

## INTRODUCTION

The performance appraisal form follows the basic principles of effectively evaluating employee performance and is intended to provide employees objective feedback. Some of the elements that make this an effective tool for employee evaluation are:

- This universal form can be used for a wide range of positions from clerical to middle and upper management.
- Five rating categories afford flexibility in capturing levels of performance.
- Performance elements span all job categories.

## INSTRUCTIONS FOR USE – COMPLETION OF THE FORM

### PART ONE: REVIEW OF PERFORMANCE ELEMENTS

- **Does Not Meet Expectations** is assigned when performance continually fails to meet acceptable standards.
- **Partially Meets Expectations** is for when some aspects of performance require additional training and development or for performance in certain areas that is not consistent.
- **Meets Expectations** is strong, commendable work and is the standard of performance. Most employees' performance will fall into this category.
- **Exceeds Expectations** is when the work exceeds the quality, quantity and timing for performance goals established.
- **Exceptional Performance** is defined as "transformative work". In addition to exceeding performance goals, the organization is fundamentally better as a result of the employee's contributions. The individual is a role model for others in the organization.

### PART TWO: SUMMARY REVIEW OF EMPLOYEE ACCOMPLISHMENTS

Use this section to describe the employee's major accomplishments and contributions achieved during the review period.

### PART THREE: OVERALL PERFORMANCE RATING

The overall performance rating should reflect the supervisor's general assessment of the employee's performance on the job. Individual performance elements are not designed to provide a mathematical mechanism for arriving at the rating. Space is provided to summarize the employee's key strengths, areas for improvement, and other factors that characterize the employee's overall performance during the review period.

### PART FOUR: GOALS AND FUTURE DIRECTIONS

Use this section to discuss development opportunities, training recommendations, future goals and expectations, and any action plans. This section is critical where performance deficiencies have been noted, especially for those performance elements that have been rated "Partially Meets" or "Does Not Meet" job expectations.

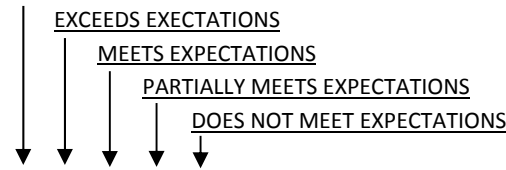
### ADDITIONAL INFORMATION

- It is particularly important to justify ratings other than meets expectations with supporting comments.
- Not all of the Performance Elements will apply to every job and some may be left blank with a notation of "N/A," or not applicable. Performance Elements in the Supervisor and Management Elements section are applicable only to those employees whose classifications have these responsibilities.
- Attach additional documents, either existing or prepared for the evaluation, used to explain current functions and/or goals of the unit, the department, or the division. Create and attach any documents that may be needed to support the evaluation if the form does not allow sufficient space.
- Before finalizing this appraisal document, the employee's supervisor should discuss the employee's performance with the second-level supervisor (the manager to whom the supervisor reports) to ensure that the employee's performance is being rated consistently according to ANR performance standards.

Employee Name: \_\_\_\_\_ Job Title: \_\_\_\_\_  
 Unit/Work Location: \_\_\_\_\_ Review Period: \_\_\_\_\_  
 Reviewing Supervisor: \_\_\_\_\_ Period Employee in This Job: \_\_\_\_\_  
 Period Supervised by Performance Reviewer: \_\_\_\_\_  
 Employment type:  Career  Contract  Limited term (extended)  Other \_\_\_\_\_

**PART ONE: REVIEW OF PERFORMANCE ELEMENTS**

EXCEPTIONAL PERFORMANCE



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| <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>   | <p><b>WRITTEN COMMUNICATION</b> - Uses clear and appropriate language in writing, readily shares appropriate work-related information.</p> <p><b>ORAL COMMUNICATION</b> - Verbally conveys information in a clear and accurate manner in a variety of situations, readily shares appropriate work-related information. Where applicable, produces and delivers formal presentations.</p>  |
| <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>   | <p><b>JOB KNOWLEDGE</b> - Demonstrates expertise in the functional aspects of the job.</p>  |
| <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/><br><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <p><b>ACCURACY</b> - Consistently produces accurate work.</p> <p><b>VOLUME</b> - Consistently produces the designed volume of work based on department/unit priorities.</p> <p><b>TIMELINESS</b> - Consistently produces work in a timely fashion and sets priorities.</p> <p><b>DEPENDABILITY</b> - Consistently adheres to set work schedule; is reliable.</p> <p><b>SELF-MANAGEMENT</b> - Sets own priorities, regularly completing work on schedule. Utilizes resources available to maximize efficiency.</p> |

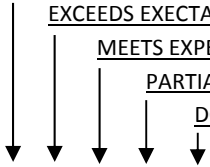
EXCEPTIONAL PERFORMANCE

EXCEEDS EXPECTATIONS

MEETS EXPECTATIONS

PARTIALLY MEETS EXPECTATIONS

DOES NOT MEET EXPECTATIONS



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| <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <b>CUSTOMER FOCUS</b> - Establishes and maintains good working relationships with both external and internal customers by understanding and responding promptly and courteously to customer needs and expectations. |
| <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <b>TECHNOLOGY SKILLS</b> - Proficient use of work-related equipment, tools, and technology.   |
| <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <b>PROBLEM SOLVING</b> - Reviews facts and data, using sound judgment, to solve issues effectively.   |
| <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <b>INTERPERSONAL RELATIONS</b> - Builds productive rapport with employees at all levels within and outside the department. Treats others with fairness, dignity, and respect.                                       |
| <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <b>TEAMWORK</b> - Works collaboratively with fellow employees and others to achieve identified goals and objectives.  |
| <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <b>FLEXIBILITY</b> - Adjusts performance to accommodate changes in departmental direction and processes.  |

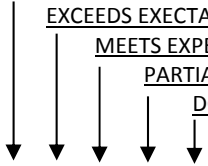
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| <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <b>CREATIVITY/INNOVATION</b> - Explores and suggests new approaches and methods to effect departmental goals and responsibilities.  |
| <b>SUPERVISORY AND MANAGEMENT ELEMENTS (This section applies to employees with supervisory responsibilities.)</b>            |   |
| <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <b>LEADERSHIP</b> - Creates a culture supportive of staff, which fosters individual motivation, high levels of individual and team performance, and quality of service.   |
| <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <b>AFFIRMATIVE ACTION AND EEO</b> - Considers Affirmative Action and EEO policies and objectives in hiring, promoting, and reclassifying employees, as well as in providing employees educational support and developmental opportunities.                                |
| <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <b>DEVELOPMENT OF STAFF</b> - Develops necessary skills in employees and maximizes existing skills in all employees.  |
| <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <b>PERFORMANCE MANAGEMENT</b> - Provides employees with performance standards, expectations, and ongoing feedback regarding progress. Constructively addresses performance problems in accordance with UC collective bargaining and/or personnel policies and procedures. |

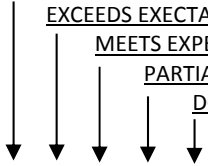
EXCEPTIONAL PERFORMANCE

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| <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <b>RESOURCE MANAGEMENT</b> - Manages assets including technology, equipment, budget, and space, where applicable. |
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| <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> | <b>ORGANIZATIONAL CONTRIBUTION</b> - Ensures that supervised employees understand and make an identifiable contribution to the organization's mission and objectives. |
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**PART TWO: SUMMARY OF EMPLOYEE ACCOMPLISHMENTS**

Supervisor describes employee's major accomplishments and contributions achieved during the review period.

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**PART THREE: OVERALL PERFORMANCE RATING**

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|---|--|--|--|--|
| Exceptional Performance<br><input type="checkbox"/> | Exceeds Expectations<br><input type="checkbox"/> | Meets Expectations<br><input type="checkbox"/> | Partially Meets Expectations<br><input type="checkbox"/> | Does Not Meet Expectations<br><input type="checkbox"/> |
|---|--|--|--|--|

**SUMMARY OF OVERALL PERFORMANCE**

Supervisor summarizes the employee's key strengths, areas for improvement, and other performance elements that characterize the employee's overall performance during the review period.

*Note: Effective with the 2015-2016 review period, UC Agriculture & Natural Resources updated the Performance Appraisal process and transitioned from a four-level to a five-level performance rating scale. For individual employees, a change in overall performance rating from prior years may be due to these changes, and does not necessarily reflect a change in the employee's performance.*

**PART FOUR: GOALS AND FUTURE DIRECTION**

USE THIS SPACE TO RECORD INDIVIDUAL "SMART" GOALS AND DEVELOPMENT PLANS FOR THE COMING REVIEW PERIOD.

**REQUIRED SIGNATURES:**

|                          |       |
|--------------------------|-------|
| REVIEWING SUPERVISOR:    | DATE: |
| SECOND-LEVEL SUPERVISOR: | DATE: |
| EMPLOYEE:                | DATE: |

Employee Signature notates: I have reviewed this evaluation of my performance and received a copy. My signature indicates neither agreement nor disagreement with this evaluation.

**EMPLOYEE COMMENTS:**