

<b>Samford University Performance Assessment for Non-supervisory Personnel</b>	
<b>Section I Identification</b>	
Assessment Period from	Date Completed
Name	Length of Time in this Position
Department	Position
Hire Date	Name of Person Completing this form
<p>Performance management at Samford University is a five-tiered process, which includes as its components <i>planning, monitoring, developing, assessing, and rewarding</i>. The written performance assessment is the fourth tier of the process. Its aim is to formally assess the employee's performance for the previous year. The performance assessment is based on expectations and goals identified by the supervisor and discussed with the employee. This written assessment should not replace the normal and frequent discussions that occur between the supervisor and employee about job performance.</p>	
<b>Section II Levels of Performance</b>	
<p>Outstanding (5) Performance yields extraordinary results for the University and/or the division.</p> <p>Highly Accomplished (4) Performance consistently generates results above those expected of the position.</p> <p>Successful (3) Performance fully meets job expectations and occasionally generates results beyond those expected.</p> <p>Needs Improvement (2) Performance meets some, but not all, job requirements.</p> <p>Unsatisfactory (1) Performance is below job requirements. Immediate improvement is required.</p>	
<b>Section III Performance Factors</b>	
<p>Directions: Please check the appropriate box for each performance factor. Check "Not Applicable" where appropriate. You may provide comments using examples of actual behavior.</p>	
<b>1. Job/Campus Wide Perspective</b>	
<p>Demonstrates an understanding of the mission, structure, culture and constituencies of Samford University; demonstrates knowledge of own area of responsibility and understands how it impacts the work of other departments; considers financial impact to the University of own work activities and decisions.</p>	
<p><input type="checkbox"/> Outstanding (5)    <input type="checkbox"/> Highly Accomplished (4)    <input type="checkbox"/> Successful (3)    <input type="checkbox"/> Needs Improvement (2)    <input type="checkbox"/> Unsatisfactory (1)    <input type="checkbox"/> Not Applicable</p>	
Comments (optional):	
<b>2. Planning/Organization</b>	
<p>Establishes a systematic course of action to assure accomplishment of specific goals; determines priorities and allocates time and resources effectively.</p>	
<p><input type="checkbox"/> Outstanding (5)    <input type="checkbox"/> Highly Accomplished (4)    <input type="checkbox"/> Successful (3)    <input type="checkbox"/> Needs Improvement (2)    <input type="checkbox"/> Unsatisfactory (1)    <input type="checkbox"/> Not Applicable</p>	
Comments (optional):	
<b>3. Leadership</b>	
<p>Develops and uses effective strategies, change management, and interpersonal skills to influence others toward accomplishing identified objectives.</p>	
<p><input type="checkbox"/> Outstanding (5)    <input type="checkbox"/> Highly Accomplished (4)    <input type="checkbox"/> Successful (3)    <input type="checkbox"/> Needs Improvement (2)    <input type="checkbox"/> Unsatisfactory (1)    <input type="checkbox"/> Not Applicable</p>	

Comments (optional):
<p><b>4. Communication</b>  Expresses ideas effectively both in writing and verbally; practices active listening and fully comprehends what others are saying; recognizes appropriate times to communicate and tailors communication to meet the needs and preferences of others. Accepts feedback easily and shares information in a timely manner.</p>
<input type="checkbox"/> Outstanding (5) <input type="checkbox"/> Highly Accomplished (4) <input type="checkbox"/> Successful (3) <input type="checkbox"/> Needs Improvement (2) <input type="checkbox"/> Unsatisfactory (1) <input type="checkbox"/> Not Applicable
Comments (optional):
<p><b>5. Openness to Change</b>  Responds positively to changes in the workplace; initiates and/or incorporates new work methods, processes, and technology, demonstrates flexibility in responding to work demands.</p>
<input type="checkbox"/> Outstanding (5) <input type="checkbox"/> Highly Accomplished (4) <input type="checkbox"/> Successful (3) <input type="checkbox"/> Needs Improvement (2) <input type="checkbox"/> Unsatisfactory (1) <input type="checkbox"/> Not Applicable
Comments (optional):
<p><b>6. Personal Responsibility and Mission Support</b>  Accepts responsibility for own job performance and results. Focuses on work activities or strategies that add value; works to eliminate work activities, processes or systems that do not add value.</p>
<input type="checkbox"/> Outstanding (5) <input type="checkbox"/> Highly Accomplished (4) <input type="checkbox"/> Successful (3) <input type="checkbox"/> Needs Improvement (2) <input type="checkbox"/> Unsatisfactory (1) <input type="checkbox"/> Not Applicable
Comments (optional):
<p><b>7. Customer Service Orientation</b>  Understands and accepts the role of "customers" in the University environment and responds promptly to their needs. Understands how own work activities, processes and systems impact customers and their perception of the business partnership and of the University. Addresses customers' concerns with respect and promptly, works to build a "win-win" relationship.</p>
<input type="checkbox"/> Outstanding (5) <input type="checkbox"/> Highly Accomplished (4) <input type="checkbox"/> Successful (3) <input type="checkbox"/> Needs Improvement (2) <input type="checkbox"/> Unsatisfactory (1) <input type="checkbox"/> Not Applicable
Comments (optional):
<p><b>8. Teamwork</b>  Works effectively with others in a variety of settings; balances own responsibilities with the interests of the team; shares knowledge; responsibilities, and expertise with others. Demonstrates positive influences within the group in which he or she works. Works well with others and practices good organizational citizenship.</p>
<input type="checkbox"/> Outstanding (5) <input type="checkbox"/> Highly Accomplished (4) <input type="checkbox"/> Successful (3) <input type="checkbox"/> Needs Improvement (2) <input type="checkbox"/> Unsatisfactory (1) <input type="checkbox"/> Not Applicable
Comments (optional):
<p><b>9. Decision Making and Problem Solving</b>  Reaches sound decisions based on balanced consideration of facts, priorities, and alternatives. Takes initiative to identify and solve problems; builds a logical approach to address problems by drawing on his or her knowledge and experience and using other references and resources as necessary.</p>
<input type="checkbox"/> Outstanding (5) <input type="checkbox"/> Highly Accomplished (4) <input type="checkbox"/> Successful (3) <input type="checkbox"/> Needs Improvement (2) <input type="checkbox"/> Unsatisfactory (1) <input type="checkbox"/> Not Applicable
Comments (optional):
<p><b>10. Continuous Learning</b>  Keeps current with new work methods, skills and technologies to complete work activities; assumes ownership for own self-development and continuous learning. Applies learning from past experiences to current and future work activities.</p>
<input type="checkbox"/> Outstanding (5) <input type="checkbox"/> Highly Accomplished (4) <input type="checkbox"/> Successful (3) <input type="checkbox"/> Needs Improvement (2) <input type="checkbox"/> Unsatisfactory (1) <input type="checkbox"/> Not Applicable

Comments (optional):
<b>Rating for Section III:</b> Add scores and divide by number of items actually rated to obtain average for Section III.
<b>Section IV      Essential Job Functions</b>
<b>Directions:</b> List in order of importance the employee's primary job responsibilities. (Do not list more than three.) <b>Supervisors:</b> please provide your assessment of how the employee performed these three job responsibilities.
1.
<input type="checkbox"/> Outstanding (5) <input type="checkbox"/> Highly Accomplished (4) <input type="checkbox"/> Successful (3) <input type="checkbox"/> Needs Improvement (2) <input type="checkbox"/> Unsatisfactory (1)
Comments:
2.
<input type="checkbox"/> Outstanding (5) <input type="checkbox"/> Highly Accomplished (4) <input type="checkbox"/> Successful (3) <input type="checkbox"/> Needs Improvement (2) <input type="checkbox"/> Unsatisfactory (1)
Comments:
3.
<input type="checkbox"/> Outstanding (5) <input type="checkbox"/> Highly Accomplished (4) <input type="checkbox"/> Successful (3) <input type="checkbox"/> Needs Improvement (2) <input type="checkbox"/> Unsatisfactory (1)
Comments:
<b>Rating for Section IV:</b> Add scores and divide by number of items actually rated to obtain average for Section IV.
<b>Section V      Progress Against Last Year's Goals</b>
<b>Directions:</b> Please list and assess the employee's progress toward achieving his or her last year's goals. Include an additional page if more space is needed. If goals were not communicated, do not complete this section and go to Section VI.
Goal 1:
<input type="checkbox"/> Outstanding (5) <input type="checkbox"/> Highly Accomplished (4) <input type="checkbox"/> Successful (3) <input type="checkbox"/> Needs Improvement (2) <input type="checkbox"/> Unsatisfactory (1)
Goal 2:
<input type="checkbox"/> Outstanding (5) <input type="checkbox"/> Highly Accomplished (4) <input type="checkbox"/> Successful (3) <input type="checkbox"/> Needs Improvement (2) <input type="checkbox"/> Unsatisfactory (1)
Goal 3:
<input type="checkbox"/> Outstanding (5) <input type="checkbox"/> Highly Accomplished (4) <input type="checkbox"/> Successful (3) <input type="checkbox"/> Needs Improvement (2) <input type="checkbox"/> Unsatisfactory (1)
<b>Rating for Section V:</b> Add scores and divide by number of items actually rated to obtain average for Section V.
<b>Section VI      Goals, Initiatives, and Priorities For Upcoming Year</b>
<b>Directions:</b> Please list the employee's goals for the <u>upcoming year</u> . Provide timeframes and milestones where appropriate. Include an additional page if more space is needed.
Goal 1:
Goal 2:
Goal 3:

**Section VII Overall Performance Rating and Summary**

**Directions:** To compute the overall rating, average the three average scores for Sections III, IV and V. Check the box below that best characterizes the employee's overall performance for the previous year and provide a one-paragraph summary.

Enter the employee's overall performance rating for the year in the space by the appropriate category:

- 5.0 = 5 Outstanding
- 4.0-4.9 = 4 Highly Accomplished
- 3.0-3.9 = 3 Successful
- 2.0-2.9 = 2 Needs Improvement
- 1.0-1.9 = 1.0 Unsatisfactory

**Summary and Comments:**

**Section VIII Signatures and Employee's Comments**

Completed by (Supervisor) \_\_\_\_\_ Date \_\_\_\_\_

Approved by (Department Head) \_\_\_\_\_ Date \_\_\_\_\_

A signature is required only to indicate the employee has received this assessment. Signing this document does not imply agreement or disagreement. Employee comments:

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