

Non-Academic, Non-Represented Performance Assessment

For non-academic, non-representative staff, managers and supervisors, including Assistant Directors and Associate Directors.

Step 1: Employee Completes Assessment (Starting 1/1/2022)

- 1) Download and save this PDF to your computer. Open in [Adobe Reader](#).
- 2) Obtain your previously set goals/objectives from WaynePM, if available.
- 3) Complete Goals/Objectives:
 - a. Five goal/objective sections are provided. Fill in your previously set goals/objectives in the "Goal/Objective" boxes.
 - b. Complete "Employee Comments" for each Goal/Objective
 - c. Rate yourself for each Goal/Objective
 - d. If you have more than five Goals/Objectives, use the "Other Employee Contributions/Additional Objectives" box provided.
- 4) Complete the "WSU Competencies" section.
- 5) Complete potential "Goals/Objectives for the Coming Year" section.
- 6) Save the document *without* signature. You'll be asked to sign after the discussion with your supervisor.
- 7) Send to your supervisor.

Step 2: Supervisor Completes Assessment

- 1) Edit the Rating for each Goal/Objective (if necessary).
- 2) Complete "Final Assessment Comments (Supervisor)" for each Goal/Objective.
- 3) Complete the "WSU Competencies" section.
- 4) Complete "Supervisor's Summary of Performance" and "Employee's Overall Performance Rating". This should be a summary of the employee's performance during the past year. The overall rating should be in general agreement with the individual ratings. For example, if you rate an employee as effective on each of the individual performance factors, their overall rating cannot be highly effective or exceptional. It should be effective.
- 5) Complete the "Goals/Objectives for the Coming Year" section.
- 6) Save the document *without* signature. You will sign after the discussion with the employee.
- 7) Schedule a meeting to discuss the assessment. Reach out to your [HR Consultant](#) for assistance, if helpful, to prepare.

Step 3: Employee & Supervisor Conversation (By 3/15/22)

- 1) Employee and supervisor sign assessment with digital signature to acknowledge that the conversation took place. Adobe will walk users through setting up a digital signature. [For more help setting up a digital signature, click here](#). Save the document after signing.
- 2) Supervisor sends completed assessment to their [HR Consultant](#) to request upload into employee's file in Application Xtender. **Save file name as "Employee's Department Name, S/C/D Name, Employee's Last Name, First Name"**.

Second-Level Management Review & Signature

As requested by employee for higher level review, with a copy to your [HR Consultant](#).

Please note: If you hover your mouse over a field while completing this form, an instructional prompt will appear. To enable this form to print all narrative text, text boxes are a fixed size. They will not expand as you type, however the text size will shrink to accommodate the space. If additional space is needed, please feel free to continue your thoughts on a Word document and save as a PDF.



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Review Period: Jan. 2021 – Dec. 2021 **Due Date:** March 15, 2022 **Completion Date:**

Employee Information

Employee Name: _____ Banner ID: _____
 School/College/Division: _____ Department: _____
 Official WSU Job Title: _____ Supervisor Name: _____
 Employee’s Overall Performance Rating: _____

Assessment Ratings:

Exceptional	EX	Consistently exceeds performance and objectives
Highly Effective	HE	Consistently achieves performance expectations and objectives and frequently exceeds them
Effective:	EF	Consistently fulfills performance expectations and objectives and periodically may exceed them
Inconsistent	IN	Work does not consistently meet performance expectations and objectives and needs improvement
Unsatisfactory	UN	Rarely achieves performance expectations; immediate and continued improvement is required

Performance Goals/Objectives:

Goal/Objective:

Employee Comments:

Rating:

Final Assessment Comments (Supervisor):

Other Employee Contributions/Additional Objectives:

WSU Competencies

How we achieve our performance objectives is as important as what we achieve. The WSU competencies below offer guideposts for behaviors important to achieve our objectives.

Competency	Defined As:
Analytical Thinking	Breaks down problems and issues into sub-components, thoroughly examining all components and ramifications prior to selecting a particular approach. Assesses, compiles and summarizes data and information in a logical and systematic fashion
Communication	Communicates effectively and appropriately. Uses good judgment as to what to communicate to whom as well as the best way to get that accomplished. Speaks in a clear and credible manner, selecting the right tone for the situation and audience. Listens to others and allows them to make their point.
Creativity & Innovation	Applies creativity and originality in the work setting, when appropriate. Suggests or applies new ways of addressing ongoing work issues and challenges. Sees possibilities that others have not yet seen, or combines ideas and approaches suggested by others in a unique manner that results in breakthroughs and improvements. Understands when to be creative and when to stick with what exists now.
Customer Focus	Personally demonstrates that external (or internal) customers are a high priority. Identifies customer needs and expectations and responds to them in a timely and effective manner. Anticipates and prevents delays or other things that can adversely affect the customer. Keeps customers informed about the status of pending actions and inquires about customer satisfaction with products or services.
Dealing with Change	Adjusts quickly and effectively to changing conditions and demands. Discusses change as a necessary and inevitable aspect of organizational life as well as an opportunity to learn new things. Has a similar view and approach to potentially stressful situations. Invests personal energy toward accepting and adapting to change that others use toward resisting or resenting it.
Initiative Taking	Recognizes opportunities and initiates actions to capitalize on them. Seeks out and takes on increasing responsibility or resolves problems as they occur. Uses sound judgment about when to take action and when to seek guidance or permission.

Job Skills	Possesses sufficient job skills and knowledge to perform the job in a competent manner. Is able to demonstrate skills and knowledge in day-to-day situations.
Personal Credibility	Acts in ways that demonstrate personal integrity and serves as a positive example of why others should trust the motives of the organization. Views himself or herself as a reflection of the organization by following through on commitments and accepting ownership of any mistakes he or she might make.
Solving Problems	Takes a proactive approach to anticipating and preventing problems. When problems occur, defines those problems, investigates obstacles, gathers relevant information, decides whether solving the problem should be a group decision, generates and analyzes alternate solutions and arrives at a workable solution.
Teamwork & Human Relations	Builds rapport and develops relationships with a broad range of people. Adjusts communication style to meet the needs of individuals at various organizational levels and to meet the needs of clients. Is seen as a team player. Functions cooperatively and collaboratively.
Time Management	Develops the steps necessary to accomplish long-term goals and meet deadlines. Identifies long and short-term goals and establishes realistic plans to meet deadlines. Allocates required resources, allows for contingencies and ensures that plans fit with the larger needs of the organization. Sets milestones to measure progress along the way.
Supervisor/Managerial Competencies	
Accountability/Managerial Courage	Handles sensitive or difficult issues with grace and confidence. Holds employees accountable for assigned tasks. Takes ownership. Remains objective in the face of strong emotions.
Business Acumen	Understands how to manage human, financial, and information resources strategically. Devises solutions with an understanding of how to impact results; makes connections between actions/performance and organizational goals and results, with an understanding of the effects of external pressure points, i.e., the current educational landscape.
Change Management	Proactively assesses the need for change, seeing to it that appropriate resources are available to facilitate changes, considers factors that will support or hinder change initiatives, enthusiastically promotes change in terms of the the expected benefits, as well as removing or lowering the impact of potential obstacles.
Developing Direct Reports	Provides performance feedback in a timely and effective manner. Ensures that staff members get a sufficient amount of orientation, training and developmental opportunities to maximize their chances of being successful in their assignments. Provides coaching and mentoring.
Strategic Agility	Sees to it that the organization's vision and strategic plan are both aligned and well-understood by internal and external stakeholders. Ensures that business practices are consistent with the strategic plan and the vision.
Timely Decision Making	Investigates all viable options, along with the potential consequences of each, and then makes timely decisions. Can direct a group through this process and does not hesitate to make difficult decisions. Can speed up the decision-making process when time is of the essence, yet can also slow it down when there is time to do so.

Competency Strengths: Share examples/comments for how the above competencies reflect a unique strength and enabled the achievement of performance objectives.

Employee Comments:

Supervisor Comments:

Competency Growth Areas: Share examples/comments for how the above competencies reflect an area for additional learning & development.

Employee Comments:

Supervisor Comments:

Supervisor’s Summary of Performance:

Employee’s Overall Performance Rating:

Goals/Objectives for the Coming Year

Performance Objectives:

Learning & Development Objectives:

Signatures

At the conclusion of the performance conversation, the supervisor and employee will digitally sign to acknowledge that the conversation took place. [For more help setting up a digital signature, click here.](#) The supervisor sends completed assessment to their [HR Consultant](#) to request upload into employee’s file in Application Xtender. **Save file name as "Employee's Department Name, S/C/D Name, Employee's Last Name, First Name"**.

Employee Signature

Date

Supervisor Signature

Date

Second Level Management Signature

Date

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