



STAFF ANNUAL PERFORMANCE EVALUATION

Employee Name: _____ Position Title: _____

Department: _____ Supervisor: _____

Performance Year: _____ Manager: _____

Performance Competencies

JOB COMPETENCY

Supervisor Instructions: Please rate the employee's job performance according to the following competencies by selecting the rating that best reflects the employee's performance during the appraisal period.

Rating Scale: Please consider the employee's demonstrated overall performance and select the rating which most closely describes that performance.

Exceeds Expectations: (4) Consistently, substantially surpasses anticipated results for satisfactory performance

Meets Expectations: (3) Consistently meets requirements for effective performance

Needs Improvement: (2) Consistently meets most of the requirements for effective performance; demonstrates improvement in areas where performance is below expectations

Not meeting Expectations: (1) Consistently below the level that is expected for effective performance

Comments: **Required for all performance ratings except "Meets Expectations"***

Note: Please attach a list of employee's job duties and responsibilities to this form.

Job Competencies (All Employees)	Rating				Supervisor Comments
Job Knowledge: Possesses knowledge, skills and abilities as it relates to performing job requirements.	4 Exceeds Expectations	3 Meets Expectations	2 Needs Improvement	1 Not Meeting Expectations	
Productivity: The amount of work successfully produced while maintaining standards and meeting deadlines.	4 Exceeds Expectations	3 Meets Expectations	2 Needs Improvement	1 Not Meeting Expectations	

Accuracy and Quality: The extent to which the employee performs major job duties or responsibilities correctly and completely; professionalism and thoroughness of work produced.	<div>4</div> <div>Exceeds Expectations</div> <div>3</div> <div>Meets Expectations</div> <div>2</div> <div>Needs Improvement</div> <div>1</div> <div>Not Meeting Expectations</div>	
Customer Service: Ability to understand and meet the needs of internal and external customers by delivering high quality products and services.	<div>4</div> <div>Exceeds Expectations</div> <div>3</div> <div>Meets Expectations</div> <div>2</div> <div>Needs Improvement</div> <div>1</div> <div>Not Meeting Expectations</div>	
Attendance: Regularly reports for work on time, completes work shifts, attends and is punctual to business meetings.	<div>4</div> <div>Exceeds Expectations</div> <div>3</div> <div>Meets Expectations</div> <div>2</div> <div>Needs Improvement</div> <div>1</div> <div>Not Meeting Expectations</div>	
Supervision Required: Degree to which employee performs job duties independently without a lot of instruction or monitoring by supervisor; degree to which employee is a self-starter.	<div>4</div> <div>Exceeds Expectations</div> <div>3</div> <div>Meets Expectations</div> <div>2</div> <div>Needs Improvement</div> <div>1</div> <div>Not Meeting Expectations</div>	
Adaptability: Ability to master new techniques or duties and understand explanations as required for	<div>4</div> <div>Exceeds Expectations</div> <div>3</div> <div>Meets Expectations</div> <div>2</div> <div>Needs Improvement</div> <div>1</div> <div>Not Meeting Expectations</div>	

the position. Demonstrates flexibility in meeting the changing demands of the work environment.		
Organizational Skills: Ability to effectively and efficiently plan, arrange, and complete work priorities; makes efficient use of available resources to optimize productivity.	<div>4</div> <div>Exceeds Expectations</div> <div>3</div> <div>Meets Expectations</div> <div>2</div> <div>Needs Improvement</div> <div>1</div> <div>Not Meeting Expectations</div>	
Communication Skills: Ability to express ideas effectively through verbal and written communication. Ability to communicate in a clear concise manner. Ability to listen and ask appropriate questions.	<div>4</div> <div>Exceeds Expectations</div> <div>3</div> <div>Meets Expectations</div> <div>2</div> <div>Needs Improvement</div> <div>1</div> <div>Not Meeting Expectations</div>	
Interpersonal Relations/Teamwork: Develops and maintains effective relationships with co-workers, supervisor, faculty, staff, students and others in the handling of job duties. Treats others with honesty, respect, courtesy, tact, and cooperation.	<div>4</div> <div>Exceeds Expectations</div> <div>3</div> <div>Meets Expectations</div> <div>2</div> <div>Needs Improvement</div> <div>1</div> <div>Not Meeting Expectations</div>	
Leadership Competencies (People Managers & Other Leaders)		
EEO/Diversity: Commits to comply with and advance ASU's Diversity efforts in recruiting, hiring and promoting qualified women and minorities.	<div>4</div> <div>Exceeds Expectations</div> <div>3</div> <div>Meets Expectations</div> <div>2</div> <div>Needs Improvement</div> <div>1</div> <div>Not Meeting Expectations</div>	
Employee Development: Develops employees through formal and informal training, instills and supports professional standards, challenges staff to expand skills.	<div>4</div> <div>Exceeds Expectations</div> <div>3</div> <div>Meets Expectations</div> <div>2</div> <div>Needs Improvement</div> <div>1</div> <div>Not Meeting Expectations</div>	

Supervisory Ability: Ability to effectively delegate and monitor work and follow-up with employees; effectively coaches, communicates with, rewards and disciplines employees. Demonstrates understanding and utilization of appropriate financial and budget controls. Adheres to employee safety requirements and practices, and communicates hazards to other employees in the work place.	<div style="display: flex; justify-content: space-around; text-align: center;"> <div>4 Exceeds Expectations</div> <div>3 Meets Expectations</div> <div>2 Needs Improvement</div> <div>1 Not Meeting Expectations</div> </div>	
Stewardship: Demonstrates integrity, accountability and efficient stewardship of college resources in a manner consistent with USG and ASU policies.	<div style="display: flex; justify-content: space-around; text-align: center;"> <div>4 Exceeds Expectations</div> <div>3 Meets Expectations</div> <div>2 Needs Improvement</div> <div>1 Not Meeting Expectations</div> </div>	
Problem solving/ Decision Making Problem solving – identifies problems, involves others in seeking innovative, simple solutions, conducts appropriate analyses, searches for best solutions; responds quickly to new challenges. Decision making – Makes clear, consistent, transparent decisions; acts with integrity in all decision	<div style="display: flex; justify-content: space-around; text-align: center;"> <div>4 Exceeds Expectations</div> <div>3 Meets Expectations</div> <div>2 Needs Improvement</div> <div>1 Not Meeting Expectations</div> </div>	

making; distinguishes relevant from irrelevant information and makes timely decisions.		
Strategic Planning and Organizing Understands big picture and aligns priorities with broader goals, measures outcomes, uses feedback to change as needed, evaluates alternatives, solutions oriented, seeks alternatives and broad input; can see connections within complex issues.	<div style="display: flex; justify-content: space-around; text-align: center;"> <div>4 Exceeds Expectations</div> <div>3 Meets Expectations</div> <div>2 Needs Improvement</div> <div>1 Not Meeting Expectations</div> </div>	
Leadership Accepts responsibility for own work; develops trust and credibility; demonstrates honest and ethical behavior	<div style="display: flex; justify-content: space-around; text-align: center;"> <div>4 Exceeds Expectations</div> <div>3 Meets Expectations</div> <div>2 Needs Improvement</div> <div>1 Not Meeting Expectations</div> </div>	
Service Focus Values the importance of delivering high quality, innovative service to internal and	<div style="display: flex; justify-content: space-around; text-align: center;"> <div>4</div> <div>3</div> <div>2</div> <div>1</div> </div>	



external claims; understands the needs of the client; customer service focus.	Exceeds Expectations	Meets Expectations	Needs Improvement	Not Meeting Expectations	
Total Job Competency Score					



WORK RESPONSIBILITIES

Supervisor Instructions: The rankings below indicate how well the employee performed in the below referenced key work responsibility. Using the most current job description, list the most relevant work responsibilities from the job description and rate the employee's performance on each. Note that the listed work responsibilities need not be static and can change yearly as business needs dictate. Employees with supervisory duties should be rated on Talent Management.

Job Responsibilities:	Rating	Note Accomplishments/ Deficiencies
Job Responsibility 1	<div> <div>4</div> <div>3</div> <div>2</div> <div>1</div> </div> <div> <div>Exceeds Expectations</div> <div>Meets Expectations</div> <div>Needs Improvement</div> <div>Not Meeting Expectations</div> </div>	
Job Responsibility 2	<div> <div>4</div> <div>3</div> <div>2</div> <div>1</div> </div> <div> <div>Exceeds Expectations</div> <div>Meets Expectations</div> <div>Needs Improvement</div> <div>Not Meeting Expectations</div> </div>	
Job Responsibility 3	<div> <div>4</div> <div>3</div> <div>2</div> <div>1</div> </div> <div> <div>Exceeds Expectations</div> <div>Meets Expectations</div> <div>Needs Improvement</div> <div>Not Meeting Expectations</div> </div>	
Total Job Responsibility Score		



UP TO DATE – WORK GOALS

Supervisor's Directions: To complete this section you will look back at the employee's previous year goals. If this is the employee's first year and no prior-year goals have been set, rate the employee as satisfactory (3pts) on the score sheet.

Work Goal #1	Actual Completion Date	Score
Notes:		
Work Goal #2	Actual Completion Date	Score
Notes:		
Work Goal #3	Actual Completion Date	Score
Notes:		
Total Work Goals Score		



Employee Development - Next Year's Goals

INDIVIDUAL DEVELOPMENT PLAN

Definition: Individuals will perform best on the job when they clearly understand job expectations. A developmental plan is a written document clarifying strengths, weaknesses, and opportunities for improvement.

Supervisor Instructions: This section is to be completed by Supervisors only. It is to be shared during the formal performance review with the Employee. Identify the most critical developmental needs of the employee. Developmental needs can be based on either personal attributes and skills (communication skills, leadership skills) or more technical, job knowledge areas (ASU policies, procedures). Think in terms of specific action steps this individual must follow in order to improve.

Individual's Major Strengths in this Job: (Include major accomplishments since last performance evaluation.)

--

Discuss and provide documentation that employee has achieved the goals established since the previous performance period?

Yes _____ No _____ (if no, please explain)

Comments and Specific Examples

--

Areas where development is recommended: (Describe job-related performance enhancements which would help this employee to be more effective.)

--



WHAT'S IN STORE - WORK GOALS

Supervisor Instructions: This section should be completed at the beginning of the review period to establish the criteria for the next review. Goals can include such things as formal training and/or special projects or assignments. Each goal and/or objective should be specific and should have a completion date defined. In most cases, the completion date will be 1 year (next annual review) from current review date but may be for a shorter period if a special performance review with specific dates is required. Every employee should have two (2) goals. If possible, consider using the information that you included in the 'Individual Development Plan' to formulate work goals for the employee

Work Goal #1	Goal Weight	Completion Date
Notes:		
Work Goal #2	Goal Weight	Completion Date
Notes:		
Work Goal #3	Goal Weight	Completion Date
Notes:		



Scoring & Additional Comments

Supervisor Instructions: Each key element above may be scored on a 1-4 scale with 1 being a low score and 4 being a high score. A low score (1-2) signifies that the performance of the employee is below what is acceptable and that improvement in this area is expected. A medium score (3) signifies that the performance is at a level that is acceptable and would be the expected level of performance. A high score (4) signifies that the performance of the employee is above what is expected. If the scoring for a key element is at either extremely low (1) or high (4), further explanation is required in the area below the key element or in an attachment. The highest possible score is 50 points. The "normal" range for most people that meet or exceed work expectations would be 30-40. An overall strong performer would be 40 and above. The expectation is that Managers with 3+ direct reports will not have an average employee score for all his/her subordinates above 39 points. Draft Evaluations should be sent to HR for review prior to being shared with employees. Employees with less than 6 months of service must also receive an evaluation (even if it is not scored, goals must be set).

OVERALL ASSESSMENT

Not Meeting Expectations	○	<	Needs Improvement	○	##	Meets Expectations	○	##	Exceeds Expectations	○	##
		##			-			-			-
					##			##			##
Total Competency			Total Responsibility			Total Goal			Total Score		

COMMENTS

****** This section should include an overall summary of the employee's performance over the year. Positive contributions as well as areas of improvement needed for the employee should be documented. Information such as department initiatives, ASU Service to include service on ASU committees, Staff Council, University Senate, etc. may be included in this area**

Evaluator's Comments

--

Employee's Comments

--

Overall Rating

- ☐ Exceeds Expectations
- ☐ Meets Expectations
- ☐ Needs Improvement
- ☐ Not Meeting Expectations

**Review Summarization:**

Goals and Objectives have been developed and discussed with employee?	Yes	No
Job Duties and Performance Expectations have been discussed with employee?	Yes	No
Appropriate corrective actions have been discussed with employee?	Yes	No

Attach employee's Self Appraisal and written response (if submitted).

Signatures

By signing below, I acknowledge that I have participated in the review process and have received a copy of the review.

Employee Signature

Date

Director/ Dept. Head/Dean Signature

Date

Supervisor Signature

Date

HR Representative Signature

Date