

	Supervisor's Rating	Significance Factor
1. Establishes and meets realistic milestones for task completion.		
2. Exhibits professional behavior under stress.		
3. Effectively manages multiple tasks and responsibilities.		
4. Consistently produces results relative to duties.		

INITIATIVE AND CREATIVITY: Consider the employee's ability to initiate and follow through with appropriate action and ability to develop w

	Supervisor's Rating	Significance Factor
1. Plans effectively and imaginatively.		
2. Seeks innovative means to improve quality.		
3. Facilitates the decision making process.		
4. Recognizes needs and originates actions.		
5. Adapts to changing priorities, new ideas and methods.		

INTERPERSONAL RELATIONS: Consider the employee's ability to establish and maintain effective working relationships with the public

	Supervisor's Rating	Significance Factor
1. Demonstrates honesty, integrity and trust in all working relationships.		
2. Demonstrates ability to resolve or amend conflicts or concerns in a positive manner.		
3. Builds relationships in which people come first and all are treated with dignity and respect.		
4. Acts as a team member in the accomplishment of assigned tasks.		
5. Encourages and accepts constructive feedback.		

SUPERVISORY SKILLS: Consider the employee's ability to effectively manage human resources. Consider factors such as delegation of authority, leadership, training/development and team building.

	Supervisor's Rating	Significance Factor
1. Demonstrates excellence in leadership by promoting teamwork, creativity and a strong work ethic in achieving the goals and objectives of the unit/division.		
2. Promotes training and development of employees.		
3. Encourages employees to learn new skills and accept new challenges in meeting their career goals.		
4. Delegates authority through clearly stated objectives and assigned accountability.		
5. Understands and adheres to institutional Affirmative Action Plan regarding goals and timetables, grievances/discrimination complaints, disseminating plans to their employees and following university guidelines.		

DEPENDABILITY: Consider the employee's availability and responsiveness to assigned duties and reliability in performing them properly. Also consider attendance and punctuality.

1. Assumes full responsibility for assigned tasks.
2. Completes work in a timely manner.
3. Accepts full accountability for his/her actions and those he/she supervises.
4. Exhibits consistency in regular attendance and considers work load when requesting leave.
5. Demonstrates responsibility by prompt attendance.

Supervisor's Rating	Significance Factor

PROFESSIONAL CONTRIBUTIONS: Consider the contributions made on the part of the employee to the staff, students, university, community and state or region.

1. Provides positive representation of the university in civic affairs and community or government service.
2. Contributes to the university through participation in special projects, committees, and professional associations.
3. Displays commitment to the university.

Supervisor's Rating	Significance Factor

PART II: COMMENTS

SUPERVISOR COMMENTS: Based on the appraisal you have made, please answer the following questions in your own words. Use additional paper if necessary.

1. A. This employee is well suited for type of work he/she is now doing. YES NO
Please explain.

B. Progress toward previously recommended steps for professional development or training:

C. Recommendations for additional professional development or training:

2. What is your overall evaluation of employee?
 Excellent Above Average Average Poor Unsatisfactory

Comments:

I have been employee's supervisor for years and months.

EMPLOYEE COMMENTS: I agree with the above evaluation and comments.
 I disagree with the above evaluation and comments for the following reasons:
Use additional paper if necessary.

Employee's request for professional or personal development or training:

Development or training sessions/classes completed during this evaluation period:

Comments by Associate/Assistant Vice President, Dean, Director:

Comments by Reviewing Official:

PART III: SIGNATURES

Signature of Employee _____ Date _____

Signature of Immediate Supervisor _____ Date _____

Signature of CEO, HR Manager, Dept Head _____ Date _____

Reviewed By: _____ Date _____

_____ Date _____