

THE UNIVERSITY OF MEMPHIS

Performance Appraisal/Annual Review

(Non-Faculty Employees)

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Employee's Name:	Banner ID # ("U" #):
Employee's Title:	Dept.:
Completed By:	Date:
Appraiser's Title:	Dept.:

Period of Review	Type of Review
From: <input style="width: 90%;" type="text"/> To: <input style="width: 90%;" type="text"/>	<i>Annual, Probationary, or Other</i> <input style="width: 90%; height: 20px;" type="text"/>

Job Importance Rating Scale		
0	1	2
Not applicable to position	Important to position	Highly important to position

Performance Rating Scale		
1	2	3
Unsatisfactory performance	Needs some improvement to meet position requirements	Meets position requirements
4	5	Other Values
Frequently exceeds position requirements	Distinguished performance	Intermediate values can be used to the nearest tenth (.1-.9)

1. COMMUNICATION	
<ul style="list-style-type: none"> Demonstrates oral and written communication skills necessary for this position Encourages open exchange of ideas and opinions Develops channels for communication up and down and across the organization; communicates important information 	
Job Importance Rating:	<input style="width: 90%;" type="text"/>
Performance Rating:	<input style="width: 90%;" type="text"/>
Supporting Comments: (If additional room is needed, please attach a separate sheet.)	

2. COOPERATION/TEAMWORK

- Works effectively with others; demonstrates willingness to assist others
- Encourages and supports co-workers
- Demonstrates concern for students, customers, and fellow workers

Job Importance Rating:**Performance Rating:****Supporting Comments:****3. CUSTOMER SERVICE**

- Makes a concentrated effort to serve the needs of the customers/students
- Fosters cooperative relations both inside and outside the department
- Is courteous and considerate

Job Importance Rating:**Performance Rating:****Supporting Comments:****4. DEPENDABILITY**

- Demonstrates a consistent pattern of satisfactory attendance (applies to hourly workers)
- Follows through with assigned tasks
- Accepts responsibility

Job Importance Rating:**Performance Rating:****Supporting Comments:**

5. FLEXIBILITY

- Adapts to changing work demands and priorities
- Learns and/or assumes new tasks
- Accepts change and can integrate new knowledge and skills

Job Importance Rating:**Performance Rating:****Supporting Comments:****6. INITIATIVE/WORKS INDEPENDENTLY**

- Is proactive in planning and completing an action
- Performs assignments successfully without excessive supervision
- Pursues professional/skills development; seeks new approaches

Job Importance Rating:**Performance Rating:****Supporting Comments:****7. JOB KNOWLEDGE**

- Demonstrates knowledge necessary to carry out job responsibilities
- Seeks out new job relevant information
- Possesses a working knowledge of University policies and procedures

Job Importance Rating:**Performance Rating:****Supporting Comments:**

8. JUDGMENT/DECISION MAKING/PROBLEM SOLVING

- Makes sound decisions that are supportive of the mission of the University
- Is willing to make difficult decisions that are in the best interest of the department/University
- Identifies problems, evaluates facts and reaches sound solutions

Job Importance Rating:**Performance Rating:****Supporting Comments:****9. LEADERSHIP**

- Creates a shared vision consistent with established goals
- Builds a positive climate that fosters high morale
- Achieves results by promoting teamwork; directs others effectively

Job Importance Rating:**Performance Rating:****Supporting Comments:****10. ORGANIZATIONAL SKILLS**

- Establishes clear work objectives and priorities
- Effectively handles multiple assignments simultaneously
- Utilizes resources effectively/efficiently; delegates work appropriately

Job Importance Rating:**Performance Rating:****Supporting Comments:**

11. PRODUCTIVITY	
<ul style="list-style-type: none"> • Actively pursues completion of work assigned and meets deadlines • Produces appropriate output as established by goals and objectives • Utilizes time and resources effectively 	
Job Importance Rating:	<input type="text"/>
Performance Rating:	<input type="text"/>
Supporting Comments:	

12. QUALITY OF WORK	
<ul style="list-style-type: none"> • Effectively performs the job through timeliness, accuracy and thoroughness • Maintains high quality work relative to established standards • Consistently follows University policies and procedures 	
Job Importance Rating:	<input type="text"/>
Performance Rating:	<input type="text"/>
Supporting Comments:	

13. OPTIONAL FACTOR:	
<i>Indicate name of optional factor here.</i>	
<ul style="list-style-type: none"> • • • 	
Job Importance Rating:	<input type="text"/>
Performance Rating:	<input type="text"/>
Supporting Comments:	

SPECIAL RECOGNITION

This space provides the opportunity to comment on distinguished achievement in a University activity or program, and/or local, state or national awards.

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AFFIRMATIVE ACTION FACTOR

The Affirmative Action factor applies to those employees who have managerial or administrative responsibilities for a unit/department for which non-discrimination policies in all aspects of the University and college life may be affected. This includes, but is not limited to, hiring and retention of faculty and staff members, recruitment and enrollment of students, curricular and extracurricular activities, etc. Consider the evidence of the employee's commitment to the University's Affirmative Action goals and objectives. Rate the employee using the Performance Rating scale.

Rating:

Performance Appraisal Factor	Job Importance Rating (I)	Importance Ratio (IR) I/TIR X 10	Performance Rating (PR)	Weighted Rating (WR)
Communication				
Cooperation/Teamwork				
Customer Service				
Dependability				
Flexibility				
Initiative/Works Independently				
Job Knowledge				
Judgement/Decision Making/Problem Solving				
Leadership				
Organizational Skills				
Productivity				
Quality of Work				
Optional Factor				
TOTALS	Total Importance Rating (TIR)	Total Importance Ratio (Apx. 10)		Total Rating Score (TRS)
Total Rating Score (TRS)		multiplied by two (2) =		
OVERALL PERFORMANCE RATING SCORE		SCORE RANKING		
		1-35: Unsatisfactory performance 36-59: Needs some improvement to meet position requirements 60-75: Meets position requirements 76-95: Frequently exceeds position requirements 96-100: Distinguished performance		

Employee's Signature _____ Date _____

Appraiser's Signature _____ Date _____

(Employee may add comments on a separate sheet and attach to the performance appraisal.)

Reviewed By _____