

# Michigan Tech Performance Appraisal 2002-2003

\_\_\_\_\_  
Employee Name \_\_\_\_\_  
Identification Number

\_\_\_\_\_  
Title \_\_\_\_\_  
Department

<b>ACCOMPLISHMENT OF POSITION DUTIES AND RESPONSIBILITIES</b>
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List duties and responsibilities in priority order. Include additional pages if necessary. Document evaluations by providing comments on performance which briefly describe the accomplishment and justify the level of evaluation.

MAJOR DUTIES AND RESPONSIBILITIES	LEVEL OF PERFORMANCE	COMMENTS ON PERFORMANCE

### GOALS AND OBJECTIVES FROM PREVIOUS APPRAISAL PERIOD

GOALS AND OBJECTIVES	LEVEL OF PERFORMANCE	COMMENTS ON PERFORMANCE

## Other Contributions

**To be completed by employee and supervisor**

Describe your/employee involvement and contribution to the University community and/or profession (Examples: departmental and University committees, offices held, community service, professional organizations).

## Job-related Performance Factors

Criteria Rating Guidelines:

- Does not meet minimum expectations (DNM)
- Meets minimum expectations, but improvement is expected (MME)
- Fully satisfactory (FS)
- Excellent (E)
- Not applicable (NA)

Category	DNM	MME	FS	E	NA
<p><b>1. Budgetary Skills/Fiscal Management</b></p> <ul style="list-style-type: none"> <li>▪ Prepare and/or maintain and operate within budget by controlling costs and keeping within prescribed limits</li> <li>▪ Performance of fiscal management support duties</li> <li>▪ Record, analyze, develop, correct, and/or approve transactions, budgets and proposals in compliance with established policy and procedure</li> </ul> <p>Comments:</p>					
<p><b>2. Communication Skills</b></p> <ul style="list-style-type: none"> <li>▪ Conveys ideas persuasively and effectively either speaking spontaneously and/or in a prepared presentation</li> <li>▪ Writes concise, organized, and clear communications</li> <li>▪ Listens to others.</li> </ul> <p>Comments:</p>					
<p><b>3. Continuous Learning and Development</b></p> <ul style="list-style-type: none"> <li>▪ Displays an interest in and uses initiative to maintain current skills</li> <li>▪ Works to continuously upgrade skills to meet changing requirements of the job.</li> </ul> <p>Comments:</p>					

Category	DNM	MME	FS	E
<p><b>4. Customer Service Skills</b> (customers may be students, faculty, staff, general public, etc.)</p> <ul style="list-style-type: none"> <li>▪ Understands customer needs; follows through with requests for service in a timely manner</li> <li>▪ Takes responsibility for customer satisfaction</li> <li>▪ Deals effectively with customer complaints and criticisms</li> <li>▪ Uses resources appropriately to solve customers' problems</li> </ul> <p>Comments:</p>				

Category	DNM	MME	FS	E
<p><b>5. Dependability</b></p> <ul style="list-style-type: none"> <li>▪ Attendance and punctuality</li> <li>▪ Reliability</li> <li>▪</li> </ul> <p>Comments:</p>				
<p><b>6. Flexibility and Adaptability</b></p> <ul style="list-style-type: none"> <li>▪ Responds positively to changing requirements</li> <li>▪ Meets changing technical/business/human needs</li> <li>▪ Uses time and resources effectively</li> </ul> <p>Comments:</p>				
<p><b>7. Human Relations Skills/Interpersonal Skills/Professional Demeanor</b></p> <ul style="list-style-type: none"> <li>▪ Communicates and interacts effectively with peers, subordinates, and others</li> <li>▪ Is able to work with others; builds teamwork; motivates and inspires others</li> <li>▪ Cooperates with persons outside of the department</li> <li>▪ Accepts instructions and assignments</li> <li>▪ Develops and maintains effective working relationships with supervisors, co-workers, and others.</li> </ul> <p>Comments:</p>				

Category	DNM	MME	FS	E	NA
<p><b>8. Human Resource Effectiveness</b></p> <ul style="list-style-type: none"> <li>▪ Coaching (motivation and/or discipline), empowering, reviewing performance, hiring, etc.</li> </ul> <p>Comments:</p>					
<p><b>9. Initiative and Creativity</b></p> <ul style="list-style-type: none"> <li>▪ Is self-motivated</li> <li>▪ Makes innovative and/or productive contributions to the department</li> <li>▪ Develops and implements new methods, procedures, solutions, concepts, designs and/or applications of existing processes</li> <li>▪ Demonstrates imagination and originality, self-reliance, and resourcefulness</li> <li>▪ Degree of supervision necessary is appropriate for position</li> </ul> <p>Comments:</p>					
<p><b>10. Job Knowledge</b></p> <ul style="list-style-type: none"> <li>▪ Applies technical and procedural know-how to perform necessary tasks</li> <li>▪ Understands the application of facts and information related to work assignments</li> <li>▪ Degree of technical competence is appropriate for position</li> </ul> <p>Comments:</p>					
<p><b>11. Organizing/Planning/Time Management</b></p> <ul style="list-style-type: none"> <li>▪ Sets objectives</li> <li>▪ Defines goals and procedures</li> <li>▪ Prioritizes work tasks appropriately</li> <li>▪ Develops plans to accomplish work tasks</li> <li>▪ Arranges work schedules to meet task needs</li> <li>▪ Meets deadlines</li> <li>▪ Anticipates problems</li> <li>▪ Plans short and long range objectives</li> <li>▪ Delegates work appropriately</li> <li>▪ Follow up and evaluates to ensure work is completed</li> </ul> <p>Comments:</p>					

Category	DNM	MME	FS	E
<p><b>12. Problem Resolution and Decision Making</b></p> <ul style="list-style-type: none"> <li>▪ Defines problems</li> <li>▪ Understands forces and potential impacts of problems</li> <li>▪ Generates alternatives and selects most appropriate solution</li> <li>▪ Is able to make necessary decisions even if available information is incomplete</li> </ul> <p>Comments:</p>				
<p><b>13. Productivity and Accomplishment</b></p> <ul style="list-style-type: none"> <li>▪ Checks for accuracy, thoroughness, and general effectiveness of regularly produced work</li> <li>▪ Quality of output is consistent and complete</li> </ul> <p>Comments:</p>				
<p><b>14. Quality of Work</b></p> <ul style="list-style-type: none"> <li>▪ Accuracy, thoroughness, and efficiency of work regardless of volume; ability to meet standards of quality</li> <li>▪ Follows instructions and appropriate procedures</li> <li>▪ Attention to detail</li> <li>▪ Thoroughness, diligence, and self-direction</li> </ul> <p>Comments:</p>				
<p><b>15. Resource Management</b></p> <ul style="list-style-type: none"> <li>▪ Ability to manage available resources</li> <li>▪ Seeks additional resources from appropriate sources as needed</li> </ul> <p>Comments:</p>				
<p><b>16. Support of Diversity</b></p> <ul style="list-style-type: none"> <li>▪ Demonstrates a respect for the value of all</li> </ul>				

Category	DNM	MME	FS	E	NA
individuals <ul style="list-style-type: none"> <li>▪ Contributes to processes that create and support a diverse environment</li> </ul> Comments:					
<b>17. Teamwork and Cooperation</b> <ul style="list-style-type: none"> <li>▪ Assists others to accomplish work group objectives</li> <li>▪ Is able to achieve overall results and either leads or participates in group efforts in a cooperative, dependable manner</li> <li>▪ Contributes to team building and team results</li> <li>▪ Demonstrates commitment to department and University goals</li> </ul> Comments:					

### Professional Development Activities

Record the professional development activities completed by the employee during the review period. Consider all formal and informal activities intended to increase effectiveness for current and/or future job responsibilities. Professional development activities should relate to past performance, expectations, goals, and areas indicated in need of improvement.

- *List workshops and conferences you have attended during the review period.*

### Overall Performance Rating

Evaluate the employee's overall level of performance in the accomplishment of major duties and responsibilities, other contributions, quality of service, and other job related performance factors. **An overall performance rating of Unsatisfactory must be supported with a written justification attached.**

- Does not meet minimum expectations (DNM)
- Meets minimum expectations, but improvement is expected (MME)
- Fully satisfactory (FS)
- Excellent (E)

DNM	MME	FS	E
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Comments:

**Performance Feedback and Suggestions for Improvement** (feeds into *optional* Performance Improvement Plan)

Objective, constructive feedback is essential to the continuing development of employee as well as team productivity and performance. Please discuss the goals and objectives for growth and development demonstrated by the employee in terms of performance factors, unit-specific factors, and relevant performance standards. Be sure to emphasize suggestions for further development in terms of both strengths and opportunities. Specific plans should be identified for any improvement.

Goals and objectives for the next year:

1.

2.

Opportunities for growth and development:

1.

2.

Long-term development plan for employee (optional):

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Completed by (Immediate Supervisor)

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Date

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EMPLOYEE COMMENTS: (optional - may include discussion of professional development plans and objectives).

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Employee Signature

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Date

Your signature does not necessarily mean that you agree with this review.  
It is only to acknowledge that your supervisor has met and reviewed it with you.

### Performance Improvement Plan (optional)

Planning Period from \_\_\_\_\_ to \_\_\_\_\_

Performance Expectations (Measures)	Knowledge, Skills, and Behaviors Needed to Achieve Each Expectation	Action Required by Employee and/or Supervisor (Development Activity)	Resources and Support Needed from Work Unit and Supervisor	Target Completion Dates for Expectations	Check-in: Progress toward Improvement
1.					
2.					

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

Supervisor \_\_\_\_\_  
Signature
Date