

## Sam Houston State University Human Resources

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### Annual Performance Appraisal (APA) Form – Evaluation Period: April 2010 to March 2011

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Employee Name \_\_\_\_\_ Sam ID# \_\_\_\_\_

Job Title \_\_\_\_\_ Dept/School/College \_\_\_\_\_

**Purpose** - The purpose of any performance appraisal program is employee development. The value of performance appraisal is in the process of communication between supervisor and employee and not merely in the completion of the form. Specific objectives of the Performance Appraisal program are:

- to increase professional development, skill level, and performance of each employee;
- to strengthen working relationships between supervisor and employee;
- to clarify job duties and responsibilities;
- to establish mutually-understood standards for measuring performance; and
- to aid in promotion, retention, and salary decisions.

#### **Preparation**

**Supervisor:** Complete the appropriate sections of this annual performance appraisal in advance of your conference with the employee and be prepared to discuss it in detail.

**Employee being appraised:** Prior to your appraisal, you may be given a blank appraisal form by your supervisor. Your completion of this form as a self-evaluation tool is optional and will acquaint you with the performance factors to be evaluated.

**Distribution of Completed Form** - Original maintained in the department. A copy is provided to the employee.

#### **I. APPRAISAL FACTORS** - Select the most appropriate statement (choose ONLY one)

##### 1. JOB KNOWLEDGE (knowledge of duties and responsibilities of position)

- Has completely mastered job; strives to learn more/improve job skills
- Understands all phases of work; most job duties mastered
- Has adequate grasp of job requirements; is able to learn new aspects of job
- Lacks knowledge of some phases of work
- Unable to complete job duties; poor understanding of job

Observations:

##### 2. QUALITY OF WORK (correctness, completeness, and accuracy of work duties performed)

- Requires minimum supervision; consistently thorough and accurate
- Requires little supervision; is exact and precise most of the time; seldom makes errors
- Usually accurate; makes minimal errors
- Makes above average number of errors; final product often needs revision or correction
- Makes frequent and recurrent errors

Observations:

**I. APPRAISAL FACTORS (continued) - Select the most appropriate statement (choose ONLY one)**

**3. QUANTITY OF WORK (amount of work done during workday)**

- Produces consistently high volume of work; extremely productive and fast
- Volume of work frequently above that which is expected
- Volume of work is limited to tasks assigned
- Volume of work is generally below what is expected; does just enough to get by
- Minimum requirements not met; volume of work generally unsatisfactory

Observations:

**4. ADHERENCE TO POLICIES, PROCEDURES, AND RULES (as related to individual's internal control responsibilities)**

- Has completely mastered knowledge of policies, procedures, and rules
- Knowledge of policies, procedures, and rules is frequently above that expected
- Has an adequate knowledge of policies, procedures, and rules
- Understanding of policies, procedures, and rules is somewhat below normal expectations
- Has a minimum understanding of policies, procedures, and rules

Observations:

**5. INITIATIVE (origination and development of vital job procedures)**

- Develops new ideas and methods to improve quality of results
- Seeks additional knowledge pertaining to job
- Follows formal instructions as necessary
- Shows little interest in current practices relating to job
- Unwilling to demonstrate interest in gaining new knowledge

Observations:

**6. ORGANIZATION AND USE OF TIME (ability to organize, prioritize, and schedule)**

- Extremely capable in coordinating tasks in changing situations
- Plans skillfully; handles unusual situations well
- Completes assignments within time expected; meets schedules
- Difficulty in determining priority and schedule of duties
- Ineffective in routine tasks; cannot prioritize or schedule

Observations:

**I. APPRAISAL FACTORS (continued) - Select the most appropriate statement (choose ONLY one)**

**7. INTERPERSONAL RELATIONS (communication and cooperation with fellow employees and students)**

- Goes out of way to promote good interpersonal relations; very cooperative
- Effectively handles difficult interpersonal relations
- Adapts self to others and to most situations; seeks guidance when needed
- Sometimes rigid and defensive; does not foster good working environment
- Fails to consider others; not courteous; lacks understanding

Observations:

**8. EXTERNAL COMMUNICATION (communication and cooperation with individuals and groups outside of SHSU)**

- Builds rapport with a variety of people; develops alliances to work together toward common goals
- Effectively handles difficult external relations
- Adapts self to others and to most situations; seeks guidance when needed
- Sometimes rigid and defensive with outside departments
- Lacks understanding of external departments; fails to consider their impact on other departments

Observations:

**9. USE OF REQUIRED TECHNOLOGY (use of resources provided by SHSU Information Technology Services)**

- Has mastery level knowledge of required technology and as new ideas or technologies are introduced, is able to learn and use them appropriately
- Has substantial knowledge of required technology
- Possesses skills and knowledge to perform their job competently
- Needs additional training on basic technology knowledge
- Use of technology is not required for job function

Observations:

**10. ATTITUDE (manner, disposition or orientation exhibited in daily efforts)**

- Has a positive and encouraging attitude and makes a positive contribution to morale
- Shows pride in work
- Maintains a good attitude the majority of time, though improvement could be made
- Lacks a positive attitude towards work environment
- Often argumentative; considered unreceptive and antagonistic

Observations:

**I. APPRAISAL FACTORS (continued) - Select the most appropriate statement (choose ONLY one)**

11. RESPONSIBILITY AND DEPENDABILITY (willingness to take on assignments and be held accountable)

- Requires minimum supervision; seeks additional responsibility; is very reliable
- Reliable; requires little supervision; carries through effectively
- Usually takes care of necessary tasks and completes them with reasonable promptness
- Frequently requires prompting; often fails to meet deadlines
- Unreliable; requires close supervision; does not accept responsibility

Observations:

**II. COMPLETE FOR ADMINISTRATIVE/PROFESSIONAL STAFF ONLY (EXEMPT STATUS)  
(Optional for all non-exempt employees)**

**Instructions:** Listed below are five performance appraisal factors which are considered representative of positions requiring administrative/professional responsibility. A brief description is provided for each factor. In the space provided, the supervisor should place words or phrases that most appropriately describe the employee's ability to perform the administrative/professional function.

**A. LEADERSHIP** - Consider the ability to motivate subordinates and co-workers, to foster high morale, and to function consistently and effectively in an objective and rational manner.

**B. COMMUNICATION SKILLS** - Consider the ability to keep you informed and to communicate (both written and verbal) effectively with peers, subordinates, and supervisor.

**C. DECISION MAKING** - Consider the ability to identify problems, gather and organize facts, evaluate, and make an effective final decision. Examine the ability to prepare and administer budget effectively.

**D. STAFF DEVELOPMENT** - Consider how well the supervisor selects, trains, and effectively develops subordinates. Also consider how well responsibility and authority are delegated to employees in assigning job duties and objectively appraising work performance.

**E. PLANNING AND IMPLEMENTATION** - Consider the ability to plan in advance, to utilize resources (e.g., time, money, facilities, materials, equipment, employees' skills, etc.), and to accomplish objectives, meeting all deadline dates.

Employee Name \_\_\_\_\_ Sam ID# \_\_\_\_\_

**III. APPRAISAL SUMMARY SHEET** - (Includes overall summary and appropriate signatures). Utilize as a source document for subsequent evaluations.

**Performance Strengths: (As determined in Section I, Appraisal Factors)**

**Areas for Improvement: (As determined in Section I, Appraisal Factors)**

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**MUTUALLY-UNDERSTOOD GOALS:**

**OVERALL EVALUATION** - Select the most appropriate statement (choose ONLY one)

- Performance is superior, far above what is required. Employee consistently exceeds highest standards.
- Performance is consistently above normal expectations and standards. Employee excels when compared to others performing the same job.
- Performance is consistent with what is expected and considered acceptable. Employee is referred to as "doing a good job." Understands and demonstrates basic principles, techniques, and procedures necessary for efficient job performance.
- Performance is generally below the minimum requirements for the job.
- Performance does not meet minimum job requirements. Lack of improvement may result in disciplinary action.

**EMPLOYEE COMMENTS** - Specific comments regarding evaluation of performance, goal setting, and plans for improving performance.

As signed below, we the supervisor and employee certify that the contents of this performance appraisal have been discussed.

Supervisor's signature: \_\_\_\_\_ Date \_\_\_\_\_

Employee's signature: \_\_\_\_\_ Date \_\_\_\_\_