



# JACKSON STATE UNIVERSITY

## COMPREHENSIVE PERFORMANCE MANAGEMENT PROCESS (CPMP)

### ANNUAL EMPLOYEE EVALUATION TOOL

Comprehensive Form

EMPLOYEE NAME (FIRST, MI, LAST): \_\_\_\_\_

J#: \_\_\_\_\_ JOB TITLE: \_\_\_\_\_

DATE OF HIRE: \_\_\_\_\_ DATE ASSIGNED TO POSITION: \_\_\_\_\_

DEPARTMENT/DIVISION: \_\_\_\_\_

PERIOD OF EVALUATION: From: \_\_\_\_\_ To: \_\_\_\_\_

#### PART I - INSTRUCTIONS TO EVALUATOR

Attached below are five performance factors, seven behavioral traits, and five leadership/supervisory skills that are important in the performance of the employee's job. Performance factors and behavioral traits must be completed for all employees. The leadership/supervisor skills form should be utilized to address both leadership skills and supervisory responsibilities. **NOTE: A rating of Unacceptable (1) Needs Improvement (2) or Superior (5) requires comments.** The "overall performance" evaluation should reflect the employee's total performance, including the performance factors as related to the employee's responsibilities and duties as set forth in the job description, behavioral traits and leadership/supervisory factors, if applicable.

<p style="text-align: center;"><b>MARKING INSTRUCTIONS</b></p>	<p>The supervisor should indicate the employee's performance by using <b><i>check box</i></b> next to the appropriate level of performance.</p>
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The following rating scale guide is being provided to assist the evaluator in assigning the most appropriate measurement of the employee's performance factors, behavioral traits and supervisory factors.

- 1 = UNACCEPTABLE** - Consistently fails to meet job requirements; performance clearly below minimum requirements. Immediate improvement required to maintain employment.
- 2 = NEEDS IMPROVEMENT** – Occasionally fails to meet job requirements; performance must improve to meet expectations of position.
- 3 = MEETS EXPECTATIONS** – Able to perform 100% of job duties satisfactorily. Normal guidance and supervision are required.
- 4 = EXCEEDS EXPECTATIONS** – Frequently exceeds job requirements; all planned objectives were achieved above the established standards and accomplishments were made in unexpected areas as well.
- 5 = SUPERIOR** – Consistently exceeds job requirements; this is the highest level of performance that can be attained.

<p style="text-align: center;"><b>DISTRIBUTION INSTRUCTIONS</b></p>	<ol style="list-style-type: none"> <li>1. Return the original form with required signatures to Human Resources Z.T. Hubert Building/Box 17028.</li> <li>2. Maintain one copy for your departmental records.</li> <li>3. Distribute one copy to the employee.</li> </ol>
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## PART II - PERFORMANCE FACTORS

1. Knowledge, Skills, Abilities – Consider the degree to which the employee exhibits the required level of job knowledge and/or skills to perform the job and this employee's use of established techniques, materials and equipment as they relate to performance.

Unacceptable ..... Superior  
☐ 1                      ☐ 2                      ☐ 3                      ☐ 4                      ☐ 5

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. Quality of Work – Does employee complete assignments and meet quality standards? Consider accuracy, neatness, thoroughness and adherence to standards and safety rules.

Unacceptable ..... Superior  
☐ 1                      ☐ 2                      ☐ 3                      ☐ 4                      ☐ 5

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. Quantity of Work – Consider the results of the employee's efforts. Does the employee demonstrate the ability to manage several responsibilities simultaneously; perform work in a productive and timely manner; meet work schedules?

Unacceptable ..... Superior  
☐ 1                      ☐ 2                      ☐ 3                      ☐ 4                      ☐ 5

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Work Habits – To what extent does employee display a positive, cooperative attitude toward work assignments and requirements? Consider compliance with established work rules and organizational policies.

Unacceptable ..... Superior  
☐ 1                      ☐ 2                      ☐ 3                      ☐ 4                      ☐ 5

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. Communication – Consider job related effectiveness in dealing with others. Does the employee express ideas clearly both orally and in writing, listen well and respond appropriately?

Unacceptable ..... Superior  
☐ 1                      ☐ 2                      ☐ 3                      ☐ 4                      ☐ 5

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### PART III - BEHAVIORAL TRAITS

1. Dependability – Consider the amount of time spent directing the employee. Does the employee monitor projects and exercise follow-through; adhere to time frames; is on time for meetings and appointments; and responds appropriately to instructions and procedures?

Unacceptable ..... Superior  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. Cooperation – How well does the employee work with co-workers and supervisors as a contributing team member? Does the employee demonstrate consideration of others; maintain rapport with others; help others willingly?

Unacceptable ..... Superior  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. Initiative – Consider how well the employee seeks and assumes greater responsibility; volunteers for special projects; performs task well with little supervision; does not wait to be directed.

Unacceptable ..... Superior  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Adaptability – Consider the ease with which the employee adjusts to any change in duties, procedures, supervisors or work environment. How well does the employee accept new ideas and approaches to work, respond appropriately to constructive criticism and to suggestions for work improvement?

Unacceptable ..... Superior  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. Judgment – Consider how well the employee effectively analyzes problems, determines appropriate action for solutions, and exhibits timely and decisive action; thinks logically.

Unacceptable ..... Superior  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. Attendance – Consider number of absences, use of personal (vacation) and sick leave in accordance with University policy.\*\*\*\*Attendance should be coded as follows: Ranges( 1-2)=Unsatisfactory Ranges( 3-5)=Satisfactory

☐Unsatisfactory

☐ Satisfactory

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

7. Punctuality – Consider work arrival and departure in accordance with departmental and University policy. Punctuality should be coded as follows: Ranges 1-2 (Unsatisfactory) Ranges 3-5 (Satisfactory)

☐Unsatisfactory

☐ Satisfactory

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## PART IV – CUSTOMER SERVICE

1. Service Oriented – Generally provides quality understands the importance of providing service to customers (i.e. faculty, staff, students, external stakeholders)

Unacceptable ..... Superior  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

Comments: \_\_\_\_\_

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2. Accessible – Available to meet with and address customer needs/concerns.

Unacceptable ..... Superior  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

Comments: \_\_\_\_\_

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3. Responsive – Responds to customer requests in a timely manner. (i.e. telephone, email, other written correspondence)

Unacceptable ..... Superior  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

Comments: \_\_\_\_\_

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4. Friendliness – is courteous and thoughtful toward customers.

Unacceptable ..... Superior  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

Comments: \_\_\_\_\_

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5. Knowledgeable – Knows unit operations well enough to resolve problems..

Unacceptable ..... Superior  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

Comments: \_\_\_\_\_

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6. Resourceful – Leverages institutional resources to address customer needs/concerns.

Unacceptable ..... Superior  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

7. Effective – Resolves problems in an appropriate manner.

Unacceptable ..... Superior  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## PART V – LEADERSHIP/SUPERVISORY FACTORS (IF APPLICABLE)

1. Leadership – Consider how well the employee demonstrates effective supervisory abilities; gains respect and cooperation; inspires and motivates subordinates; directs work group toward common goal.

Unacceptable ..... Superior N/A  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5      ☐

Comments: \_\_\_\_\_

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2. Delegation – How well does the employee demonstrate the ability to direct others in accomplishing work; effectively select and motivate staff; define assignments; oversee the work of subordinates?

Unacceptable ..... Superior N/A  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5      ☐

Comments: \_\_\_\_\_

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3. Planning and Organizing – Consider how well the employee plans and organizes work; coordinates with others, and establishes appropriate priorities; anticipates future needs; carries out assignments effectively.

Unacceptable ..... Superior N/A  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5      ☐

Comments: \_\_\_\_\_

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4. Administration – How well does the employee perform day-to-day administrative tasks; manage time; administer policies and implement procedures; maintain appropriate contact with supervisor and utilize funds, staff or equipment?

Unacceptable ..... Superior N/A  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5      ☐

Comments: \_\_\_\_\_

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5. **Personnel Management** – Consider how well the employee serves as a role model; provides guidance and opportunities to their staff for their development and advancement; resolves work-related employee problems; assists subordinates in accomplishing their work-related objectives. Does the employee communicate well with subordinates in a clear, concise, accurate, and timely manner and make useful suggestions?

Unacceptable ..... Superior      N/A  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5      ☐

**Comments:** \_\_\_\_\_

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## **PART VI – PERFORMANCE SCORING SHEET**

<b><u>Performance Factors</u></b>	<b><u>Behavioral Traits</u></b>	<b><u>Customer Service</u></b>	<b><u>Leadership/Supervisory</u></b>
____ Knowledge, Skills, & Abilities	____ Dependability	____ Service Oriented	____ Leadership
____ Quality of Work	____ Cooperation	____ Accessible	____ Delegation
____ Quantity of Work	____ Initiative	____ Responsive	____ Planning/ Organization
____ Work Habits	____ Adaptability	____ Friendliness	____ Administration
____ Communication	____ Judgment	____ Knowledgeable	____ Personnel Mgt.
	____ Attendance	____ Resourceful	
	____ Punctuality	____ Effective	
____ <b>Total Score</b>	____ <b>Total Score</b>	____ <b>Total Score</b>	____ <b>Total Score</b>
____ <b>Average Score</b>	____ <b>Average Score</b>	____ <b>Average Score</b>	____ <b>Average Score</b>

**Overall Performance Score \_\_\_\_\_**  
*(Average of all Categories)*

**Please Note: Attendance and Punctuality should be coded using:**

**Ranges (1-2) = Unsatisfactory**

**Ranges (3-5) = Satisfactory**

## PART VI - OVERALL PERFORMANCE

Please use this space to describe the overall performance rating. The overall rating should be a reflection of the performance factors, behavioral traits and supervisory factors.

Unacceptable ..... Superior  
☐ 1                      ☐ 2                      ☐ 3                      ☐ 4                      ☐ 5

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### SIGNATURES

Supervisor/Evaluator Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Department Head/Director: \_\_\_\_\_ Date: \_\_\_\_\_

Vice President: \_\_\_\_\_ Date: \_\_\_\_\_

## PART VII – EMPLOYEE ACKNOWLEDGEMENT:

I have been advised of my performance ratings. I have discussed the contents of this review with my supervisor. My signature does not necessarily imply agreement. My comments are as follows (optional) (attach additional sheets if necessary):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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

**APPENDIX 1: OUTLINE UP TO FOUR MAJOR RESPONSIBILITIES AND PERSONAL DEVELOPMENT GOALS FOR THE UPCOMING FISCAL YEAR (FY 2013-2014)**

Attach a copy of this completed form to the performance evaluation.

**MAJOR RESPONSIBILITIES/SPECIAL ASSIGNMENTS FOR 2013-2014 EVALUATION PERIOD:**

1. \_\_\_\_\_

\_\_\_\_\_

2. \_\_\_\_\_

\_\_\_\_\_

3. \_\_\_\_\_

\_\_\_\_\_

4. \_\_\_\_\_

\_\_\_\_\_

**PROFESSIONAL DEVELOPMENT GOALS:    CURRENT CAREER LADDER/LEVEL: \_\_\_\_\_**

1. \_\_\_\_\_

\_\_\_\_\_

2. \_\_\_\_\_

\_\_\_\_\_

3. \_\_\_\_\_

\_\_\_\_\_

4. \_\_\_\_\_

\_\_\_\_\_

**Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_**

**Employee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_**

**NOTE: A mid-point review of goals and overall employee performance should be conducted at 6-months.**