

Name: \_\_\_\_\_  
 Job Title: \_\_\_\_\_  
 Department: \_\_\_\_\_  
 Supervisor: \_\_\_\_\_

CWID: \_\_\_\_\_ Date: \_\_\_\_\_  
 Campus Location: \_\_\_\_\_  
 Review Period: \_\_\_\_\_  
 Annual Review     Interim Review

- Select the rating which most closely reflects the employee’s performance.
- Consider each factor separately and independently.
- Consider the employee’s work performance during the entire review period. Do not base your judgment on only one or two occurrences.
- Use spaces marked “Areas of Strength” and “Opportunities for Growth” to explain your rating on each factor, particularly ratings at either extreme of the scale or to note changes from the employee’s last review. Should your comments exceed the space provided, please use the ADDITIONAL COMMENTS section at the end of the assessment or include an attached document.
- Employee assessments are conducted annually, and are due by July 31 each fiscal year.

*Rating System:*

Exceeds Expectations **(EE)**    Meets Expectations **(ME)**    Inconsistently Meets **(IME)**    Does Not Meet Expectations **(DNME)**    Not applicable **(NA)**

**QUALITY OF WORK**

*Consider these aspects regardless of quantity of work.*

	EE	ME	IME	DNME
Accuracy and Precision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Thoroughness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reliability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Neatness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Areas of Strength:

Opportunities for Growth:

**QUANTITY OF WORK**

*Consider these aspects under normal work conditions.*

	EE	ME	IME	DNME
Volume of Output	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Priority Setting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promptness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meets Deadlines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Areas of Strength:

Opportunities for Growth:

**JOB KNOWLEDGE**

*How well does the employee apply job knowledge and skill to the job assignments?*

**EE ME IME DNME**

Understanding and knowledge of the job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to complete work without supervision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Follows proper safety procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Analyzes problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides suggestions for work improvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employs tools of the job competently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Areas of Strength:

Opportunities for Growth:

**COMMUNICATION SKILLS**

*How effectively does the employee share information?*

**EE ME IME DNME NA**

Communication with supervisor (keeps supervisor Informed)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Demonstrates effective listening skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Asks questions as necessary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Tact and diplomacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Shares information willingly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Non-verbal communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Email	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Written expression (excluding email)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oral expression via telephone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oral expression in person	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Areas of Strength:

Opportunities for Growth:

**JUDGMENT**

*How well does the employee make balanced decisions as required by the position?*

**EE ME IME DNME**

Maintains appropriate confidentiality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Judgment in handling routine problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Analyzes options before implementing them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Considers facts/relationships in decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Areas of Strength:

Opportunities for Growth:

**INTERPERSONAL SKILLS**

*How effectively does the employee interact and cooperate with others?*

**EE ME IME DNME**

Interaction with supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interaction with co-workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interaction with community (faculty, staff, students, alumni)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interaction with external community (donors, guests)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work team participation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work team contributions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commitment to work team's success	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attitude	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Areas of Strength:

Opportunities for Growth:

**INITIATIVE**

*Does the employee do things without having to be told?*

*Does the employee assume responsibility?*

**EE ME IME DNME**

Maintains work productivity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Actively seeks ways to streamline processes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Initiates and takes on responsibility willingly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Committed to self-improvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seeks additional training and development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Challenges status quo processes appropriately	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helps achieve overall goals of the department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proactive in problem solving	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Areas of Strength:

Opportunities for Growth:

**APPROACH TO WORK**

*Is the employee's outlook on work responsibilities appropriate?*

	EE	ME	IME	DNME
Open to new idea and approaches	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planning and organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes efficient use of work time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to manage project through successful completion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trustworthiness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Follows instructions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accepts constructive criticism positively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexible and adaptable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes a positive contribution to morale	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Willingness to assist co-workers as appropriate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Anticipates future issues to address (forward thinking)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Areas of Strength:

Opportunities for Growth:

**PUBLIC CONTACTS**

*How well does the employee create good will for the University in public contacts?*

	EE	ME	IME	DNME
Customer-service oriented	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uses tact and discretion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Polite	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helpful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contributes toward Pepperdine being known for its personal touch	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Areas of Strength:

Opportunities for Growth:

**PROFESSIONALISM**

*How well does the employee present himself/herself?*

	EE	ME	IME	DNME
Appropriate work attire for position	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workspace tidiness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attendance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Punctuality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Areas of Strength:

Opportunities for Growth:

MISSION

How well does the employee support the University mission?

	EE	ME	IME	DNME
Actively incorporates University mission into job processes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Actively sustains the University mission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages participation in living the University mission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrates or shows respect for workplace differences, diversity and inclusion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Actively upholds the University Ethics Policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Areas of Strength:

Opportunities for Growth:

SUPERVISION

How well does the employee supervise and obtain results in conjunction with subordinates?

	EE	ME	IME	DNME	NA
Interactions with subordinates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trains subordinates effectively for office tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gives subordinates appropriate workload	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes efficient use of subordinates' time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Obtains cooperation of subordinates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Appropriately holds subordinates accountable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inspires top performance from subordinates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inspires growth through mentorship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manages employee relations issues within department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides regular feedback to subordinates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Appropriately rewards and recognizes subordinate's work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helps identify goals for subordinates' professional development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inspires good team morale	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relates meaning and University mission to subordinates' work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Areas of Strength:

Opportunities for Growth:

OVERALL PERFORMANCE EVALUATION

- Exceeds Expectations *Work performance is consistently above the standard of performance for the position.*
- Meets Expectations *Work performance meets the standards of performance for the position.*
- Inconsistently Meets Expectations *Work performance partially or inconsistently meets the standards of performance for the position.*
- Does Not Meet Expectations *Work performance is inadequate and inferior to the standards of performance required for the position. Performance at this level cannot be allowed to continue.*

Action Plan – Training and Development Goals:

ADDITIONAL COMMENTS

*Continued on next page...*

***I have read and discussed this evaluation with my supervisor. My signature indicates that I have been advised of my performance status, and does not suggest agreement or disagreement with either the appraisal or the contents.***

Immediate Supervisor: \_\_\_\_\_  
Name (print) Signature Date

Department Supervisor: \_\_\_\_\_  
Name (print) Signature Date

Employee Signature: \_\_\_\_\_  
Name (print) Signature Date

Employees Comments:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

ADDITIONAL COMMENTS (Continued)

[Empty space for additional comments]