



# Performance Appraisal Form

## Instructions

### Form Items

1. All required fields have a red asterisk and must be completed.
2. Ensure e-mail addresses entered are accurate as these are used for routing purposes. Incorrect addresses will result in unrouted appraisals.
3. Any fields not available for completion will be locked from entry. Page headers may be visible without any other content if no fields are available for completion at the given step in the completion process.

### Routing

STEP #1: The supervisor initiates the Appraisal Form and completes the name and e-mail of both the employee and supervisor for routing. Supervisors will also complete the Supervisor Ratings section. Please submit, upon completion, to route to the employee or, if applicable, to an approver.

STEP #2: The Employee will complete all questions available to them for the evaluation. Please submit, upon completion, to route to the supervisor.

STEP #3: The Supervisor will complete all remaining questions available to them for the evaluation. Please submit, upon completion, and save/print a copy of the PDF for your meeting with the employee. If applicable, the form will route to an approver prior to scheduling the meeting.

STEP #4: The Supervisor will schedule and conduct a meeting to review the completed appraisal with the employee.

STEP #5: The Supervisor will complete post-meeting appraisal items and submit to the employee for final signature.

STEP #6: The Employee will complete post-meeting appraisal items and submit the final appraisal to the supervisor. The Employee should print/save a copy of the final PDF appraisal form for their records.

STEP #7: The Supervisor will sign and submit the electronic appraisal to route to Human Resources. The Supervisor should print/save a copy of the PDF for their records.

NOTE: Recipients will be notified via e-mail when the Performance Appraisal is available for completion.

Appraisal Due Date \*

## Employee Information

The following information will be used to route this form to your employee. Please double check that the information is correct.

First Name \*  Last Name \*  Email Address \*

Position Title \*

Position in VP for Operations Area \* ☐ Yes  
☐ No

\* ☐ Supervisor has reviewed and, if necessary, updated the position description in PeopleAdmin.

\* ☐ Supervisor has provided the position description to the employee

## Supervisor Information

The following information will be used to route this form back to the supervisor. Please double check that the information is correct.

First Name \*  Last Name \*  Email Address \*

## Next-Level Approver Information [OPTIONAL-Only in areas where supervisors need approval before routing to supervisee]

Does review need to be approved before routing to employee? \* ☐ Yes  
☐ No

## Post-Meeting -- Final Supervisor Information

Supervisor has reviewed the position description for this position with employee. ☐

Enter the meeting date where appraisal was reviewed with employee: \*

[OPTIONAL] If signing for multiple supervisors, please list other supervisors:

Supervisors should use this field for any post-meeting comments or adjustments to original scores or comments completed earlier in the evaluation process.

**Post-Meeting -- Final Employee Information**

I acknowledge my supervisor meeting with me on the date listed above to discuss my appraisal. \* ☐

Employees should use this field for any post-meeting comments.



# Performance Appraisal Form

## Supervisor Ratings

### Ratings Definitions

3: Exceptional	Reserved for elements of unique strength. The employee's performance far exceeds all goals and expectations. This is a particular skill or strength of the employee that should be leveraged for professional growth and greater responsibility.
2: Proficient	Employee is proficient and successful in the role. Performance standards are met or exceeded and the employee contributes in a meaningful and valued manner.
1: Inconsistent/Needs Improvement	Employee is making progress in learning key aspects of the position. Performance meets some, but is inconsistent in meeting all performance objectives and expectations. Improvement and/or growth needed.

### Evaluation Area

### Supervisor Rating

### Supervisor Comments (required for ratings of 1 or 3)

#### Functional Knowledge & Skills

- solid grasp of knowledge relevant to position
- stays abreast of developments in discipline or specialty area
- applies best practices in discipline

- \* ☐ 3  
☐ 2  
☐ 1

#### Specific Job Duties & Comments

↑

↓

- ☐ 3  
☐ 2  
☐ 1

#### Delivered Results

- uses time efficiently to complete assignments
- is receptive to and implements suggestions for improvement
- quantity of work completed successfully meets expectations
- results consistently reflect commitment to accuracy, quality

- \* ☐ 3  
☐ 2  
☐ 1

#### Problem Solving

- recognizes issues and initiates actions needed to resolve problems
- makes informed decisions
- develops creative and cost effective solutions
- uses latest technology to improve operations and overcome problems

- \* ☐ 3  
☐ 2  
☐ 1

#### Student/Campus Partner Focus

- listens to, and addresses needs and concerns of students/campus partners
- keeps students/campus partners fully informed
- delivers on service commitments
- identifies new efficiencies and opportunities

- \* ☐ 3  
☐ 2  
☐ 1

#### Communication

- communicates in a clear and concise manner and tone
- communicates complex information in user-friendly terms
- shares pertinent information with others in a timely manner
- participates productively in meetings

- \* ☐ 3  
☐ 2  
☐ 1

#### Professional Conduct

- maintains appropriate confidentiality
- welcomes new assignments
- follows uniform dress code, when asked
- is prompt and reliable in daily attendance and appointments
- always prepared; fully accepts responsibility for deadlines
- complies with all safety recommendations and requirements
- works harmoniously and effectively with others
- listens to, considers ideas from others
- exhibits strong commitment to University's mission and values

- \* ☐ 3  
☐ 2  
☐ 1

Cultural Intelligence<sup>(1)</sup> and Inclusive Excellence<sup>(2)</sup> \*

- Contributes to a positive environment for everyone and avoids behaviors that exclude or demoralize
- Demonstrates genuine respect for people from diverse cultural groups
- Values the differences that exist between individuals and groups and is fully aware of interaction between cultures
- Seeks to understand and foster a sense of belonging for people from diverse cultural backgrounds

☐ 3  
☐ 2  
☐ 1

Operations Values \*

- Models the values of Compassion, Integrity, Hospitality, Communication, Stewardship and Commitment in work and interaction with others.

☐ 3  
☐ 2  
☐ 1

(1) Cultural Intelligence (CQ): "CQ can be understood as the capability to relate and work effectively across cultures."

(2) Inclusive Excellence: An "active, intentional, ongoing engagement with diversity in interpersonal relationships, in the curriculum, in the co-curriculum, and in the communities with which students, staff, and faculty connect." In the context of Messiah University, inclusive excellence incorporates the work of social justice and reconciliation.



# Performance Appraisal Form

## Employee Ratings

### Ratings Definitions

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#### Evaluation Area

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☐ 1

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☐ 2  
☐ 1

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- ☐ 3
- ☐ 2
- ☐ 1

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## Performance Appraisal Form

### Employee/Supervisor Summary

#### Employee Summary Comments

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#### Supervisor Summary

##### 1. Employee's Areas of Strength:

1.

2.

3.

##### 2. Areas for Growth or Improvement:

1.

2.

3.

##### 3. Please focus on the following for the next year:

##### 4. Evaluation of overall performance during past 12 months:

-- Please Select --

[illegible][illegible][illegible]

Date: \_\_\_\_\_