

REVIEWEE NAME:

DEPARTMENT:

JOB TITLE/POSITION NUMBER:

REVIEWER NAME:

PERFORMANCE DEVELOPMENT CYCLE: FROM: TO:

SUPERVISOR REVIEWING EMPLOYEE: SUPERVISOR REVIEWING SUPERVISOR: EMPLOYEE REVIEWING SUPERVISOR:

Job Success Factors/Overall Job Performance

Job Success Factors (JSF) are critical for the success of every employee in every position within the University. All employees of the University are expected to meet expectations in all Job Success Factors, which are listed in the shaded areas of Section 1. Additionally, individuals who have managerial and/or supervisory responsibilities are expected to meet expectations in additional Job Success Factors that reflect managerial/supervisory performance, which are listed in the shaded areas of Section 2. Listed under each Job Success Factor is related proficiency or behavior components.

Overall Performance Review

- Prior to the scheduled Performance Review, objectively assign an overall rating for each JSF, a rating for each relevant JSF component, and provide a written evaluation of the employee's job performance, with special attention being given to ratings equal to Exceptional and less than Meets Expectations.
- Meet with the employee to discuss the current Performance Review cycle and expectations for the next cycle.

Evaluation Ratings Descriptions:

- **Exceptional** – Exceptional performance that is rarely achieved; provides precedent-setting results beyond the scope of the major functions; demonstrates the highest standards of performance.
- **Exceeds Expectations** – Frequently exceeds major functions requirements and expectations; accomplishments noteworthy and highly valued; typically demonstrates higher standards of performance.
- **Meets Expectations** – Consistently performs all major function requirements satisfactorily; accomplishes all objectives; occasionally exceeds the expectations of the major functions; normal guidance and supervision are required.
- **Opportunity for Improvement** – Occasionally fails to meet minimum requirements in one or more key aspects of major functions; demonstrates one or more performance deficiency; development opportunities will be discussed in order to meet expectations of position.
- **Unacceptable** – Consistently fails to meet minimum requirements in critical aspects of major functions and performance standards; immediate improvement required.

**Section 1
Job Success Factors for All Employees**

Interaction with Others	
<p>Communication: Writes, speaks and presents information effectively, clearly, and with brevity, adjusting language or terminology to meet the needs of the audience. Understands the value of and exercises solid listening skills. Interacts effectively with various levels of the organization. Treats others' opinions with respect. Fosters open communication and candid discussions. Shares information that helps others do their job well. Communicates to improve understanding. Thinks before speaking. Probes to understand and confirms understanding of what is heard. Encourages others to speak.</p>	Select Evaluation Rating
<p>Customer Service: Provides quality service to a diverse group of individuals that may include students, colleagues, and the public, who have varying needs and approaches. Offers assistance proactively. Ensures a request has a timely and complete response. Commits and follows through to find an answer when one is not immediately known. Asks appropriate questions of customers so that the best response is more readily found. Encourages customer feedback.</p>	Select Evaluation Rating
<p>Teamwork: Works effectively and productively as a team member. Demonstrates consideration of others and is open to others' ideas. Supports team decisions. Considers individuals' unique strengths and diverse views and opinions. Participates actively on teams; offers opinions constructively; and meets all team commitments. Demonstrates awareness of others' objectives and responsibilities. Pitches in to help wherever needed. Builds and promotes team morale. Contributes outside the scope of the job. Displays a consistent effort, intense commitment, and willingness to go above and beyond when needed. Willing to do low profile, non-challenging work to get the project done.</p>	Select Evaluation Rating
<p>Interpersonal Skills: Treats all people with respect and civility. Works effectively with others to accomplish organizational goals and identify and resolve problems. Shares knowledge and experiences and is cooperative with others. Builds trust and rapport. Practices and promotes involvement and cooperation. Well accepted by others even under difficult circumstances. Able to recognize and understand how he/she affects others.</p>	

Select Evaluation Rating
Additional Component (optional):
Select Evaluation Rating
Summary Review of Interaction with Others (Required)
Please provide comments regarding employee's performance in this Job Success Factor:

Process Improvement/Innovation
Select Evaluation Rating
Resourceful: Constructively seeks alternatives to traditional thinking. Demonstrates boldness and courage to try new approaches and learns from mistakes. Considers challenges and develops creative approaches to resolving varied and sometimes difficult situations. Develops inventive processes in response to changing needs of the department. Finds more effective approaches to completing assignments.
Select Evaluation Rating
Initiative: Seeks and assumes greater responsibility and follows through without prompting.
Select Evaluation Rating
Additional Component (optional):
Select Evaluation Rating
Summary Review of Process Improvement/Innovation (Required)
Please provide comments regarding employee's performance in this Job Success Factor:

Contribution to Work Environment
Select Evaluation Rating
Attendance/Punctuality: Arrives to work on time. Is prudent in use of leave and adheres to leave policies.
Select Evaluation Rating
Self Development and Knowledge Sharing: Interested in seeking and sharing job-relevant learning; desires to keep current in field; understands his/her personal strengths and self-development needs; possesses the initiative to improve skills and proficiency; and encourages others to take personal responsibility for continual learning and skill growth.
Select Evaluation Rating
Achieves the Right Results: Able to get the important things done; maintains an effective pace; and produces conclusive, measurable results within time commitments.
Select Evaluation Rating
Safety/Security: Follows safe work practices and participates in safety training as appropriate.
Select Evaluation Rating
Ownership: Understands how his/her position or role is critical to the success of the University and is willing to accept responsibility and be accountable for own actions.
Select Evaluation Rating

<p>Has/Promotes University-wide Perspective and Understanding: Demonstrates knowledge of the University’s mission and objectives. Understands and adheres to current University policies. Values and appreciates differences of faculty, staff and students. Focuses on what is right for the University by assessing broader and deeper impact of decisions. When possible, encourages cross-departmental brainstorming and project implementation.</p>	<p>Select Evaluation Rating</p>
<p>Diversity/Affirmative Action: When possible, complies with affirmative action requirements and is making progress toward achieving a representative employee mix. Shows respect and sensitivity for people without regard to race, color, sex, sexual orientation, disability, age, veteran status, national origin, religion, or political affiliation. Supports a non-discriminatory and harassment-free work environment, which contributes to a welcoming and inclusive university. Works effectively and willingly with diverse co-workers, students, and customers. Demonstrates awareness and sensitivity toward multi-cultural issues.</p>	<p>Select Evaluation Rating</p>
<p>Additional Component (optional):</p>	<p>Select Evaluation Rating</p>
<p>Summary Review of Contribution to Work Environment (Required)</p>	
<p>Please provide comments regarding employee’s performance in this Job Success Factor:</p>	

<p>Expertise</p>	
	<p>Select Evaluation Rating</p>
<p>Technical Skills: Exhibits the required level of job knowledge and/or skills to perform the job; uses established techniques, materials and equipment as they relate to performance; and applies professional and technical expertise to best meet department/area needs.</p>	<p>Select Evaluation Rating</p>
<p>Problem-Solving: Able to solve problems by identifying and collecting relevant data and using analytical techniques; pursues appropriate courses of action so that obstacles do not prevent achieving results; and knows when a problem can be solved without further involvement, and when finding a solution will require others’ input.</p>	<p>Select Evaluation Rating</p>
<p>Quality/Quantity of Work: Produces high quality results; learns from mistakes; demonstrates the ability to manage several responsibilities simultaneously; performs work in a productive and timely manner; and meets work schedules.</p>	<p>Select Evaluation Rating</p>
<p>Knowledge and Efficient Usage of Available Tools/Techniques: Understands the job and applies that knowledge in a timely manner; demonstrates the ability necessary for full job performance; able to stay current on new tools and techniques in area of expertise; and understands and uses the tools available for self-sufficiency, self-development and work efficiency in order to save own and others’ time.</p>	<p>Select Evaluation Rating</p>
<p>Accuracy: Able to be precise and avoid errors.</p>	<p>Select Evaluation Rating</p>
<p>Additional Component (optional):</p>	<p>Select Evaluation Rating</p>
<p>Summary Review of Expertise (Required)</p>	
<p>Please provide comments regarding employee’s performance in this Job Success Factor:</p>	

Behavioral Traits	
	Select Evaluation Rating
Reliability and Dependability: Monitors projects and exercises follow-through; adheres to time frames; arrives on time for meetings and appointments; responds appropriately to instructions and procedures; delivers on expected tasks without requiring follow-up; works hard and does what it takes to get results and meet deadlines; requires little direction.	Select Evaluation Rating
Composure: Maintains composure; demonstrates restraint and self-control in difficult situations; handles unexpected events calmly; successfully copes with unintended consequences; helps co-workers thrive in stressful situations; identifies and manages stress due to lack of control; acts with the highest level of professionalism and maturity during crisis situations; looks immediately for resolution rather than placing blame.	Select Evaluation Rating
Flexibility: Accepts new ideas and approaches to work and responds appropriately to constructive criticism and to suggestions for work improvement; displays a positive, cooperative attitude toward new work assignments and requirements; willingly and effectively adapts to a variety of situations and changes in the work environment; and adjusts to any change in duties, procedures, supervisors or work environment.	Select Evaluation Rating
Judgment: Effectively analyzes problems; determines appropriate action for solutions; exhibits timely and decisive action; thinks logically; gathers and organizes information; achieves logical conclusions in a timely manner; weighs alternatives and makes decisions that reflect the facts of a situation.	Select Evaluation Rating
Additional Component (optional):	Select Evaluation Rating
Summary Review of Behavioral Traits (Required)	
Please provide comments regarding employee's performance in this Job Success Factor:	

Additional Department-Specific Job Success Factors (Optional)	
	Select Evaluation Rating
Component:	Select Evaluation Rating
Component:	Select Evaluation Rating
Component:	Select Evaluation Rating
Component:	Select Evaluation Rating
Component:	Select Evaluation Rating
Component:	Select Evaluation Rating
Summary Review of Additional Department-Specific Job Success Factors (Optional)	
Please provide comments regarding employees performance in this Job Success Factor:	

**Section 2
Management/Supervisory Employees**

To be filled out only for those individuals who have management level and/or supervisory responsibilities.

Decision-Making	
	Select Evaluation Rating
Takes Action: Evaluates, acts and communicates in a timely fashion. Avoids overanalyzing facts and situations. Proposes solutions that are good for the whole (University, department, group, etc.) by weighing the knowledge of policies, departmental needs and common sense in making decisions while demonstrating sensitivity to individual needs. Builds consensus when appropriate, yet is decisive when necessary.	Select Evaluation Rating
Addresses Ambiguity: Able to function well in loosely structured situations that involve uncertainty or lack of information. Effectively handles multiple projects or tasks at the same time. Is open to and responds flexibly to change.	Select Evaluation Rating
Additional Component (optional):	Select Evaluation Rating
Summary Review of Decision-Making (Required)	
Please provide comments regarding employee's performance in this Job Success Factor:	

Leadership	
	Select Evaluation Rating
Creates an Enjoyable Work Environment: Has fun at work and makes it easy for others to have fun. Does not allow challenges or conflicts to negatively impact individuals within area of influence. Makes it safe for employees to act responsibly and to take reasonable risks without fear of reprisal.	Select Evaluation Rating
Fairness: Applies standards consistently, using an objective approach. Maintains confidentiality. Is reasonable and fair when assigning work.	Select Evaluation Rating
Role Model: Models expected behaviors and leads by example. Demonstrates healthy and productive influencing ability. Builds relationships both inside and outside of the organization that benefit the University. Establishes and helps others understand the direction of the University/department/area. Gains respect and inspires others; motivates subordinates; directs work group toward common goal. Able to understand the diverse needs, styles and feelings of others and acts accordingly to find common ground and achieve a "win-win". Creates a shared purpose, vision and direction.	Select Evaluation Rating
Additional Component (optional):	Select Evaluation Rating
Summary Review of Leadership (Required)	
Please provide comments regarding employee's performance in this Job Success Factor:	

Organizational and Administrative Effectiveness and Efficiency	
	Select Evaluation Rating
Delegation: Delegates work effectively. Efficiently directs others in accomplishing work; selects and motivates appropriate staff; defines assignments; and oversees employees' work. Balances delegation with leadership involvement and management controls.	Select Evaluation Rating
Planning, Organizing and Coordinating: Sets smart priorities and allocates resources appropriately; conducts short and long-term planning and efficiently implements plans to accomplish University/department/area goals; organizes work and people to get results; anticipates future needs.	Select Evaluation Rating
Personnel Management: Is a good judge of talent. Raises the bar by making effective hiring decisions. Assists in orientation and assimilation of new employees. Provides guidance and opportunities for development and advancement; resolves work-related employee problems; assists subordinates in accomplishing their work-related objectives. Communicates well with employees in a clear, concise, accurate, and timely manner and makes useful suggestions.	Select Evaluation Rating
Effective Feedback and Development: Acknowledges accomplishments broadly. Provides constructive feedback and shares responsibility for failures. Encourages giving and receiving feedback. Is available to direct reports to identify development opportunities, provide job-relevant learning, and teach skills or identify resources for skill development. Encourages people to take personal responsibility for continual learning and skill growth. Recognizes employees with strong growth potential and stretches them.	Select Evaluation Rating
Performance Management: Follows policies and procedures of the MUS Staff Compensation Plan Performance Review process. Works with employees to establish and review expectations; to set clear objectives; to monitor employees' progress and provide employees with balanced feedback; and to evaluate performance and competencies. Identifies and manages weak performers.	Select Evaluation Rating
Safety/Security Performance: Creates and maintains a safe/secure working environment by adhering to University safety, security and health requirements. Integrates injury, illness and loss prevention into job activities by performing necessary training and inspections.	Select Evaluation Rating
Additional Component (optional):	Select Evaluation Rating
Summary Review of Organizational and Administrative Effectiveness and Efficiency (Required)	
Please provide comments regarding employee's performance in this Job Success Factor:	

Additional Department-Specific Supervisory Job Success Factors (Optional)	
	Select Evaluation Rating
Component:	Select Evaluation Rating
Component:	Select Evaluation Rating
Component:	Select Evaluation Rating
Component:	Select Evaluation Rating
Component:	Select Evaluation Rating
Component:	Select Evaluation Rating
Summary Review of Additional Department-Specific Supervisory Job Success Factors (Optional)	

Please provide comments regarding employee's performance in this Job Success Factor:

**Section 3
Overall Performance Review Rating**

- Use the combined information from the Job Success Factors to develop an Overall Rating and select an option from the chart below.
- For supervisors rating an employee, if the employee has an Overall Rating of Improvement Required or Unacceptable, a written improvement plan must be developed and discussed with the employee within 30 days.

Exceptional **Exceeds Expectations** **Meets Expectations** **Improvement Required** **Unacceptable**

Overall Performance Review (Required)

Please provide comments regarding employees overall performance:

I have had the opportunity to review this document and discuss its contents with my reviewer. My signature acknowledges that I have been informed of my performance ratings but does not necessarily indicate agreement.

REVIEWEE SIGNATURE: _____ DATE: _____

REVIEWER SIGNATURE: _____ DATE: _____

Reviewee may respond to the review in writing, if so desired. Responses must be attached to the review and forwarded to HRS.