

## FY 05 CITES Annual Performance Evaluation

Employee Name \_\_\_\_\_

Title/Position \_\_\_\_\_

Division \_\_\_\_\_

Manager/Evaluator \_\_\_\_\_

Evaluation Period \_\_\_\_\_

We value employees who meet or exceed job expectations. The CITES evaluation process supports this value by providing a framework for planning, discussing, and reviewing performance on an annual basis. The overarching goal of this process is to provide the opportunity for every employee to be successful by achieving or exceeding the requirements for the position and their manager's expectations.

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### Instructions

Use the scale below to rate the employee on **each** Evaluation Factor ("supervisor responsibility" can be skipped if it doesn't apply). The attributes listed under each Evaluation Factor should be used to determine the rating. Employees deserve to understand the nature and basis for their evaluation. In most cases, *concise but substantive* explanations and examples in the space provided will be adequate to support your ratings; add additional pages for comments where required. In addition, managers must review the current job description and last year's goals with the employee and validate they are current. Revisions should be made to the job description as necessary, and updated goals should be documented in the Goals and Objectives section at the end of this form.

*Managers are encouraged to have their staff complete a self evaluation, then meet in person to compare the manager's and employee's evaluation, making any revisions or changes to the manager's evaluation as necessary.*

*All evaluations must consist of a complete written review based on the evaluation form provided, plus a formal in-person review to discuss the assessment for the past year, and to review plans for the following year.*

*It is expected that managers set expectations based on goals that are reasonably achievable, with solid commitment and effort by the employee. Goals should not be set too low so that an employee easily exceeds expectations on a consistent basis.*

## **Evaluation Scale**

**Consistently Exceeds Expectations (CEE)** – Work consistently exceeds the requirements of the position and the manager’s expectations. The employee is a *leader* in all the areas identified with the evaluation factor. Their contributions have been *key* to achieving the overall goals of the organization.

**Consistently Achieves Expectations (CAE)** – Work consistently meets and sometimes exceeds the requirements of the position and the manager’s expectations for all (or nearly all) attributes listed with the evaluation factor. The employee’s performance has contributed to the success of the services and projects they support.

**Below Expectations/Needs Improvement (BE)** – Work often does not meet the requirements of the position and the manager’s expectations for the attributes listed with the evaluation factor. The employee and manager should identify a plan to improve performance. Failure to show improvement may result in additional action.

**At Risk (AR)** – Work is consistently below requirements in most areas identified for the evaluation factor and immediate improvement is required. The manager will review the job description with the employee and will provide a written statement of job performance expectations. A timeframe must be identified for another formal evaluation to determine if the employee’s performance has improved to an acceptable level. Failure to improve will result in a notice of non-reappointment (academic professional staff) or disciplinary action (civil service staff).

**Not Applicable (NA)** – Applies to Supervisory section only. Use if the employee does not have supervisory responsibility.

## **Evaluation Factors**

\_\_\_\_\_ **Job Knowledge** – The employee understands the concepts, techniques, and technologies of his or her job.

- Exhibits knowledge of the required skills to fulfill job expectations.
- Completes tasks and procedures of the job without undue struggle.
- Consults the appropriate staff or resources in order to perform duties well.
- Stays abreast of changes and new developments that affect job responsibilities and the unit as a whole.
- Knowledgeable of group, departmental, and University policies and procedures and follows them.

Explanation and examples to support rating:

\_\_\_\_\_ **Accountability and Judgment** - Extent to which the employee can be depended upon to be available for work and carry tasks to completion. The employee makes sound job related decisions and recommends the proper course of action. Uses project management methodologies when appropriate.

- Aware of own capacities, strengths, and weaknesses.
- Accurately anticipates problems and proactively searches for solutions.
- Exhibits professionalism and resourcefulness in evaluating a problem and its possible solutions.
- Effectively utilizes past experiences and consultation with others to continuously improve judgment.
- Knows when to ask for clarification before proceeding on a work project.
- Takes responsibility for decisions made on the job.
- Submits complete status/activity reports, when required.
- Attendance and punctuality meets supervisor's requirements.

Explanation and examples to support rating:

\_\_\_\_\_ **Productivity and Quality** - Based on supervisor expectations, the extent of work performed is thorough, effective, accurate, and completed in a timely manner. Uses project management methodologies when appropriate.

- Work is thorough, accurate and effective in achieving specified results.
- Completes work in a timely manner and/or meets deadlines given. Plans and prioritizes work effectively.
- Initiates or modifies ideas, methods, and/or procedures to meet changing circumstances or needs.
- Self-directed, resourceful, and creative in setting goals and meeting job objectives.
- Utilizes available resources to prioritize and manage projects.

Explanation and examples to support rating:

\_\_\_\_\_ **Customer Service** - All employees are expected to make customer service a priority, treating customers in a professional, respectful and positive manner. Evaluate the extent the employee understands customers' needs, is approachable and works to build partnerships with customers. Employee effectively conveys an impression that reflects favorably upon the public image of the organization. *Outstanding employees work hard to find creative solutions for customers, often by bringing in expertise from a variety of areas within the unit and from outside.*

- Provides dependable, competent service.
- Exercises courtesy and tact when dealing with customers, co-workers, departmental managers and supervisors, personnel from other university units, and the general public.
- Anticipates how changes in services will affect customers.
- Proactively and consistently seeks customer feedback and responds positively about our services.
- Available to customers, peers, and managers, as required by the position.
- Is effective at communicating with community members (customers) about CITES services in their area(s) of expertise and in ensuring that concerns, questions or issues reach the right person(s) in CITES and are responded to in a timely manner
- Takes a genuine interest in listening to needs, issues, and priorities of the user community and takes active steps to secure systematic and casual community input on a continuous basis
- Provides positive, informed, substantive suggestions and feedback about CITES service plans, priorities, and issues to service managers and directors

Explanation and examples to support rating:

\_\_\_\_\_ **Interpersonal Skills/Communication** – The extent to which the employee clearly and professionally shares information. Uses project management methodologies when appropriate.

- Responds to oral and written communications in a timely, responsible, and thoughtful manner.
- Written and oral communications are clear and succinct.
- Actively participates and communicates openly in meetings or on project or team mailing lists.
- Expresses disagreement in an appropriate and constructive manner.
- Cooperative and supportive of internal and external staff; works well with others.
- Responds appropriately in difficult situations and is adaptable to change.

Explanation and examples to support rating:

\_\_\_\_\_ **Supervisor Responsibility** (If applicable) - The ability to supervise or direct a unit or work group using sound management practices.

- Maintains positive staff morale.
- Effectively selects new employees.
- Effectively mentors staff.
- Cooperates with other units within department.
- Delegates tasks wisely.
- Provides staff with timely and effective feedback/evaluations, with appropriate documentation.

Explanation and examples to support rating:

### **EMPLOYEE GOALS/OBJECTIVES**

**Goals from last evaluation -**

**Accomplishments since last evaluation -**

**Goals and action plans for this year -**

Discuss what new experiences/skills will be important for development and improvement in the current job over the next year. Indicate the proposed action plan for the supervisor and employee to reach these goals. Progress towards these goals will be discussed during the course of the year and with the next evaluation. (Please use additional space, if needed).

**Additional Comments** – Please attach any additional material as required for clarification, amplification, or expansion on prior sections or to bring up any additional information or comments.

**Signature** acknowledges the annual performance evaluation meeting has taken place and the evaluation results have been discussed with the employee. Employees wishing to offer written comments should submit them to their supervisor/evaluator as soon as possible after the evaluation date indicated below. Comments received will be immediately attached to the evaluation and placed in the employee’s personnel file.

Employee \_\_\_\_\_ Date \_\_\_\_\_

Manager/Evaluator \_\_\_\_\_

Title \_\_\_\_\_ Date \_\_\_\_\_

Next Level Manager\* \_\_\_\_\_

Title \_\_\_\_\_ Date \_\_\_\_\_

\* Evaluations must be reviewed and signed by the next level manager.

Evaluations performed by Division Managers/Evaluators must be reviewed and signed by their Division Director.

Evaluations performed by a Division Director must be reviewed and signed by their Assistant CIO.

Evaluations performed by Assistant CIO’s and direct reports to the CIO must be reviewed and signed by the CIO.

**CONTINUATION SHEET**

Please use this sheet to continue comments or explanations that did not fit in the individual section spaces.