplary performance, including in demanding situations or circumstances.

MEETS JOB EXPECTATIONS -- Competent performance in most situations and circumstances.

PARTIALLY MEETS JOB EXPECTATIONS -- Shows capability, but in a variable manner. Improvement needed in key areas.

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(COMMENTS, THOUGH OPTIONAL, ARE ENCOURAGED)

RESOURCE MANAGEMENT -- Manages assets including technology, equipment, budget, and space, where applicable.

ORGANIZATIONAL CONTRIBUTION -- Ensures that supervised employees understand and make an identifiable contribution to the organization's mission and objectives.

PART TWO: SUMMARY REVIEW OF EMPLOYEE PERFORMANCE

Supervisor describes employee's major assignments and accomplishments, key strengths, performance shortfalls, and other performance elements that characterize the employee's performance during the review period. This description should help determine the overall performance rating.

PART THREE: OVERALL PERFORMANCE RATING

EXCEEDS JOB
EXPECTATION

MEETS JOB
EXPECTATIONS

PARTIALLY MEETS JOB
EXPECTATIONS

DOES NOT MEET JOB
EXPECTATIONS

PART FOUR: GOALS AND FUTURE DIRECTION

Supervisor discusses employee's performance improvement needs and action plan, training recommendations, and future goals and expectations for employee's job performance.

REQUIRED SIGNATURES

REVIEWING
SUPERVISOR

DATE _____

MANAGEMENT
REVIEWER

DATE _____

I have reviewed this evaluation of my performance and received a copy. My signature indicates neither agreement nor disagreement with this evaluation.

EMPLOYEE _____
DATE _____

COMMENTS