

## NON-FACULTY PERFORMANCE REVIEW

Review Period 2/1/2011 To 1/31/2012

Name: Kyle	Title: Title	EMPL ID: 1234567890	Job Code: 12345
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### Section I. ESSENTIAL JOB FUNCTIONS/RESPONSIBILITIES

List the essential job functions/responsibilities of this employee. These are the major responsibilities of the job. It defines the job (along with the reason it exists). Typically this would include 5-8 key essential job functions and can be found in the job description or position description.

Essential Job Function 1

<b>ESSENTIAL JOB FUNCTIONS</b>	<b>RATING: SP</b>
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<b>STANDARD</b>	
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<b>COMMENTS</b>	
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## Section II. PROJECTS

List the special projects that have been assigned to this employee for the year (typically major projects would not exceed 3-4). Some employees may not have special projects assigned at all.

Project 1

<b>SPECIAL PROJECTS</b>	<b>RATING: SP+</b>
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<b>STANDARD</b>	
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<b>COMMENTS</b>	<b>Due Date:</b>
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### Section III. DEVELOPMENT PLANS

Employees are always encouraged to actively engage in self development affairs. Identify specific work assignments, training (courses/classes, skills, books, magazines, seminars or CEU's) designed to increase the individual's effectiveness in present job and/or prepare for future job assignments

\*\* While this section will not have a rating, it should be a factor used to determine overall performance. \*\*

Development Plan 1

<b>TRAINING/SKILLS REQUIRED</b>		<b>Due/Compl Date:</b>
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<b>COMMENTS</b>		<b>Start Date:</b>
		<b>End Date:</b>
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## Section IV. ATTRIBUTES

- For each attribute in which an employee is rated "Outstanding" or "Improvement Needed" comments are required  
For each attribute in which an employee is rated "Solid Performance" comments are not necessary, but are desirable

<b>TEAMWORK</b>	<b>Rating: SP+</b>
Supportive of team/departmental goals; willingly helps other by providing information, training, or work assistance; demonstrates flexibility in responding to changing work conditions, or unexpected issues that arise.	
<b>SERVICE ORIENTATION</b>	<b>Rating: SP</b>
Consistently demonstrates concern/courtesy to coworkers and customers; follows through on commitments to customers; works to improve level of service	
<b>COMMUNICATION</b>	<b>Rating: SP-</b>
Listens effectively; responds clearly and directly; prepares clear concise reports, records or documentation; gives or explains instructions and ideas to other effectively	
<b>ADAPTABILITY</b>	<b>Rating: O</b>
Ability to adjust to a variety of situations/issues; exhibits flexibility to changing work demands	
<b>INNOVATION, CREATIVITY &amp; INITIATIVE</b>	<b>Rating: SP+</b>
Works independently , willing to learn new skills, processes; engages in creative problem solving, open and receptive to new ideas; integrates change and makes appropriate suggestions (based on work experience) to improve work area/flow or processes; proactively works to identify and address work problems or issues	
<b>MOTIVATION</b>	<b>Rating: SP</b>
Enthusiastically assumes new tasks, responsibilities; takes personal responsibility for departmental success; works steadily and actively; demonstrates positive attitude toward self and others	
<b>JOB KNOWLEDGE</b>	<b>Rating: SP-</b>
Applies technical and procedural know-how to "get the job done"; demonstrates understanding and mastery of the process, methods, systems and/or procedures; keeps informed of the latest developments in area of specialty	
<b>JUDGEMENT</b>	<b>Rating: O</b>
Analyzes situations; uses problem solving skills; makes appropriate decisions consistent with the situation; obtains and evaluates pertinent information to determine source of and alternative solutions to problem	
<b>QUANTITY &amp; PRODUCTIVITY</b>	<b>Rating: SP+</b>
Accommodates multiple demands for commitment of time, energy and resources; develops and/or follows work procedures; handles information flow; organizes work assignments for optimum results; manages time and priorities appropriately	
<b>QUALITY</b>	<b>Rating: SP</b>

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Demonstrates competence, accuracy, thoroughness, and reliability

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### Section V. SUPERVISORS ONLY

Please complete this page of attributes (in addition to the previous page) for employees. Supervisor for purposes of this exercise is defined as those who have the responsibility of supervising others, whether in a formal capacity (e.g., by title) or informal. Supervisors will be rated on 15 attributes (total). \NComments are not required for a rating of "SP"

<b>STAFF DEVELOPMENT</b>	<b>Rating: O</b>
Promotes staff development by providing detailed instructions/training, and timely, honest feedback (e.g., completes timely performance appraisals on employees); accurately assesses the needs and strengths of others; recognizes employee successes; provides challenging assignments as opportunities for employees to learn and grow	
<b>DECISION MAKING</b>	<b>Rating: SP+</b>
Knows when to refer matters to the next level; determines priorities and acts within the agreed upon time frame; develops alternatives with rationale and consequences for each course of action; uses the values and principles of the University to determine what is important, and to guide actions; effectively identifies solutions and solves problems	
<b>LEADERSHIP</b>	<b>Rating: SP</b>
Effectively conveys vision of unit goals; motivates employees to embrace the vision and contribute to unit/department success; serves as positive role model for employees; visibly supports University goals and mission and demonstrates dedication to the success of the organization; effectively addresses conflicts; facilitates communication; fosters productive work environment	
<b>PROMOTES DIVERSITY</b>	<b>Rating: SP-</b>
Creates work environment which respects diversity and welcomes new ideas; proactively works to achieve/maintain diverse workforce	
<b>COMPLIANCE, ACCOUNTABILITY &amp; RISK MANAGEMENT</b>	<b>Rating: I</b>
Has completed a formal risk assessment of department, identifying all known high risk areas, and made recommendations for improvement/change along with an implementation plan; maintains ethical management practices for self and staff; ensures compliance of University & state/federal practices, policies and laws; protects proprietary information; ensures proper use of organization assets and the accuracy of records and reports.	

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### **OVERALL RATING**

#### **PERFORMANCE SUMMARY/MANAGER'S COMMENTS**

**Rating: SP+**

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#### **EMPLOYEE COMMENT**

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### SIGNATURES:

\_\_\_\_\_  
Employee Signature \*

\_\_\_\_\_  
Employee Printed Name

\_\_\_\_\_  
Date

\* Your signature does not necessarily signify agreement with the appraisal; but simply that the appraisal has been discussed with you.

If the employee chooses not to sign the appraisal, have another member of the management team witness the delivery of the appraisal.

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Supervisor Printed Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Additional Supervisor Signature

\_\_\_\_\_  
Supervisor Printed Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Additional (\* if required)

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Date

Once all signatures have been obtained, return the original or a copy of the completed Performance Appraisal to:

UTSA - The Department of Human Resources: Attention Records Department