

EMPLOYEE PERFORMANCE EVALUATION

Texas Engineering Experiment Station & Dwight Look College of Engineering

Effective performance evaluation tools and techniques are essential to the success of human resource management. Not only is constructive feedback vital to professional development and performance, but performance evaluation also serves as documentation for merit increases, promotions, disciplinary actions and dismissals. Performance evaluation is most effective as an ongoing, informal process with a formal, documented appraisal at least once each year. This performance appraisal offers supervisors the opportunity to communicate with staff, review goals, assess progress and plan for improvement.

Employee's Name:

Date of Evaluation:

Position Title:

Department/Division:

Instructions: Mark one box under each applicable factor, adding comments as needed for elaboration. When making the highest ranking in any of the following criteria, discuss with the employee the reasons for the rating and provide specific example(s) of positive performance. When making the lowest ranking in any of the following criteria, provide written comments as to the reasons for the rating and provide specific example(s) of negative performance.

The employee's position description should be reviewed by the employee and supervisor as a function of the appraisal. The space provided on the signature page should be marked indicating its review. If the position description is amended, the form should be updated, signed by the employee and supervisor and filed with the employee's personnel record.

For additional information on the Performance Evaluation process, please refer to the Staffing Guide for Supervisors, available through the *Personnel* section of the Engineering Portal (<http://engrportal.tamu.edu>).

Evaluation Factors

Work Quality: The degree to which the employee produces accurate, neat, and thorough work.

Consistently produces work of highest quality.

Produces high quality work; makes few errors.

Produces acceptable work with minimal errors.

Produces marginal to unacceptable work; makes excessive errors.

Comments/Performance Examples:

Work Quantity: The employee's level of productivity/output and timeliness of work.

Consistently completes work ahead of schedule; seeks additional tasks; highest output level.

Completes most work ahead of schedule; above average output level.

Completes the majority of work within specified deadlines; acceptable output level.

Does not complete work within time limits, generally unsatisfactory output level.

Comments/Performance Examples:

Initiative: The degree to which the employee demonstrates independent action and resourcefulness on the job by developing new methods, offering constructive suggestions, and/or seeking additional work.

Consistently exceeds requirements for independent action and resourcefulness; highly motivated.

Exceeds requirements for independent action and resourcefulness; diligent worker.

Meets basic job requirements for independent action and resourcefulness; acceptable worker.

Rarely initiates independent action as required by the job; requires constant supervision.

Comments/Performance Examples:

Application of Knowledge: The employee's understanding of job duties and ability to accomplish job.

Consistently exhibits exceptional knowledge and outstanding skills in even the most complex aspects of the job.

Frequently demonstrates better than average knowledge and skills in all aspects of the job.

Has adequate knowledge and skills to handle job duties.

Application of knowledge is limited. Required skills are poorly demonstrated.

Comments/Performance Examples:

Work Ethics and Innovation: The employee's proper handling of confidential information, adherence to policies, and commitment to productivity, coworkers, and work schedules and ability to add value to unit.

Practices exceptional work ethics; demonstrates exceptional integrity in all work, exceptional contribution to efficient operation of unit, consistently seeks ways to improve work methods.

Practices excellent work ethics; demonstrates excellent integrity in all work, develops methods for streamlining operations, frequently provides constructive suggestions.

Practices good work ethics; demonstrates integrity in all work, develops better methods of completing work, occasionally provides constructive suggestions.

Fails to practice good work ethics; does not demonstrate integrity at work, doesn't provide constructive suggestions.

Comments/Performance Examples:

Decision Making/Problem Solving: The employee's ability to recognize and analyze problems, evaluate solutions, and make recommendations.

Consistently demonstrates outstanding problem-solving skills; able to handle complex problems creatively.

Demonstrates good problem-solving skills; occasionally able to handle complex problems.

Solves routine problems satisfactorily; requires assistance with complex problems.

Has difficulty recognizing and solving routine problems; does not show evidence of needed analytical skills.

Comments/Performance Examples:

Customer Relations: The employee's interaction with others within or outside the department or organization.

Exceptional in anticipating and meeting customer needs; communicates very well with customers.

Anticipates and meets customer needs; communicates well with customers.

Meets customer needs; communicates adequately with customers.

Fails to meet customer needs; communicates poorly with customers.

Comments/Performance Examples:

Work Relationships/Leadership: The employee's ability to work with others including diplomacy, cooperation, leadership, etc. Influences, supports and motivates staff and/or coworkers.

Consistently achieves outstanding working relationships, inspires staff and/or coworkers to excel, leads by example.

Helps to create a cooperative work environment; good team worker, promotes initiatives, makes effective decisions.

Cooperative; works well with others, makes good decisions, supports progress of staff and/or coworkers.

Sometimes uncooperative; experiences difficulty relating to others, occasionally neglects staff and/or coworkers.

Comments/Performance Examples:

Diversity: Supports diversity initiatives. Contributes to building an enlightened community by creating a climate of openness and inclusiveness. Actively seeks out mutually held values with other employees while respecting and valuing individual differences.

Works diligently to foster an open and inclusive environment; actively involved in diversity initiatives; always displays behavior that respects and values individual differences.

Provides support for an open and inclusive environment; encourages diversity initiatives; frequently displays behavior that respects and values individual differences.

Contributes in promoting an open and inclusive environment; participates in diversity initiatives, generally displays behavior that respects and values individual differences.

Needs encouragement to support a diverse and inclusive environment; fails to display behavior that respects and values individual differences.

Comments/Performance Examples:

Employee Management (*Supervisors Only*): The employee's use of appropriate/effective management style, flexibility, care, and concern for total employee.

Excels in supervision and leadership of subordinates; encourages employees to develop to their fullest potential; coaches and trains employees for advancement; provides honest, ongoing feedback to employees.

Provides better-than-average supervision and leadership of subordinates; encourages employee development; coaches and trains employees; provides honest, ongoing feedback to employees.

Provides effective supervision and leadership of subordinates; encourages development; does some coaching and training; provides feedback periodically.

Provides little or no supervision and leadership of subordinates; does not encourage development; does not coach or train subordinates; provides little feedback.

Comments/Performance Examples:

Overall Performance Rating: Overall contribution to organizational success.

Outstanding Exceeds Expectation Meets Expectation Does Not Meet Expectation

Supervisor's Overall Comments:

Employee's Improvement Needs:

Performance Objectives/Initiatives

Employee's Comments:

I understand that my signature indicates only that I have read and discussed this performance evaluation with my supervisor/evaluator. It does not necessarily mean that I agree with the evaluation's contents. I may attach written comments, if desired. If comments are attached, check here:

We attest that as part of the evaluation process the employee's job description has been reviewed. Updates have been made as needed.

Employee Initial _____ **Supervisor Initial** _____

We attest that as part of the evaluation process, professional development activities and related objectives have been reviewed (if applicable).

Employee Initial _____ **Supervisor Initial** _____

Employee's Signature: _____ **Date:** _____

Immediate Supervisor's Signature: _____ **Date:** _____

Next Level Supervisor (if necessary): _____ **Date:** _____

Managers are encouraged to seek employee input on the performance evaluation, either before or during the review session. The evaluation provides an opportunity for an open and honest discussion of ways the employee and organization can be more productive.

This form, and any attachment, becomes part of the employee's official personnel file.