



# Glenville State College

## Performance Review

Review Period: \_\_\_\_\_

Staff Name: \_\_\_\_\_

Staff Title: \_\_\_\_\_

**Performance Ratings to be completed by the Supervisor.** Listed below are performance standards that are important to employee and GSC success. Considering the essential functions of the position, carefully evaluate each standard separately and rate performance within that standard (examples provided).

**All ratings require a detailed comment.**

<b>Work Environment:</b> Contributes to a positive work environment with coworkers. Supports mission of the college and encourages others to work effectively. Utilizes work time in a productive manner. Maintains a positive attitude.			
<b>Unsatisfactory</b>	<b>Needs Improvement</b>	<b>Meets Expectations</b>	<b>Exceeds Expectations</b>
o 1	o 2	o 3	o 4
<b>Unsatisfactory work environment:</b> Poor attitude, unsatisfactory relationships, poor cooperation among GSC constituents. Poor time management skills.	<b>Improvement is needed.</b> Training needed on time management and/or job responsibilities. Inconsistent behavior from employee.	<b>Strong service orientation.</b> Enthusiastic, cheerful, courteous, adaptable and flexible. Approaches tasks with the spirit of cooperation; open to change. Adaptable and willing to learn new skills. Consistently meets GSC's performance standards.	<b>Exceptionally high work environment,</b> exceeding GSC's high performance requirements. Truly embraces the mission of GSC.

**Comments:**

<b>Job Knowledge:</b> Understands job procedures, policies, and responsibilities; exhibits ability to learn and apply new skills; keeps up-to-date on current developments; acts as a resource person to others.			
<b>Unsatisfactory</b>	<b>Needs Improvement</b>	<b>Meets Expectations</b>	<b>Exceeds Expectations</b>
o 1	o 2	o 3	o 4
<b>Unsatisfactory knowledge:</b> Lacks adequate understanding of duties and technical aspect of the position despite training and other resources that have been provided.	<b>Improvement is needed.</b> Training on specific skills or other resources is needed.	<b>Acceptable knowledge of job and acceptable technical proficiency.</b> Good understanding of duties and responsibilities, and proficient in using tools, software, materials, etc. required for these duties. Consistently meets GSC's performance standards. Remains up to date.	<b>Exceptionally high job understanding,</b> exceeding GSC's high performance requirements.

**Comments:**



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**Customer Service:** Understands the needs of internal and external customers; responds promptly to his/her needs in a courteous manner; handles conflicts appropriately; maintains institutional good will at all times; commits to doing the best job possible.

Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations
○ 1	○ 2	○ 3	○ 4
<b>Unsatisfactory customer service:</b> Poor relationships with internal and external customers, inability to handle conflict, does not meet GSC's high performance requirements.	<b>Improvement is needed.</b> Inconsistent customer service provided given the expectations of the position.	<b>Acceptable customer service standards.</b> Understanding of duties and responsibilities, and proficient in understanding the needs of internal and external customers, maintaining good will at all times. Consistently meets GSC's high performance standards. Remains up to date.	<b>Exceptionally high customer service,</b> exceeding GSC's high performance requirements.

Comments:

**Teamwork:** Exhibits flexibility, adaptability, and spirit of cooperation in the work environment; balances team and individual responsibilities; shares information appropriately with others.

Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations
○ 1	○ 2	○ 3	○ 4
<b>Unsatisfactory relationships, attitude and cooperation.</b> Inability to balance the team and individual responsibilities, difficult to work with and can be inflexible.	<b>Improvement is needed.</b> Difficulty balancing team and individual responsibilities, employee needs training to understand needs of the position/department.	<b>Consistently effective in teamwork.</b> Willing to learn new skillsets, flexible and adaptable to change, shares information appropriately and consistently with others. Consistently meets GSC's high performance standards.	<b>Exceptional teamwork,</b> exceeding GSC's high performance requirements. Team recognizes this individual as an integral member of the team in achieving department goals and the institutional mission.

Comments:

**Accountability/Flexibility:** Takes responsibility for own actions; completes assignments and projects on schedule; reviews projects and assignments, monitoring resources and budgetary matters to ensure cost savings measures are in place.

Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations
○ 1	○ 2	○ 3	○ 4
<b>Unsatisfactory accountability:</b> Lacks ability to be accountable for actions; consistently misses deadlines. Mismanages resources or budget.	<b>Improvement is needed.</b> Ex. <b>Projects/assignments</b> are occasionally late, budgetary matters and other resources are inappropriately monitored.	<b>Acceptable accountability.</b> Consistently takes responsibility for own actions; meets deadlines, monitors budgetary matters when required. Consistently meets GSC's high performance standards.	<b>Exceptionally accountable,</b> exceeding GSC's high performance requirements. Ensures own deadlines are met as well as assists others in meeting their deadlines. Anticipates needs and contributes to projects in ways that exceed expectations.

Comments:



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<b>Quality of Work:</b> Completes work thoroughly, accurately, and according to specifications and produces useful results; displays commitment to process improvement; applies feedback to improve performance.			
<b>Unsatisfactory</b> ○ 1	<b>Needs Improvement</b> ○ 2	<b>Meets Expectations</b> ○ 3	<b>Exceeds Expectations</b> ○ 4
<b>Unsatisfactory knowledge:</b> Work lacks thoroughness and contains multiple errors. Employee is not responding to feedback regarding quality of their performance.	<b>Improvement is needed.</b> Training and/or assistance may be needed to complete work consistently. Employee is committed to correcting errors.	<b>High quality work:</b> consistently accurate, neat, and thorough, with useful results. Work rarely needs to be redone. Entirely acceptable performance, meeting GSC's high quality standard.	<b>Exceptionally high quality,</b> exceeding GSC's high performance standards. Quality of work consistently exceeds expectations.

**Comments:**

<b>Quantity of Work:</b> Produces amount of work necessary to meet reasonable expectations, considering availability of resources, etc. Effectively maximizes time to accomplish tasks.			
<b>Unsatisfactory</b> ○ 1	<b>Needs Improvement</b> ○ 2	<b>Meets Expectations</b> ○ 3	<b>Exceeds Expectations</b> ○ 4
<b>Unsatisfactory quantity:</b> Consistently fails to meet expectations given time and resources available.	<b>Improvement is needed.</b> Fails to produce the amount of work necessary to meet reasonable expectations.	<b>Consistently high productivity</b> with excellent volume. Seeks additional work when basic tasks are completed. Consistently meets GSC's high performance standards.	<b>Exceptionally high quantity,</b> consistently exceeds GSC's high performance requirements.

**Comments:**

<b>Communications:</b> Communicates in a clear and concise manner both verbally and in writing; exhibits good listening and comprehension skills; uses appropriate communication methods.			
<b>Unsatisfactory</b> ○ 1	<b>Needs Improvement</b> ○ 2	<b>Meets Expectations</b> ○ 3	<b>Exceeds Expectations</b> ○ 4
<b>Unsatisfactory oral and written communication.</b> Ex. Inappropriate language, frequent misspellings, poor grammar, etc.	<b>Improvement is needed.</b> Employee's performance is impacted by their inability to consistently communicate effectively.	<b>Consistently clear and appropriate communication both oral and written.</b> Very few difficulties in communicating with others. Acceptable performance meeting GSC's high performance standards.	<b>Exceptional communication skills,</b> exceeding GSC's high performance requirements.

**Comments:**



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**Resourcefulness:** Develops new ideas and can handle new situations; anticipates and appropriately handles unforeseen difficulties successfully; asks for help when needed; uses resources effectively.

Unsatisfactory ○ 1	Needs Improvement ○ 2	Meets Expectations ○ 3	Exceeds Expectations ○ 4
<b>Unsatisfactory resource management.</b> Fails to use GSC's resources appropriately. Fails to prioritize tasks and/or handling unforeseen situations effectively.	<b>Improvement is needed.</b> Inconsistencies in the use of GSC's resources, difficulty in prioritizing tasks and/or handling unforeseen situations effectively.	<b>Consistently effective</b> in the use of GSC's resources, both within the work unit/department and college-wide, in effectively meeting GSC's mission. Self-starter; resourceful; prioritizes well. Consistently meets GSC's high performance standards.	<b>Exceptional resource management,</b> exceeding GSC's high performance requirements.

**Comments:**

**Interpersonal Relations/Diversity:** Treats others with respect and courtesy; works effectively and cooperatively with others; respects individual differences and perspectives; complies with equal opportunity guidelines and supports affirmative action.

Unsatisfactory ○ 1	Needs Improvement ○ 2	Meets Expectations ○ 3	Exceeds Expectations ○ 4
<b>Unsatisfactory relationships.</b> Inability to work cooperatively and respect individual difference and perspectives. Lacks respect for others in words or actions.	<b>Improvement is needed.</b> Inconsistent behavior in regards to interpersonal relationships.	<b>Consistently effective in interpersonal relationships,</b> with students, staff, faculty, visitors, administrators, and others that interact within this position. Consistently meets GSC's high performance standards.	<b>Exceptionally high interpersonal relationships,</b> exceeding GSC's high performance requirements.

**Comments:**

**Punctuality/Dependability:** Arrives at the appointed time on a consistent basis; is prompt with strict observance of keeping engagement, meeting and project deadlines.

Unsatisfactory ○ 1	Needs Improvement ○ 2	Meets Expectations ○ 3	Exceeds Expectations ○ 4
<b>Unsatisfactory attendance or dependability.</b> Unreliable, consistently misses work, and deadlines for projects.	<b>Improvement is needed.</b> Inconsistent with the completion of deadlines, unreliable.	<b>Consistently punctual and dependable</b> for work attendance, performance, projects, etc. Can be relied upon to complete assignments and projects consistently meeting GSC's high performance standards. Remains up to date.	<b>Exceptional dependability,</b> exceeding GSC's high performance requirements. Rarely misses deadlines or work, anticipates needs, etc.

**Comments:**



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**Leadership:** Models ethical workplace behavior; helps to create a productive, creative environment in which individuals strive for quality of service; influences the actions of other individuals and groups to obtain positive results; help to create an environment in which diversity is viewed as a strength.

Unsatisfactory ○ 1	Needs Improvement ○ 2	Meets Expectations ○ 3	Exceeds Expectations ○ 4
<b>Unsatisfactory leadership or management.</b> Poor morale in department, Ineffective in addressing issues.	<b>Improvement is needed.</b> Lacks necessary skills to effectively lead staff, struggles to address difficult employee situations or conflict with others.	<b>Consistently effective supervision –</b> effective daily supervision, staff development, and annual evaluations. Understands personnel policies and applies them correctly and with the best interest of the department. Builds teamwork, morale, and enthusiasm. Effectively addresses difficult personnel decisions. Consistently meets GSC's high performance standards.	<b>Exceptional supervisory skills,</b> exceeding GSC's high performance requirements.

**Comments:**

**Planning & Organizing:** Is organized in achieving the goals set forth for the unit and by the supervisor; manages both short-term and long-term planning to ensure that projects are completed appropriately; is an active participant in planning and executing the work of the unit/department.

Unsatisfactory ○ 1	Needs Improvement ○ 2	Meets Expectations ○ 3	Exceeds Expectations ○ 4
<b>Unsatisfactory Planning and Organization.</b> Lacks adequate planning and organizational skills despite training and other resources that have been provided.	<b>Improvement is needed. –</b> Resources and/or training are needed to facilitate planning and organizational skills.	<b>Consistently effective leadership –</b> managed unit is efficient, effective, and innovative. Employees demonstrate a clear understanding of the college's mission and their contribution to the mission. Consistently meets GSC's high performance standards.	<b>Exceptional management skills,</b> exceeding GSC's high performance requirements.

**Comments:**

**Overall Evaluation** *(Detailed comment is required and shall be consistent with above ratings.)*

Unsatisfactory ○ 1	Needs Improvement ○ 2	Meets Expectations ○ 3	Exceeds Expectations ○ 4
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**Comments:**



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Were there **Goals, Objectives, Projects, Accomplishments, or areas of Growth or Concern** during the review period to address?

**Goals, Objectives, Projects, Accomplishment or areas of Growth:** As appropriate, please identify goals, objectives, projects, assignments, or areas of growth for the next review period.

### Required Signatures

*I acknowledge that this performance review was conducted to evaluate my performance in the specified period and to discuss future performance and development plans. Also, a current copy of my job description was reviewed with me by my supervisor. I further understand that my signature does not necessarily indicate my concurrence with the review results, and that I am entitled to receive a copy of my performance review bearing all of the required signatures. I also understand that I have the opportunity to respond in writing to this evaluation on the next page.*

\_\_\_\_\_  
Employee \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Date

*I acknowledge that I have reviewed the employee's performance and have conducted evaluation meetings to discuss, in detail, the evaluation document, along with other documents that support this employee's overall evaluation rating.*

\_\_\_\_\_  
Immediate Supervisor \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Date

\_\_\_\_\_  
President's Cabinet Member \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Date

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***Finalized document should be sent to the Office of Human Resources and will be placed in the employee's personnel file.***

Date Received & Reviewed by HR: \_\_\_\_\_

By Whom: \_\_\_\_\_



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Review Period: \_\_\_\_\_

## Staff Response

\_\_\_\_\_

Employee

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Date

\_\_\_\_\_

Immediate Supervisor

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Date