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| --- | --- | --- |
| **Employee Name:** | Click or here to enter text. | **Title:** Click or here to enter text. |
|  |  |  |  |
| **Supervisor:**  |  | **Department:** Click or tap here to enter text. |
|  |  |  |  |
| **Appraisal Period:** | Click or tap here to enter text. | **Type of Review:**  | **Annual** [ ]  **Other** [ ]  |

**Rating Guidelines:**

The following guidelines are provided to assist in the evaluation process. Please cite examples, provide facts, and list accomplishments to support your evaluation. Examples should include employee’s strengths as well as areas that may need improvement. **NOTE: A rating of F: Fails to meet expectations, N: Needs improvement or S: Superior requires comments.**

**S: Superior**

Performance is clearly outstanding in all phases of the position. The employee’s achievements and contributions greatly and consistently exceed expectations, standards and requirements. This is the highest level of performance that can be obtained.

**E: Exceeds expectations**

Performance frequently exceeds job requirements. The employee consistently does outstanding work, demonstrates a high level of knowledge and skill needed for his/her position, and regularly goes beyond what is expected.

**M: Meets expectations**

Able to perform 100% of job duties satisfactorily. Normal guidance and supervision are required.

**N: Needs improvement**

Performance partially meets expectations. The employee performs some aspects of the job satisfactorily but has deficiencies that require improvement in order to fully meet expectations.

**F: Fails to meet expectations**

Performance generally does not meet expectations. The employee does not perform at the level needed to meet the requirements of the job due to lack of effort or skills. Improvement is essential.

**NA – Not applicable**

1. **Job knowledge**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| S |[ ]  E |[ ]  M |[ ]  N |[ ]  F |[ ]  NA |[ ]

Consider the employee’s knowledge and understanding of all responsibilities of his/her position. Does the employee demonstrate the desired skill level? Does the employee have a clear understanding of how his/her position relates to the division and to other divisions and departments within the college as well as how his/her position affects the strategic goal of a student-centered campus?

Click or tap here to enter text.

1. **Use of technology**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| S |[ ]  E |[ ]  M |[ ]  N |[ ]  F |[ ]  NA |[ ]

 Please cite examples, provide facts, and list accomplishments to support your evaluation

Click or tap here to enter text.

Consider the employee’s knowledge and use of technology in performance of his/her duties. Does the employee utilize the integrated administrative computer system (Datatel) appropriately? Does the employee remain current on technology applications and attend training regularly?

1. **Quality of work**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| S |[ ]  E |[ ]  M |[ ]  N |[ ]  F |[ ]  NA |[ ]

Consider accuracy, thoroughness, attention to detail, dependability and other quality related factors. Does the employee utilize time effectively? Is the employee able to work on several assignments and manage priorities? Does the employee know when to seek guidance and advise the supervisor of important developments? **Please cite examples, provide facts, and list accomplishments to support your evaluation.**

Click or tap here to enter text.

1. **Student interaction**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| S |[ ]  E |[ ]  M |[ ]  N |[ ]  F |[ ]  NA |[ ]

Consider how the employee contributes to a student-centered campus. Does the employee demonstrate a clear understanding of Roanoke College’s strategic goals, particularly in working to create a student-centered culture? Does the employee consistently demonstrate a level of customer service that strives to foster that culture? **Please cite examples, provide facts, and list accomplishments to support your evaluation.**

Click or tap here to enter text.

1. **Working relationships**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| S |[ ]  E |[ ]  M |[ ]  N |[ ]  F |[ ]  NA |[ ]

Consider the employee’s attitude towards his/her position, the cooperation shown in performing his/her duties, and the willingness to collaborate with others in achieving Roanoke College’s established goals. Does the employee project a positive and professional attitude? Does the employee work effectively with students, co-workers, other departments and external groups? **Please cite examples, provide facts, and list accomplishments to support your evaluation.**

Click or tap here to enter text.

1. **Initiative**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| S |[ ]  E |[ ]  M |[ ]  N |[ ]  F |[ ]  NA |[ ]

Consider the amount of supervision required and the degree to which the employee can work independently. Does the employee regularly take tasks to completion? Does the employee demonstrate an interest in assuming additional assignments and responsibilities within the scope of his/her position? **Please cite examples, provide facts, and list accomplishments to support your evaluation.**

Click or tap here to enter text.

1. **Communication skills**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| S |[ ]  E |[ ]  M |[ ]  N |[ ]  F |[ ]  NA |[ ]

Consider the employee’s ability to communicate effectively both in writing and orally. Does the employee communicate clearly and professionally with others? **Please cite examples, provide facts, and list accomplishments to support your evaluation.**

Click or tap here to enter text.

1. **Professional development**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| S |[ ]  E |[ ]  M |[ ]  N |[ ]  F |[ ]  NA |[ ]

Consider whether the employee remains competent and knowledgeable in his/her field and seeks new information that can be applied to his/her position. Does the employee take advantage of professional development? Does the employee attend appropriate training sessions and workshops? **Please cite examples, provide facts, and list accomplishments to support your evaluation.**

Click or tap here to enter text.

1. **Leadership**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| S |[ ]  E |[ ]  M |[ ]  N |[ ]  F |[ ]  NA |[ ]

Consider the employee’s ability to lead others and achieve results through teamwork. Does the employee promote a cooperative work environment and remain visible and approachable? Does the employee demonstrate an ability to motivate and mentor employees? **Please cite examples, provide facts, and list accomplishments to support your evaluation.**

Click or tap here to enter text.

1. **Organization and planning**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| S |[ ]  E |[ ]  M |[ ]  N |[ ]  F |[ ]  NA |[ ]

Consider the employee’s ability to plan effectively to accomplish departmental and institutional objectives. If the employee holds a supervisory position, does the employee establish meaningful priorities and delegate tasks appropriately? Does the employee have procedures in place to adapt to changes in priorities and to evaluate results to improve operations? **Please cite examples, provide facts, and list accomplishments to support your evaluation.**

Click or tap here to enter text.

1. **Judgment**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| S |[ ]  E |[ ]  M |[ ]  N |[ ]  F |[ ]  NA |[ ]

Consider the employee’s ability to make and effectively implement decisions. Does the employee perform appropriate fact finding analysis before making decisions? Does the employee demonstrate sound reasoning and timeliness in the decision making process? **Please cite examples, provide facts, and list accomplishments to support your evaluation.**

Click or tap here to enter text.

1. **Supervisory skills**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| S |[ ]  E |[ ]  M |[ ]  N |[ ]  F |[ ]  NA |[ ]

Consider the employee’s ability to counsel, coach, guide and train employees under his/her supervision. Is the employee fair and consistent in dealing with staff members? Does the employee delegate responsibilities and distribute work for maximum effectiveness? Does the employee maintain an awareness of and sensitivity to the needs of staff members? Does the employee foster a safe work environment? As a supervisor, does the employee complete and return staff member evaluations on a timely basis to Human Resources? **Please cite examples, provide facts, and list accomplishments to support your evaluation.**

Click or tap here to enter text.

1. **Financial management**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| S |[ ]  E |[ ]  M |[ ]  N |[ ]  F |[ ]  NA |[ ]

Consider the employee’s ability to manage college funds and resources to achieve maximum and appropriate utilization. Does the employee effectively monitor expenses and plan in advance for efficient use of resources? Does the employee manage the budget consistently and report anticipated budgetary problems as appropriate? **Please cite examples, provide facts, and list accomplishments to support your evaluation.**

Click or tap here to enter text.

1. **Innovation/creativity**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| S |[ ]  E |[ ]  M |[ ]  N |[ ]  F |[ ]  NA |[ ]

Consider the employee’s ability to suggest new approaches to complete tasks and responsibilities. Does the employee demonstrate flexibility and creativity in developing new approaches to improve or streamline functions? Does the employee think beyond departmental responsibilities to work toward the strategic goals of the institution?

Click or tap here to enter text.

1. **Summary rating**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| S |[ ]  E |[ ]  M |[ ]  N |[ ]  F |[ ]  NA |[ ]

The summary rating must be consistent with your ratings and comments on the individual performance rating factors. **Please cite examples, provide facts, and list accomplishments to support your evaluation.**

Click or tap here to enter text.

**Employee comments** (May attach additional comments)

Click or tap here to enter text.

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| --- | --- | --- | --- |
|  |  |  |  |
| Employee Signature | Click or tap here to enter text. | Date | Click or tap here to enter text. |
| Supervisor’s Signature | Click or tap here to enter text. | Date | Click or tap here to enter text. |
| Divisional Reviewer’s Signature | Click or tap here to enter text. | Date | Click or tap here to enter text. |
|  |  |  |  |

**Goal Planning Worksheet**

**Goals for next rating period** (To be determined jointly)

**Assessment goals** (For department heads)