

**Supervisory Staff Performance Evaluation  
(Includes Positions in the Supervisory Job Track)  
Oklahoma State University**

Employee:	Position No.
Title:	<input type="checkbox"/> Annual
Department:	<input type="checkbox"/> Orientation
Unit/College/Division:	<input type="checkbox"/> Interim _____

Employment Date:	Date of Job Change or Probation:	Evaluation Date:
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Departments are required to establish a system of performance evaluations for staff employees that reflect an impartial rating of each staff member's performance and potential for further advancement. Appraisals can be a positive means to assist the staff member in improving job performance. Appraisals afford a supervisor the opportunity to make known the objectives and goals of the department and the University and to clarify what is expected of the employee to contribute to attainment of these goals. Policy and Procedures Letter 3-0741, "Performance Evaluation Program for Staff," establishes guidance in the evaluation of staff employees.

Staff performance evaluations should be conducted on a periodic basis (at least annually) and should not reflect personal prejudice, bias, or favoritism on the part of the supervisor for the rating or review. It is important to be positive in all evaluation meetings. Remember performance is being measured, not the employee's value as a person. Also, remember the employee must know what is expected in job performance and production in order to meet the expectations.

**Form Instructions**

1. Both the employee and the supervisor should have a copy of the current job description.
2. If you wish to have the employee participate in self-evaluation, provide a copy for the employee to use as a worksheet. Allow enough time for thoughtful review. Self-evaluation is helpful in stimulating discussion of ways in which supervisor and employee can work together to increase effectiveness.

3. Use one of the following ratings to describe the performance of the individual in each of the categories.

- |  |  |
|--|--|
| <p>(5) <b>Special Merit:</b><br/>Performs Exceptionally Well</p> | <p>Performance <u>consistently exceeds expectations</u> for the job.</p> |
| <p>(4) <b>Merit:</b><br/>Performs Very Well</p>                  | <p>Performance <u>often exceeds expectations</u> for the job</p>         |
| <p>(3) <b>Good:</b><br/>Performs Well</p>                        | <p>Performance <u>consistently meets expectations</u> for the job</p>    |
| <p>(2) <b>Needs Improvement:</b></p>                             | <p>Performance <u>sometimes meets expectations</u> for the job</p>       |
| <p>(1) <b>Unsatisfactory:</b></p>                                | <p>Performance <u>does not meet expectations</u> for the job.</p>        |

4. When giving a rating of 5 or 1, the Evaluator must provide an explanation for that rating in the comments section for that category. Use the back of the form or an additional page if necessary.
5. All ratings in each category should be averaged together and listed in the comments section for that category. The final rating is the average of all category average ratings and may be reported as a number with two decimal places. Items that are not applicable (NA) should not be used to calculate the average rating for that category.
6. Supervisor and employee must discuss the evaluation, progress made in performance, and progress toward objectives and goals for the coming year. Both the supervisor and employee must sign the form and both must have an opportunity to add comments.
7. All ratings are reviewed and approved by the next-higher-level supervisor than the one who prepared the rating.
8. The original form with the final ratings, comments and signatures is retained in the employee's file in the department. The employee signs the form to acknowledge that s/he has seen the report and has been apprised of his/her evaluation.
9. The employee has a right to make a written statement or rebuttal on the form at the time of the evaluation and/or within ten working days. If a statement is submitted within ten days, it will be attached to the evaluation report. Supervisors should make employees aware of this opportunity.
10. A copy of the signed evaluation shall be provided to the employee within 30 days of the date of the evaluation or upon request.

**FACTOR RATINGS:**

5 = Special Merit - Performs exceptionally well; 4 = Merit - Performs very well; 3 = Good - Performs well; 2 = Needs improvement; 1 = Unsatisfactory; NA = Not Applicable

**Any rating of 5 or 1 requires an explanation for that rating in the comments section**

**I. JOB KNOWLEDGE / TECHNICAL SKILLS**

	5	4	3	2	1	NA
a) Understands & performs assigned duties and job requirements						
b) Uses techniques, materials, tools & equipment effectively						
c) Follows procedures						
d) Stays current with technology and job-related skills						
e) Works in a safe manner						
Comments <span style="float: right;">Average Rating: _____</span>						

**II. QUALITY / QUANTITY OF WORK**

	5	4	3	2	1	NA
a) Sets and adheres to priorities						
b) Meets established productivity standards, deadlines and work schedules						
c) Uses resources efficiently and economically						
d) Accomplishes accurate work with minimal assistance or supervision						
e) Provides work products and services that consistently meet the needs and expectations of both internal and external customers						
Comments <span style="float: right;">Average Rating: _____</span>						

**III. INITIATIVE / JUDGMENT**

	5	4	3	2	1	NA
a) Takes effective action without being told						
b) Analyzes problems and suggests effective solutions						
c) Demonstrates willingness to learn new skills						
d) Develops realistic plans to accomplish assignments						
Comments <span style="float: right;">Average Rating: _____</span>						

**IV. DEPENDABILITY / SELF-MANAGEMENT**

	5	4	3	2	1	NA
a) Demonstrates punctuality and begins work as scheduled						
b) Contacts supervisor concerning absences on a timely basis						
c) Can be depended upon to be available for work						
d) Manages own time effectively						
e) Accepts responsibility for own actions and ensuing results						
f) Demonstrates commitment to service						
Comments <span style="float: right;">Average Rating: _____</span>						

**V. COMMUNICATION / TEAMWORK**

	5	4	3	2	1	NA
a) Understands the organization's policies, procedures, goals and purpose as required for the job						
b) Promotes and demonstrates trust, mutual respect and a cooperative work environment						
c) Conveys work-related information and ideas to others in oral and/or written communications effectively						
d) Offers assistance, is courteous and works well with customers and fellow workers						
e) Supports cultural diversity in the workplace						
Comments <span style="float: right;">Average Rating: _____</span>						

**VI. INNOVATION / CHANGE**

	5	4	3	2	1	NA
a) Is receptive to new ideas						
b) Adapts to new situations and changes in the work environment						
c) Identifies opportunities to improve work processes						
d) Demonstrates creativity and contributes new ideas						
Comments <span style="float: right;">Average Rating: _____</span>						

## **SUPERVISORY SKILLS**

### **I. LEADERSHIP**

	5	4	3	2	1	NA
a) Demonstrates the ability to direct others in accomplishing work						
b) Demonstrates professional, administrative, supervisory and/or specialized knowledge required to perform the job						
c) Creates a culture supportive of staff, which fosters individual motivation, high levels of individual and team performance, and quality of service						
d) Provides opportunities for others to develop skills						
e) Functions effectively under pressure						
f) Represents self and situations honestly						
g) Responds appropriately to criticism and to suggestions for work improvement						
h) Manages assets including technology, equipment, budget and space, where applicable						
i) Generates a favorable climate for change						
Comments						Average Rating: _____

### **II. PROGRAM / PROJECT MANAGEMENT**

	5	4	3	2	1	NA
a) Defines expectations and tasks clearly						
b) Plans and organizes work, coordinates with others, establishes appropriate priorities						
c) Allows sufficient time for completion of assignments						
d) Delegates authority when appropriate						
e) Determines appropriate action and follows through in a timely and decisive manner						
f) Is well organized and uses time productively						
g) Ensures that work products and services consistently meet needs of customers						
Comments						Average Rating: _____

**SUPERVISORY SKILLS (continued)**

**III. PERSONNEL MANAGEMENT**

	5	4	3	2	1	NA
a) Brings about an enthusiastic and optimistic attitude in the unit						
b) Rewards and recognizes individual and team successes						
c) Provides timely information on performance and frequent feedback						
d) Resolves differences and seeks win/win outcomes						
e) Acts forthrightly in response to unacceptable behavior or performance and focuses on the situation, issue or behavior rather than on the person						
f) Promotes employee safety and wellness						
g) Maintains appropriate confidentiality						
Comments						Average Rating: _____

**The following section can be any job function, not necessarily a supervisory one.**

**ADDITIONAL JOB FUNCTION SPECIFIC TO POSITION (OPTIONAL)**

	5	4	3	2	1
Comments					Average Rating: _____

**Overall Rating: \_\_\_\_\_**

**GOALS: (optional)**

Review progress toward goals and staff development achievements established for this evaluation period. Be sure to include any additional goals established during the course of the rating period. Discuss not only strengths and/or significant accomplishments but also difficulties, possible causes and recommended actions.

**OBJECTIVES: (optional)**

Supervisor and employee discussion of future objectives is essential. List specific position goals and staff development opportunities to work toward during the next evaluation period. Include time frames, criteria for completion, and planned supervisor actions to assist. Your supervisor must approve future objectives.

**STATEMENTS:** If the employee disagrees with the rating, the employee and supervisor narrative statements should explain.

**Supervisor (Optional)**

**Employee (Optional)**

**Department Head (if overall rating is changed)**

**SIGNATURES:**

I acknowledge that I have seen this report and have been apprised of my evaluation. I understand that I may make a written statement on this form now or within ten working days. If a statement is submitted within ten days, it will be attached to this evaluation report.

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

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

Date of Supervisor's last appraisal training: \_\_\_\_\_

Supervisor or Dept. Head: \_\_\_\_\_ Date: \_\_\_\_\_

**Employee must receive a signed copy of this evaluation within 30 days or upon request.**