



**TENNESSEE**  
STATE UNIVERSITY  
Tennessee State University  
**Employee Performance Evaluation**

Annual \_\_\_\_\_

Probationary \_\_\_\_\_

Other \_\_\_\_\_

<b>Employee Name</b> (Last, First, MI): _____		
<b>T#:</b> _____	<b>Job Title:</b> _____	
<b>Division:</b> _____	<b>Department:</b> _____	
<b>Period of Evaluation:</b>	<b>From:</b> _____	<b>To:</b> _____

**INSTRUCTIONS TO EVALUATOR**

Listed below are the Performance, Behavioral and Supervisory Factors that are critical in the job execution. The Performance Factors and Behavioral Factors sections of this evaluation should be completed for all employees. The Supervisory Factors section should only be used for employees with supervisory responsibilities.

NOTE: All ratings (1-5) require comments. Comments, regardless of the rating, are critical in ensuring understanding and encouraging dialogue in the annual review process. The Overall Performance Evaluation is comprised of Performance Factors, Behavioral Factors and Supervisory Factors, if applicable.

<b>Distribution Instructions</b>	<ol style="list-style-type: none"> <li>Return the completed form to The Office of Human Resources: General Services Building/Box 9628.</li> <li>Maintain one copy for your departmental records.</li> <li>Distribute one copy to the employee.</li> </ol>
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<b>Marking Instructions</b>	<ol style="list-style-type: none"> <li>The rating manager should indicate the employee's performance by placing a check mark or "X" in the box next to the appropriate level of performance.</li> </ol>
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The following rating scale guide is being provided to assist the evaluator in assigning the most appropriate measurement of the employee's Performance Factors, Behavioral Traits and Supervisory Factors.

<b>5 = Superior</b>	<b>4 = Exceeds Expectations</b>	<b>3 = Meets Expectations</b>	<b>2 = Needs Improvement</b>	<b>1 = Unsatisfactory</b>
Consistently exceeds job requirements; this is the highest level of performance that can be attained.	Frequently exceeds job requirements ; all planned objectives were achieved above the established standards and accomplishments were made in unexpected areas as well.	Able to perform 100% of job duties satisfactorily. Normal guidance and supervision are required.	Occasionally fails to meet job requirements; performance must improve to meet expectations of position.	Consistently fails to meet job requirements; performance clearly below minimum requirements. Immediate improvement required to maintain employment.

<b>Employee Last Name</b>	<b>T#:</b>
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**PART I - BEHAVIORAL TRAITS**

	5	4	3	2	1
<b>1. Dependability</b> - Consider the amount of time spent directing the employee and how well he/she monitors projects, exercises follow-through, adheres to time frames, arrives on time for meetings and appointments, and responds appropriately to instructions and procedures.					

Comment:

	5	4	3	2	1
<b>2. Cooperation</b> - Consider how the employee interacts with co-workers and supervisors as a contributing team member, demonstrates consideration of others, maintains rapport with others, and helps others willingly.					

Comment:

	5	4	3	2	1
<b>3. Adaptability</b> - Consider the ease with which the employee adjusts to any change in duties, procedures, supervisors, work environment, new ideas or approaches to work, and how well he/she responds to constructive criticism and suggestions for work improvement.					

Comment:

	5	4	3	2	1
<b>4. Initiative</b> - Consider how well the employee seeks and assumes greater responsibility, monitors projects independently, and follows through appropriately.					

Comment:

	5	4	3	2	1
<b>5. Judgment</b> - Consider how well the employee effectively analyzes problems, determines the appropriate action or solution, exhibits timely and decisive action, and thinks logically.					

Comment:

	5	4	3	2	1
<b>6. Attendance</b> - Consider the number of unplanned absences in accordance with University policy.					

Comment:

	5	4	3	2	1
<b>7. Punctuality</b> - Consider work arrival and departure in accordance with departmental and University policy.					

Comment:

**TOTAL SCORE FOR PART I** \_\_\_\_\_ divided by 7 = \_\_\_\_\_  
 (Maximum of 35 points)

<b>Employee Last Name</b>	<b>T#:</b>
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**PART II - PERFORMANCE FACTORS**

	5	4	3	2	1
<b>1. Knowledge, skills, Abilities</b> - Consider the degree to which the employee exhibits the required level of job knowledge and /or skills to perform the job and the employee's use of established techniques, materials and equipment as they relate to performance.					

Comment:

	5	4	3	2	1
<b>2. Quality of Work</b> - Consider the degree to which the employee's completed assignments meet quality and safety standards and are accurate, neat, and thorough.					

Comment:

	5	4	3	2	1
<b>3. Work Habits</b> - Consider the extent to which the employee displays a positive, cooperative attitude toward work assignments and requirements and complies with established work rules and organizational policies.					

Comment:

	5	4	3	2	1
<b>4. Communication</b> - Consider the employee's job-related effectiveness in dealing with others, expressing ideas clearly both orally and in writing, and listening well and responding appropriately.					

Comment:

	5	4	3	2	1
<b>5. Customer Service</b> - Consider the employee's ability to anticipate customer needs, exude professionalism in customer interactions, and take ownership of customer-related issues through to resolution.					

Comment:

**TOTAL SCORE FOR PART II** \_\_\_\_\_ divided by 5 = \_\_\_\_\_  
 (Maximum of 25 points)

<b>Employee Last Name</b>		<b>T#:</b>	
<b>Job Title</b>		<b>Department</b>	

**PART III - SUPERVISORY FACTORS (IF APPLICABLE)**

	5	4	3	2	1
<b>1. Leadership</b> - Consider how well the employee demonstrates effective supervisory abilities, gains respect and cooperation, inspires and motivates employees, directs work group toward common goals.					
Comment:					

	5	4	3	2	1
<b>2. Delegation</b> - Consider how well the employee demonstrates the ability to direct others in accomplishing their work, effectively select and motivate their staff, define employee assignments and oversee the work of his/her subordinates.					
Comment:					

	5	4	3	2	1
<b>3. Planning and Organizing</b> - Consider how well the employee plans and organizes work, coordinates assignments with others, establishes priorities, anticipates future needs, and carries out assignments effectively.					
Comment:					

	5	4	3	2	1
<b>4. Administration</b> - Consider how well the employee performs day-to-day administrative tasks, manages time, administers policies, implements procedures, maintains appropriate contact with his/her supervisor, and effectively utilizes both fiscal and physical resources.					
Comment:					

	5	4	3	2	1
<b>5. Personnel Management</b> - Consider how well the employee serves as a role model, provides guidance and opportunities to his/her staff for their development and advancement, resolves work-related employee issues, assists employees in accomplishing their work-related objectives, communicates with employees in a clear, concise, accurate, and timely manner, and makes useful suggestions.					
Comment:					

**TOTAL SCORE FOR PART III** \_\_\_\_\_ divided by 5 = \_\_\_\_\_  
 (Maximum of 25 points)

<b>Employee Last Name</b>	<b>T#:</b>
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**PART IV - REVIEW OF GOALS FOR THE CURRENT YEAR (IF APPLICABLE)**

Where goals, objectives, projects, special assignments, etc., have been clearly established, progress of these tasks should be evaluated. List and evaluate progress made on major pre-determined goals, objectives, projects, and special assignments by marking the appropriate box. The "Comments" space must be used, regardless of rating, for satisfactory and unsatisfactory progress. Attach additional sheets, if needed.

Goal/Objective/Project/Special Assignment #1 \_\_\_\_\_

<input type="checkbox"/>	Accomplished or Satisfactory Progress	<input type="checkbox"/>	Unsatisfactory Progress
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Comment: \_\_\_\_\_  
 \_\_\_\_\_

Goal/Objective/Project/Special Assignment #2 \_\_\_\_\_

<input type="checkbox"/>	Accomplished or Satisfactory Progress	<input type="checkbox"/>	Unsatisfactory Progress
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Comment: \_\_\_\_\_  
 \_\_\_\_\_

Goal/Objective/Project/Special Assignment #3 \_\_\_\_\_

<input type="checkbox"/>	Accomplished or Satisfactory Progress	<input type="checkbox"/>	Unsatisfactory Progress
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Comment: \_\_\_\_\_  
 \_\_\_\_\_

**PART V - ESTABLISHMENT OF GOALS FOR THE COMING YEAR**

Goals should be established by both the supervisor and the employees. Supervisors should work with employees on goals to be continued or started in the new year. It is understood that these goals are subject to adjustment as situations and priorities change. Therefore, this section should be monitored and updated throughout the coming year as situations warrant and should be used by the supervisor at the end of the next evaluation period to assess performance.

**Goal #1** \_\_\_\_\_  
 Comment: \_\_\_\_\_  
 \_\_\_\_\_

**Goal #2** \_\_\_\_\_  
 Comment: \_\_\_\_\_  
 \_\_\_\_\_

**Goal #3** \_\_\_\_\_  
 Comment: \_\_\_\_\_  
 \_\_\_\_\_

Employee Last Name	T#:
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**PART VI - OVERALL RATING AND SIGNATURES**

Behavioral Traits Average \_\_\_\_\_

Performance Factors Average \_\_\_\_\_

Supervisory Factors Average \_\_\_\_\_ (if applicable)

Overall Performance Evaluation Average

*This report represents my true and complete appraisal of this employee during this evaluation period.*

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

*I understand that my signature does not mean that I necessarily agree or disagree with the evaluation, only that the evaluation has been discussed with me, and I have received a copy of the evaluation.*

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

**Reviewed**

Next Level Signature _____	Date: _____
<i>(must be Dean, Dept. Head or VP)</i>	

\_\_\_\_\_ Date received by Human Resources

\_\_\_\_\_ Date entered by Human Resources