

**NIPISSING UNIVERSITY  
SUPPORT STAFF EMPLOYEE EVALUATION**

The purpose of this employee evaluation is to assess performance/skill levels, improve communication and pin-point strengths and weaknesses identified during the trial period or probationary period.

Employee: \_\_\_\_\_ Position Title: \_\_\_\_\_  
Department: \_\_\_\_\_ Employee Status:            Full-time            Part-time  
Appraisal period: From: \_\_\_\_\_ To: \_\_\_\_\_

**PERFORMANCE REVIEW AREAS**

**PERFORMANCE STANDARD RATINGS**

I. GENERAL JOB RESPONSIBILITIES

This section is a review of the employee's professional capabilities, personal qualities, and characteristics common to all employees at Nipissing University

General and specific job responsibilities have standard definitions. The standards help ensure equity among departments and raters.

The standard ratings for general job responsibilities are attached.

Specific job responsibilities are as follows:

UNSATISFACTORY – The employee does not meet the requirements of the job Consult Director of Human Resources before conducting the performance appraisal.

NEEDS IMPROVEMENT – The employee usually does not meet the requirements of the job. Improvement is necessary.

GOOD – The employee usually exceeds the requirements of the job.

SUPERIOR – The employee always exceeds the requirements of the job.

OUTSTANDING – The employee's performance clearly exceeds the requirements of the job.

II. SPECIFIC JOB RESPONSIBILITIES

This section is a review of the employee's performance of the major functions (responsibilities) as listed on the position description.

III. STRENGTHS/WEAKNESSES

This section is for the supervisor to comment on the strengths and weaknesses and how the former can be used effectively, and the latter strengthened.

IV. EMPLOYEE COMMENTS

This section is for the employee to comment on his/her review and interview

## SECTION I – GENERAL JOB RESPONSIBILITIES

Place an "√" in the box best describing the employee's performance.	OUTSTANDING	SUPERIOR	GOOD	NEEDS IMPROVEMENT	UNSATISFACTORY
1. <b>ATTENDANCE/PUNCTUALITY</b> – Adheres to established working hours and workdays.					

### DEFINITIONS:

OUTSTANDING	Never, during the rating period, has the employee been late or absent.
SUPERIOR	At least once during the rating period, the employee has been late or absent.
GOOD	At least twice during the rating period, the employee has been late or absent.
NEEDS IMPROVEMENT	Once per month, the employee has been late or absent.
UNSATISFACTORY	More than once per month the employee has been late or absent.

Place an "√" in the box best describing the employee's performance.	OUTSTANDING	SUPERIOR	GOOD	NEEDS IMPROVEMENT	UNSATISFACTORY
2. <b>POLICIES AND PROCEDURES</b> – Adheres to departmental and University policies and procedures.					

### DEFINITIONS:

OUTSTANDING	This employee has exceptional understanding of department and University policies and procedures, e.g., would be able to explain them to other employees, and would often be consulted by others. Never asks the same question more than once.
SUPERIOR	This employee has received no disciplinary counselling during the rating period. He/she has a good understanding of department and University policies and procedures. Has made a definite effort to understand and only needs to ask questions once.
GOOD	This employee has received no disciplinary counselling during the rating period. Has a basic understanding of University and department policies and procedures, but occasionally asks routine questions that he/she should know.
NEEDS IMPROVEMENT	This employee has had at least one disciplinary counselling during the rating period. He/she has a marginal understanding of department policies and procedures and has made minimal effort to understand or learn them. Asks the same questions more than once.
UNSATISFACTORY	This employee has had more than one disciplinary counselling during the rating period. They have made little or no effort to learn University and department policies and procedures and are continually asking the same routine questions.

## SECTION I – GENERAL JOB RESPONSIBILITIES

Place an "√" in the box best describing the employee's performance.	OUTSTANDING	SUPERIOR	GOOD	NEEDS IMPROVEMENT	UNSATISFACTORY
3. <b>COMMUNICATIONS</b> - How effectively the employee produces written and oral communication that is clear, precise, and directed to the appropriate audience.					

### DEFINITIONS:

#### OUTSTANDING

Day to day written and oral communications are extremely effective. Written material is clear and extremely easy to understand. Language and vocabulary is always appropriate and understandable for someone seeing (or hearing) information for the first time. This employee can communicate effectively at all levels.

#### SUPERIOR

The employee at this level may be as good at day-to-day oral or written communication on the outstanding level, but one or the other is not at the outstanding level.

#### GOOD

Written and oral communications are generally effective and easily understood. There are no communication problems between employee and those with which he/she works regularly.

#### NEEDS IMPROVEMENT

Employee has difficulty in communicating clearly or effectively. This employee's written communication requires the reader to seek clarification because it is unclear or confusing. This employee's oral communication may be unclear or may require the listener to seek additional information.

#### UNSATISFACTORY

Supervisor would generally avoid using this person for complicated or non-routine communication either oral or written. Written and oral communication by this employee requires the reader or listener to regularly seek additional information.

**SECTION I – GENERAL JOB RESPONSIBILITIES**

Place an "√" in the box best describing the employee's performance.	OUTSTANDING	SUPERIOR	GOOD	NEEDS IMPROVEMENT	UNSATISFACTORY
4. <b>PLANNING/ORGANIZING</b> – How effectively the employee organizes and accomplishes job assignments within time allotted, accurately, and with minimum supervision.					

**DEFINITIONS:**

- OUTSTANDING** Employee plans, organizes and monitors work projects in such a manner that maximum output is obtained. Work is usually done ahead of schedule and is of extreme high quality. Employee knows how to work within the system to get things done. Virtually never causes crises because of lack of planning.
- SUPERIOR** This employee is better than the majority of his/her peers at planning and organizing work assignments. Does not allow crises to occur because of lack of planning.
- GOOD** This employee is fully capable of planning, organizing and monitoring work projects. They are completed satisfactorily and on time. Usually does not allow crises to occur because of lack of planning.
- NEEDS IMPROVEMENT** Employee occasionally causes problems with others in the work area because of lack of planning and organizing of his/her work. Does not get work projects out on time or may have problems with monitoring of time to make most effective use of time.
- UNSATISFACTORY** Employee rarely does assignments or work projects on time. Has extreme difficulty using time effectively. Has caused problems or crises in the work area because of lack of planning.

## SECTION I – GENERAL JOB RESPONSIBILITIES

Place an "√" in the box best describing the employee's performance.	OUTSTANDING	SUPERIOR	GOOD	NEEDS IMPROVEMENT	UNSATISFACTORY
5. <b>DEPENDABILITY</b> - How effectively the employee performs routine job functions, anticipates and is resourceful in making good decisions.					

### DEFINITIONS:

#### OUTSTANDING

Employee is extremely adept at finding creative and innovative solutions to complete routine problems. Is able to head off problems before they occur. Is able to quickly see solutions to problems that others have tried unsuccessfully to solve. Others regularly seek this person's help in finding solutions to problems. Can always depend on this person to do the job exceptionally well and go the extra mile.

#### SUPERIOR

Employee is adept at finding creative and high quality solutions to problems for all but the extremely complex problems. Others may seek out this person for help in finding solutions. Frequently creates methods or procedures that head off problems. Does more than his/her job very well.

#### GOOD

Solutions are, at times, fairly creative and innovative. May reach solutions slightly faster than peers, or may rarely find solutions which other have missed. Devises good, workable solutions to problems as they occur but does not often anticipate problems. Does a good job on a steady basis.

#### NEEDS IMPROVEMENT

Employee has difficulty in finding workable solutions to non-routine problems. Occasionally misses routine problems that he/she should have been able to solve and rarely anticipates. Often cannot depend on this employee to do his/her job on a steady basis.

#### UNSATISFACTORY

This employee is never able to anticipate problems before they occur. Often cannot solve routine problems and cannot depend on him/her to do their job well on a steady basis.

**SECTION I – GENERAL JOB RESPONSIBILITIES**

Place an "√" in the box best describing the employee's performance.	OUTSTANDING	SUPERIOR	GOOD	NEEDS IMPROVEMENT	UNSATISFACTORY
<p>6. <b>CONTRIBUTES TO POSITIVE WORK CLIMATE AND TEAM EFFORT</b> - How effectively does the employee interact with fellow employees, and degree of cooperation.</p>					

**DEFINITIONS:**

- OUTSTANDING** Employee has excellent insight into human behaviour, is able to work well with virtually everyone, subordinates, peers and superiors. Is able to see all sides and points of view and can maintain a professional working relationship with everyone. Virtually never loses his/her temper or says things that could damage a working relationship. Does not allow personal feelings or differences to affect the working relationship with others.
- SUPERIOR** Employee has very good insight into others behaviour and is able to work well with anyone, except in very unusual circumstances. Is able to create cooperative and professional relationships with almost anyone, subordinates, peers and superiors. Does not lose temper or alienate others. Deals in conflict situations without damaging the working relationship.
- GOOD** Employee is good at working with others in most contexts, including conflict situations. Generally can develop a cooperative and professional relationship with others.
- NEEDS IMPROVEMENT** Employee has difficulty understanding others points of view. In a conflict situation may damage the working relationship because of unprofessional or inappropriate behaviour.
- UNSATISFACTORY** Employee sees situation as "them" or "us". Makes value judgments and allows conflict to interfere with performance of job. May engage in backstabbing kinds of behaviour.

## SECTION I – GENERAL JOB RESPONSIBILITIES

Place an "√" in the box best describing the employee's performance.	OUTSTANDING	SUPERIOR	GOOD	NEEDS IMPROVEMENT	UNSATISFACTORY
7. <b>SELF-DEVELOPMENT AND APPRAISAL</b> - How effectively employee analyzes own strengths and weaknesses, accepts constructive criticism.					

### DEFINITIONS:

OUTSTANDING	This employee continually seeks out constructive criticism from supervisors, peers, or subordinates. He/she uses this criticism to improve job performance and strengthen weaknesses. Seeks out ways to improve job skills, e.g.: takes classes and takes full advantage of tuition exemption. Participates in other program areas other than his/her specific service.
SUPERIOR	This employee always accepts constructive criticism and may occasionally seek it out. Employee takes classes etc. to improve job performance.
GOOD	This employee accepts constructive criticism but does not seek it out. Will attend mandatory classes or seminars only.
NEEDS IMPROVEMENT	This employee has a difficult time accepting constructive criticism on his/her weaknesses or job performance. Makes a marginal effort to improve job performance or to attend necessary seminars, etc.
UNSATISFACTORY	This employee gets extremely defensive when given constructive criticism by subordinates, peers, or supervisors. Does not try at all to improve performance and only attends seminars and classes if not given any other option.

## SECTION I – GENERAL JOB RESPONSIBILITIES

Place an "√" in the box best describing the employee's performance.	OUTSTANDING	SUPERIOR	GOOD	NEEDS IMPROVEMENT	UNSATISFACTORY
8. <b>QUALITY OF WORK</b> - How effectively employee produces accurate, neat, thorough and acceptable work.					

### DEFINITIONS:

#### OUTSTANDING

Employee is considered to be an expert at his/her job, produces very high quality work, and is often consulted by peers and/or supervisor about unusual or non-routine aspects of the work. This employee is given problems others cannot handle. He/she has an exceptional grasp of the job and a clear understanding of how his/her job affects other services and departments.

#### SUPERIOR

Employee is highly skilled at his/her job more than the majority of his/her co-workers. This employee is able to come up with creative solutions to problems. The overall quality of this person's work is higher than the majority of peers. Almost always does thorough and accurate work.

#### GOOD

Employee performs well on his/her job and is fully capable of solving routine problems. Produces thorough and accurate work the majority of the time.

#### NEEDS IMPROVEMENT

This employee consistently performs below level of other peers. Does not produce thorough or accurate work the majority of the time.

#### UNSATISFACTORY

This employee often needs assistance for routine work and individuals who utilize their services may complain of employees work being unsatisfactory.

## SECTION I – GENERAL JOB RESPONSIBILITIES

Place an "√" in the box best describing the employee's performance.	OUTSTANDING	SUPERIOR	GOOD	NEEDS IMPROVEMENT	UNSATISFACTORY
9. <b>QUANTITY OF WORK</b> - How effectively employee produces an acceptable amount of work within the allotted time and guidelines.					

### DEFINITIONS:

#### OUTSTANDING

Employee is extremely productive and puts out more work than almost all co-workers. Employee has skills in time management, planning and organizing. Wastes very little time "relaxing" socializing or engaging in other non-job-related activities.

#### SUPERIOR

Employee is very productive and puts out more work than all but a few co-workers. Does not waste much time "relaxing", socializing or engaging in other non-job-related activities.

#### GOOD

This employee is fully productive and puts out as much work as the majority of his/her co-workers. Does not waste much time "relaxing", socializing or engaging in other non-job-related activities.

#### NEEDS IMPROVEMENT

This employee produces less than the majority of co-workers. Has had a few "blatant" periods of wasting time and ineffective work habits which reduce the overall work output.

#### UNSATISFACTORY

This employee produces less work than almost anyone else in the work area. Employee routinely wastes time, and socializes.

NARRATIVE SUMMARY/COMMENTS REGARDING THE GENERAL JOB RESPONSIBILITIES:

## SECTION II – SPECIFIC JOB RESPONSIBILITIES

List the major functions (responsibilities) as listed on the position description. Please list in order of priority, with the most important listed first.

Review and assess each responsibility. Record improvements, if any, that could be made. List the factors affecting the performance of principal responsibilities.

Assessment:

Improvements:

Factors:

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## SECTION III – STRENGTHS & WEAKNESSES

### STRENGTHS

1.

2.

3.

These strengths can be used effectively by doing the following:

### WEAKNESSES

1.

2.

3.

These weaknesses can be strengthened or improved by doing the following:

SECTION IV – EMPLOYEE COMMENTS

Employee's Signature: \_\_\_\_\_

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

Supervisor's Signature: \_\_\_\_\_

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

Director of Human Resources Signature: \_\_\_\_\_

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