

15 Factors	Consistently Exceeds Performance (Always/Almost Always)	Sometimes Exceeds Performance (At Times/ Intermittent)	Meets Expected Performance (Good and Solid)	Does Not Meet Expected Performance (Needs Improvement)	Explain
1-Job Quality	Employee consistently exceeds expectations in job quality where all job tasks completed thoroughly, timely, with no errors and with no assistance or prompting.	Employee sometimes exceeds expectations in job quality where all job tasks completed thoroughly, timely, with no errors and with no assistance or prompting.	Employee completes all job tasks with minimal errors and minimal assistance or prompting.	Employee at times does not complete job tasks, or Employee has more than minimal errors or needs more prompting or assistance than expected.	
2-Leave Management		Employee almost never misses work, receives approval in advance for personal and annual leave, and always submits accurate and timely leave records.	Employee takes appropriate leave, receives approval in advance for personal and annual leave, and satisfactorily submits leave records.	Employee's absences are excessive, or Employee takes leave when college can least afford absence, or Employee takes more leave than allowed or does not properly seek approval, or Employee at times submits inaccurate or untimely leave records.	
3-Time Management			Employee manages time effectively; and Employee routinely arrives on time for work; and Employee is accessible; and Employee works scheduled work hours and receives approval for deviations; and Employee notifies supervisor before scheduled work when tardy or absent.	Employee on occasion does not effectively manage time; or Employee is frequently tardy or leaves early without approval, or Employee on occasion is not accessible; or Employee works unapproved work hours on occasion, or Employee on occasion does not notify supervisor before	

				scheduled work when tardy or absent.	
4-Follows Policy			Employee complies with all college policies.	Employee at times does not comply with all college policies.	
5-Conflict Resolution	Employee almost always diffuses conflict while maintaining the highest degree of professionalism during conflict, and Employee does not cause or contribute to conflict.	Employee appropriately resolves conflict in the workplace and sometimes diffuses conflict while maintaining the highest degree of professionalism during conflict, and Employee does not cause or contribute to conflict.	Employee appropriately resolves conflict in the workplace and maintains a satisfactory degree of professionalism, and Employee rarely causes or contributes to disruption in the work environment.	Employee does not appropriately resolve conflict in the workplace, or Employee allows conflict to reach an unprofessional level at times, or Employee at times causes or contributes to conflict in the workplace.	
6-Adaptability	Employee consistently adapts easily to new goals, projects, processes or procedures, and/or other changes with enthusiasm.	Employee sometimes adapts easily to new goals, projects, processes or procedures, and/or other changes with enthusiasm.	Employee appropriately adapts to new goals, projects, processes or procedures, and/or other changes.	Employee has trouble adapting to new goals, projects, processes or procedures, and/or other changes.	
7-Constructive Feedback	Employee accepts constructive feedback and consistently welcomes constructive feedback. Demonstrates an eagerness to improve. Takes immediate action to implement improvement.	Employee accepts constructive feedback and at times welcomes constructive feedback. Demonstrates a willingness to improve. Takes action to implement improvement.	Employee accepts constructive feedback and demonstrates willingness to improve.	Employee has trouble accepting constructive feedback or at times does not demonstrate a willingness to improve.	
8-Teamwork	Employee consistently works well with others and consistently	Employee generally works well with others and at times contributes positively to the team.	Employee satisfactorily works with others and satisfactorily contributes to the team.	Employee at times does not satisfactorily work with others, or Employee at	

	contributes positively to the team.			times does not contribute to the team.	
9-Service	Employee consistently provides exceptional service to include exceptional follow-up to all persons, and this service consistently includes a greeting and positive attitude.	Employee provides good service and at times provides exceptional service to include exceptional follow-up to all persons, and this service includes a greeting and positive attitude.	Employee provides good and acceptable service which includes appropriate follow-up to all persons.	Employee at times does not provide good service or fails to follow-up, or Employee does not always provide the level of service expected in this position.	
10-Communication	Employee consistently has excellent communication skills which are concise, organized, understandable and disseminated appropriately.	Employee at times has excellent communication skills which are concise, organized, understandable and disseminated appropriately.	Employee has acceptable communication skills which are concise, organized, understandable and disseminated appropriately.	Employee at times does not have acceptable communication skills or at times does not disseminate communication appropriately.	
11-Initiative	Employee is self-motivated and consistently shows significant initiative and excellent work ethic and drive to achieve.	Employee is self-motivated and at times shows significant initiative and excellent work ethic and drive to achieve.	Employee satisfactorily shows initiative and good work ethic.	Employee at times does not satisfactorily show initiative or Employee at times does not demonstrate satisfactory work ethic.	
12-Judgment	Employee consistently shows excellent judgment.	Employee at times shows excellent judgment.	Employee shows good judgment.	Employee at times does not show good judgment.	
13-Active Participation	Employee consistently exceeds expectations with participation and consistently provides leadership in either professional development and college-wide offerings, department meetings,	Employee at times exceeds expectations with participation and at times provides leadership in either professional development or college-wide offerings, department meetings, committee assignments,	Employee meets expectations with satisfactory participation at professional development and college-wide offerings, department meetings, committee assignments, extracurricular activities	Employee does not satisfactorily meet expectations in participation at professional development or college-wide offerings, department meetings, committee assignments, extracurricular activities or	

	committee assignments, extracurricular activities, and non-mandatory college events.	extracurricular activities, and non-mandatory college events.	and non-mandatory college events.	non-mandatory college events.	
14-Respect		Employee exceeds expectations by displaying the utmost deference and respect toward supervisors and administrators.	Employee displays appropriate respect toward supervisors and administrators.	Employee at times does not display appropriate respect toward supervisors and administrators.	
15-Collegiality			Employee is polite and respectful to colleagues, students, or others.	Employee at times is not polite or respectful to colleagues, students, or others.	

Instructors Only					
Classroom Management		Instructor exceeds all classroom expectations as determined by the College and Instructor is considered highly effective.	Instructor meets all classroom expectations as determined by the College and Instructor is considered to be effective.	Instructor at times does not meet all classroom expectations determined by the College, or Instructor at times is not considered effective.	
Student Observation		Rare (if any) student complaints voiced about instructor and student evaluations are consistently and overwhelmingly positive.	Few student complaints voiced about instructor and student evaluations always meet expectations.	Students voice more than a few or regular complaints about instructor, and/or student evaluations of instructor do not always meet expectations.	
Adheres to College Instructional Policies			Instructor adheres to College instructional policies and procedures.	Instructor at times does not adhere to College instructional policies and procedures.	

Supervisors Only					
Supervisory Leadership		Supervisor exhibits highly effective and excellent leadership skills.	Supervisor exhibits effective and good/appropriate leadership skills.	Supervisor does not always exhibit effective, good, or acceptable leadership skills.	
Employee Management		Supervisor exhibits excellent skills in managing, communicating, evaluating, disciplining, and maintaining confidentiality of employees.	Supervisor appropriately manages, communicates, evaluates, disciplines, and maintains confidentiality of employees.	Supervisor does not always appropriately observe, manage, evaluate, communicate, discipline, or maintain confidentiality of employees.	
Results		Supervisor exceeds expectations with achieving goals and mission throughout the performance period.	Supervisor meets expectations with regard to goal-setting and ensuring goals are achieved throughout performance period.	Supervisor does not properly set goals or ensure goals are achieved during performance period.	