

EMPLOYEE NAME: _____

POSITION TITLE: _____

DEPARTMENT: _____

SUPERVISOR: _____

APPRAISAL PERIOD: _____

EXEMPT EMPLOYEE

GOAL SETTING: *Review Prior Year Goals*

Take time to re-visit the goals that were set for the performance appraisal period. Did the employee meet these goals? If so, provide a brief summary outlining how the goals were met. If not, consider and summarize the reasons why they were not met.

Please carefully review the employee’s performance during the past appraisal period and select the description that best describes the employee’s overall performance. Please provide supporting comments and examples for each performance area. This appraisal focuses on factors which determine the quality of the overall performance and indicates areas which may require further training and professional development.

TECHNICAL KNOWLEDGE: *Remains current on technical developments in relevant areas of expertise and seeks new technical knowledge as necessary.*

Exceptional: Outstanding knowledge of relevant technologies as they apply to the position. Consistently seeking and finding technology solutions that improve the efficiency of work processes.

Above Expectations: Very good knowledge of relevant technologies as they apply to the position. An active contributor in seeking improved technology solutions for work processes and an avid willingness to learn and use new technology.

Meets Expectations: Proficient at using technology to complete work in a timely manner. Willing to attend technology training as needed.

Improvement Needed: Marginally proficient at using technology to complete work assignments. Can be resistant to technology changes. Additional training required.

Comments or Performance Examples:

Performance or Professional Development Goal for this Performance Area:

PROFESSIONAL KNOWLEDGE: *Possesses knowledge of the relevant professional field and can apply it to job responsibilities.*

- Exceptional: Demonstrates deep knowledge of the professional field and understands the most complex aspects of the job responsibilities.
- Above Expectations: Demonstrates solid working knowledge of the professional area and is capable of handling complex projects. Actively seeks training opportunities that will enhance professional knowledge.
- Meets Expectations: Demonstrates sufficient knowledge of the professional area and performs job responsibilities well.
- Improvement Needed: Acquiring additional knowledge of the professional area would be beneficial in performing basic job responsibilities with less difficulty.

Comments or Performance Examples:

Performance or Professional Development Goal for this Performance Area:

COMMUNICATION SKILLS: *Communicates clearly and concisely in both oral and written form. Has good listening skills.*

- Exceptional: Excellent oral and written communication skills. An active listener who has a sound sense of when to share important information and with whom to share it.
- Above Expectations: Demonstrates above average oral and written communication skills.
- Meets Expectations: Demonstrates solid communication skills but may need occasional training to sharpen certain areas.
- Improvement Needed: Additional training to develop communication skills is recommended. Frequent communication break downs can cause confusion with coworkers and interfere with the employee's ability to complete assignments accurately.

Comments or Performance Examples:

Performance or Professional Development Goal for this Performance Area:

WORK QUALITY: *Completes assigned work in a timely and accurate fashion.*

- Exceptional: Consistently produces work that is of the highest quality and accuracy.
- Above Expectations: Almost always produces high quality, accurate work.
- Meets Expectations: Typically produces quality work with occasional errors.
- Improvement Needed: Attention needed to producing work that is more thorough and accurate.

Comments or Performance Examples:

Performance or Professional Development Goal for this Performance Area:

FISCAL RESPONSIBILITY: *Maintains yearly budgets effectively and accurately forecasts future budgetary needs.*

- Exceptional: Displays highly accurate and organized methods for setting and maintaining departmental budgets. Always identifies cost-effective methods for all areas of the budget.
- Above Expectations: Very accurate and organized maintenance of departmental budgets. Actively seeks cost-effective methods for all areas of the budget.
- Meets Expectations: Maintains the departmental budget accurately. Occasionally operates off-budget.
- Improvement Needed: A better sense of fiscal responsibility should be sought. Lacks a solid understanding of spending implications and frequently miscalculates budget needs.
- Not Applicable

Comments or Performance Examples:

Performance or Professional Development Goal for this Performance Area:

SERVICE ORIENTATION: *Works well with customers, students, faculty, co-workers.*

- Exceptional: Consistently anticipates and meets the needs of customers. Always communicates and works well with co-workers and customers.
- Above Expectations: Frequently anticipates the needs of customers. Generally communicates and works well with co-workers and customers.
- Meets Expectations: Meets customer needs. Communicates and works with customers and co-workers in an acceptable manner.
- Improvement Needed: Lacks adequate attention to meeting customer needs. Communication and work with customers and co-workers needs improvement.

- Employee has registered for but not yet attended Noel-Levitz Customer Service Training
- Employee has completed Noel-Levitz Customer Service Training
- Employee has not yet registered for Noel-Levitz Customer Service Training

Comments or Performance Examples:

Performance or Professional Development Goal for this Performance Area:

INITIATIVE: *Demonstrates independent action and resourcefulness on the job. Performs duties in an acceptable manner and with minimal supervision.*

- Exceptional: Constantly exhibits independent action and resourcefulness. Exercises outstanding judgment on knowing when to seek guidance from supervisor. A highly motivated employee.
- Above Expectations: Frequently exhibits independent action and resourcefulness. Exercises good judgment on knowing when to seek guidance from supervisor..
- Meets Expectations: Generally demonstrates independent action with minimal supervision.
- Improvement Needed: More independent action is needed. Requires very close supervision at all times.

Comments or Performance Examples:

Performance or Professional Development Goal for this Performance Area:

WORK RELIABILITY: *Work assignments are completed on-time and with accuracy. Consistently reports to work on time.*

- Exceptional: Reliability never in question. Work assignments are always completed with the highest level of accuracy and ahead of deadline.
- Above Expectations: Very reliable. Work is almost always performed accurately and on deadline.
- Meets Expectations: Reliable employee. Work assignments are typically completed accurately and in a timely fashion.
- Improvement Needed: Employee attendance record is unstable. Work deadlines are frequently missed and assignments tend to have a high level of inaccuracies.

Comments or Performance Examples:

Performance or Professional Development Goal for this Performance Area:

DIVERSITY AND PLURALISM: *Supports Departmental and University diversity initiatives. Contributes to building a community with a climate of openness and inclusiveness.*

Exceptional: Works diligently to foster an open and inclusive environment. Actively seeks out opportunities to enhance the openness and inclusiveness of the community. Always displays behaviors that respect and value individual differences.

Above Expectations: Provides support for an open and inclusive environment. Encourages diversity initiatives and frequently displays behaviors that demonstrate respect for all individuals.

Meets Expectations: Accepts diversity initiatives and sometimes participates in activities that promote a climate of openness and inclusiveness.

Improvement Needed: Needs encouragement to support a diverse and inclusive environment. Fails to display behaviors that demonstrate respect and value for individual differences.

Comments or Performance Examples:

Performance or Professional Development Goal for this Performance Area:

Optional Evaluation Factors Unique to a Particular Department or Position

(Duplicate this section as needed to accommodate other appropriate evaluation factors)

FACTOR:

Exceptional

Above Expectations

Meets Expectations

Improvement Needed

Comments or Performance Examples:

Performance or Professional Development Goal for this Performance Area:

LEADERSHIP SKILLS (for those who are supervisors)

DECISION MAKING ABILITY: *Demonstrates sound, timely decision making practices.*

- Exceptional: Exhibits confident, outstanding decision making skills that take all important factors and people into consideration.
- Above Expectations: Very good decision maker who makes the necessary decisions in a timely fashion.
- Meets Expectations: Good decision maker. Has a good sense of when to seek advice on making important decisions and whom to seek advice from.
- Improvement Needed: Has a difficult time making decisions. Untimely and inconsistent decision making practices are frequently exhibited.

Comments or Performance Examples:

Performance or Professional Development Goal for this Performance Area:

COACHING AND MOTIVATIONAL ABILITY: *Motivates team with sound direction and leadership.*

- Exceptional: Acts as a positive mentor and coach to all direct reports and is concerned with departmental success as well as individual growth. Ties departmental goals to strategic mission.
- Above Expectations: A very sound leader who promotes departmental initiative and strategic mission. Works with direct reports on a regular basis to ensure a productive work environment.
- Meets Expectations: Provides necessary leadership to individuals and the department. Supports the progress of staff members and the mission of the University.
- Improvement Needed: Lacks adequate sensitivity to the needs of staff. A stronger sense of responsibility for the direction of the department and a more focused attempt to contribute to or support the mission of the University would be beneficial.

Comments or Performance Examples:

Performance or Professional Development Goal for this Performance Area:

Summary of Performance Area Evaluations

	Exceptional	Above Expectations	Meets Expectations	Improvement Needed
Technical Knowledge				
Professional Knowledge				
Communication Skills				
Work Quality				
Fiscal Responsibility				
Service Orientation				
Initiative				
Work Reliability				
Diversity and Pluralism				
Optional Factor				
Optional Factor				
Decision Making Ability				
Coaching Ability				

Overall Employee Rating:

- Exceptional
 Above Expectations
 Meets Expectations
 Improvement Needed

Overall Performance Comments:

“SMART” GOALS WORKSHEET

Specific – Measurable – Actionable – Realistic – Time Bound

WPI uses “SMART” Goals during the yearly performance appraisal process to outline the goals set in the above sections. These goals are intended to be re-visited by the employee and the supervisor regularly throughout the year so that progress toward achieving the goals can be monitored carefully. Please review the above “SMART” acronym and the example below before revisiting the goals set above and converting them to “SMART” goals.

Model: To (action verb) (single key result) by (target date) requiring (resources).

Example: If one of the employee’s goals was to become more proficient with Excel, converting that into a “SMART” goal would be:

To integrate the use of Excel in tracking employees and the training programs they attend by January 1, with the help of training programs offered through the ATC.

Specific	Become more proficient in Excel.
Measurable	Utilize Excel in tracking employee training programs.
Actionable	By attending training programs offered through the ATC, the employee will learn how to build an Excel database.
Realistic	The deadline for completing this task will be one year from now, which gives more than enough time to attend training programs, build a database, and integrate the use of the database into the workflow.
Time Bound	Complete by January 1, 2012 for next year’s appraisal process.

This goal has a specific end product and a deadline that is accomplishable. It is not vague, and will be easy to revisit over the course of the year for the purposes of tracking progress.

Goal 1: _____

Goal 2: _____

Goal 3: _____

“SMART” Conversion table

Specific	
Measurable	
Actionable	
Realistic	
Time Bound	

Please expand the table above as needed for additional goals, if applicable.

TRAINING CHECKLIST

Training and professional development sessions you’d like employee to attend in the coming year to accomplish their “SMART” goals:

Technology Training (please specify) _____

Communication Skills

Writing Skills

Time Management/Organization

Project Management

Supervisory Training

Leadership Development

Please specify needs: _____

Please specify needs: _____

Wellness related

Other

(please specify) _____ (please specify) _____

Division Head Signature: _____

Date: _____

Supervisor Signature: _____

Date: _____

Employee Signature: _____

Date: _____

Has the employee elected to have his/her Self Appraisal submitted with this review? Yes No

Has the employee elected to submit other supporting materials (i.e. emails, thank you notes, kudos) with this review? Yes No

Has the employee’s job description changed, and has an updated description been submitted with this review? Yes No

Please be advised that this document will be placed in your personnel record