



P&A Performance Appraisal

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Supervisors: Please be sure that the employee name, Banner ID, and classification match the system generated list provided.

Step 1: Employee Completes Appraisal (Starting 5/1/24)

Major Duties and Responsibilities

Please be sure to include the full period and not just focus on the last month or two. This can include Performance Standards (1) set and/or Performance Goals/Objectives set (2).

1. Performance Standards: A standard by which to measure on-going performance of tasks and activities which happens over and over. For example, responding to written inquiries within three days or answering the phone within three rings.
2. Performance Goals/Objectives: These measure performances on tasks or activities that, once completed, are replaced with new tasks or activities. For example, installing a new software package, coordinating a new project to renovate a building, writing a paper for a publication, or leading a seminar.

Employee also completes “Other Contributions” and “Employee Development Plan” sections.

Step 2: Supervisor Completes Appraisal (By 6/28/24)

Level of Performance

This should be completed by the employee’s immediate supervisor (the person who has actual firsthand knowledge of the employee’s work and directly assigns job responsibilities, tasks, and projects that are being evaluated). The rating definitions are given on page 6.

Comments on Performance

This should be completed by the immediate supervisor. This is the place to make comments about the employee’s performance relative to the duties and responsibilities. The appraisal of each element of job performance should be followed by comments explaining the evaluation and recommending specific areas of improvement or development if necessary.

Other Contributions (Also completed by employee)

This section should be completed by both the employee and the immediate supervisor. This is the place to remark on duties and responsibilities not listed in the Major Duties and Responsibilities section of the Performance Appraisal form. For example, major participation in a work related organization; playing a leadership role in a work related conference or seminar; developing a new procedure; improving a department/unit process.

Job Related Performance Factors

These 14 factors should be related to the overall performance of the employee in accomplishing the major duties and responsibilities. A mark should be placed in the appropriate appraisal rating range. The use of +/- relative to the rating indicated is prohibited.

Each rating has a brief definition to help explain what is meant (please note that the rating definitions are not to be considered all inclusive). Each factor has room for comments. Comments should clarify how the employee demonstrated these factors in the accomplishment of their major duties and responsibilities.

The box to far the left is titled "N/A" which means "not applicable". If a factor is not applicable to the individual job, mark this box. A choice of N/A is not permitted unless the box is listed for that specific performance factor.

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 fully satisfactory on each of the individual performance factors, their overall rating cannot be excellent or outstanding. It should be fully satisfactory. The use of +/- relative to the overall rating is prohibited.

Comments again should clarify how the employee demonstrated these factors in the accomplishment of their major duties and responsibilities.

Note: An overall rating of either unsatisfactory or outstanding **MUST** be accompanied by a separate written, detailed justification for the rating. Remember, you are rating performance not the person. This justification must be clear and specific. It should not focus on the employee's personal attributes or personality.

Step 3: Signatures and Discussion (By 6/28/24)

This form is designed so that it is signed by the immediate supervisor and one level above him/her (2nd level reviewer) before it is returned for discussion with the employee. **The higher level review gives more senior management the opportunity to discuss and resolve any inconsistencies in the evaluation prior to it being shared with the employee.** Changes to the evaluation by review above the immediate supervisor should not be made without discussion with the immediate supervisor.

The appraisal **MUST** be shared with the employee. Employees are then asked to sign the form and are given an opportunity to formally comment. **An employee's signature states that he/she saw the form, not that he/she agrees with it. If an employee's comments show serious disagreement with the immediate supervisor's appraisal, the form will be resubmitted for a second review at a higher level of supervision and notated on the form.**

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"**.

Step 4: Employee Development Plan (Completed by Employee & Supervisor)

This section is provided as a start for next year's performance planning and development review cycle. New performance goals, standards, objectives as well as specific plans for employee development, training, and performance improvement can be stated here. A copy of this form should be retained by the employee and their immediate supervisor as a reference tool for the next Performance Planning and Development cycle.

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.



P&A Performance Appraisal

Review Period: May 1, 2023 – April 30, 2024 **Due Date:** June 28, 2024 **Completion Date:**

Employee Information

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

Accomplishments of Position Duties, Tasks and Responsibilities

Employee: List major duties and responsibilities in order of priority. This list should not be considered a complete description of all employee’s duties and responsibilities. Complete Other Contributions as necessary.

Supervisor: Indicate the Level of Performance (ratings defined on page 6). Provide comments on performance which briefly describe the accomplishments and justify the level of evaluation. Comments may also indicate the employee’s proficiency with job related skills. Add any performance goals in first column.

Major Duties and Responsibilities <small>(Completed by Employee)</small>	Level of Performance (U L S F S E O) <small>(Supervisor)</small>	Comments on Performance <small>(Supervisor)</small>

Other Contributions

List contributions made by the employee or assets possessed by the employee in addition to those described above.

Job Performance Element Ratings:

Rate each defined element of job performance. Check N/A if the element does not apply. All sections must be completed. The rating of each element of job performance should be followed by comments explaining the rating and recommending specific areas of improvement or development if necessary.

Job/Organizational Knowledge: Application of appropriate technical and procedural knowledge; understanding of facts and information related to or assignments, including department and University policies; degree of technical competence and demonstration of appropriate level of knowledge in specific field or discipline.

<i>Unsatisfactory</i>	<i>Less than Satisfactory</i>	<i>Fully Satisfactory</i>	<i>Excellent</i>	<i>Outstanding</i>
Insufficient for most tasks	Unable to handle some job tasks	Satisfactory knowledge of job functions	Handles new tasks with ease	Able to adapt knowledge to complex problems

Supervisor's comments:

Planning and Organizing: Setting objectives; establishing priorities; developing plans; arranging work schedules; meeting deadlines; anticipating problems; adapting to changes and using resources effectively; plan long and short range objectives; define goals and procedures; delegate work; follow-up to ensure work is completed.

<i>Unsatisfactory</i>	<i>Less than Satisfactory</i>	<i>Fully Satisfactory</i>	<i>Excellent</i>	<i>Outstanding</i>
Insufficient for most tasks	Can plan routine tasks only	Plans/prioritizes full range of required tasks	Plans/prioritizes with an emphasis on flexibility	Planning shows anticipation of potential problems

Supervisor's comments:

Problem Analysis and Decision Making: (Analytical abilities and judgment): Understanding factors and developing sound, practical and workable solutions; recognizing when a decision is necessary; asking for input; making decisions and providing information and feedback in a timely manner; accepting responsibility; facilitate problem resolution; willingness to make necessary and immediate decisions given incomplete information.

<i>Unsatisfactory</i>	<i>Less than Satisfactory</i>	<i>Fully Satisfactory</i>	<i>Excellent</i>	<i>Outstanding</i>
Insufficient for most tasks	Decisions reflect basic analytical skills only	Decisions reflect full understanding of unit needs	Recognizes need for and performs additional investigation to solve problems	Decisions show in-depth analysis and understanding

Supervisor's comments:

Human Relations: Interacts effectively and maintains positive relationships with peers, subordinates, and customers; builds teamwork; motivates and inspires others; cooperates with persons outside of the department; willingly accepts instructions and assignments; assists others to accomplish work group objectives; develops confidence; uses positive reinforcement; treats people with respect.

<i>Unsatisfactory</i>	<i>Less than Satisfactory</i>	<i>Fully Satisfactory</i>	<i>Excellent</i>	<i>Outstanding</i>
Consistently rude to others. Frequent complaints from customers, co-workers, external clients, etc.	Fails to respond to needs of customers, employees, external clients, etc. An uncooperative working partner or team member. Makes little or no effort to provide good service	Provides prompt and effective service to customers and/or employees, external clients, etc. Cooperative, polite, and congenial at all times	Frequently goes beyond performance standards to provide service and maintain relationships	Consistently exceeds requirements to anticipate the needs of customers and/or employees. Works harmoniously with others and is an example to all

Supervisor's comments:

Communication Skills: Display of oral and/or written communication skills required by job; ability to listen and understand information; present information in a clear and concise manner.

<i>Unsatisfactory</i>	<i>Less than Satisfactory</i>	<i>Fully Satisfactory</i>	<i>Excellent</i>	<i>Outstanding</i>
Information and ideas are consistently poorly organized and difficult to follow. Poor communication has created serious misunderstandings	Oral and written communications are frequently unclear and disorganized and/or contain grammatical and structural errors. May fail to communicate information on a timely basis	Can summarize data and/or ideas into understandable thoughts in oral and written form to meet position requirements. Actively listens when communicating with others. Usually uses appropriate sentence structure, grammar, spelling, and punctuation. Writes effective complete documentation	Communications are effective, well organized, clear, and concise. Orally presents information in an articulate and convincing manner. Grammar, spelling, punctuation, and vocabulary are consistently correct.	Communications are exceptionally effective, timely, well organized, articulate, concise, and appropriate. Meetings and/or presentations are well organized, professionally executed, and highly effective

Supervisor's comments:

Quality of Work: Accuracy, thoroughness, and efficiency of work regardless of volume; ability to meet standards of quality.

<i>Unsatisfactory</i>	<i>Less than Satisfactory</i>	<i>Fully Satisfactory</i>	<i>Excellent</i>	<i>Outstanding</i>
Insufficient for most tasks	Performs only minimally acceptable work	Assignments are complete and thorough	Work shows high quality and expertise	Consistently thorough and documented beyond what is required

Supervisor's comments:

Productivity/Accomplishment: Accuracy, thoroughness, and general effectiveness of regularly produced work; may include speed and consistency of output and volume of acceptable work.

<i>Unsatisfactory</i>	<i>Less than Satisfactory</i>	<i>Fully Satisfactory</i>	<i>Excellent</i>	<i>Outstanding</i>
Insufficient for most situations	Does less than is expected; work is not thorough or well thought out	Work is complete; work is regularly produced at an acceptable level	Consistently produces work which more than meets normal job requirements	Generates thorough and well documented work; work far exceeds established requirements

Supervisor's comments:

Dependability: Attendance (disregarding FMLA protected absence) and punctuality; reliability; meets established schedules and deadlines, including assigned work hours; demonstrates commitment to department and University goals; attends to detail; follows-up on progress of work; follows instructions and appropriate procedures; fulfills responsibilities; maintains confidentiality as appropriate.

<i>Unsatisfactory</i>	<i>Less than Satisfactory</i>	<i>Fully Satisfactory</i>	<i>Excellent</i>	<i>Outstanding</i>
Insufficient for most tasks	Sometimes unreliable; does not respond in a timely manner to requests; requires more than normal supervision	Reliable; responds quickly to requests; fulfills responsibility; needs only expected levels of supervision	Very reliable; typically makes sound decisions; very resourceful; acts independently; requires little supervision	Extremely reliable; consistently makes sound decisions; makes creative contributions; justifies utmost confidence; works independently

Supervisor's comments:

Professional Development: Learns appropriate new work-related skills and procedures; works to develop professionally, growing in professional skills and knowledge.

<i>Unsatisfactory</i>	<i>Less than Satisfactory</i>	<i>Fully Satisfactory</i>	<i>Excellent</i>	<i>Outstanding</i>
Does not develop professionally	Works toward professional development to some degree	Works to develop professionally; continues to learn and grow	Works to develop professionally to a considerable degree; typically seeks out new opportunities to learn appropriate new work-related skills and procedures	Works to develop professionally to a very high degree; continually challenging self to advance professional skills and knowledge; researches new learning sources and tools

Supervisor's comments:

N/A Supervision and Development of Employees: Trains, guides, and assists employees; appraises and reviews performance of supervised employees in a timely, fair, and appropriate manner; motivates employees to perform effectively; recognizes and encourages employee development; maintains appropriate standards of performance; resolves personnel-related problems and issues in a timely and effective manner.

<i>Unsatisfactory</i>	<i>Less than Satisfactory</i>	<i>Fully Satisfactory</i>	<i>Excellent</i>	<i>Outstanding</i>
Fails to counsel and praise staff relative to performance; fails to follow-up and correct staff errors	Involved with staff only when necessary; may fail to follow-up and document employee performance; provides sporadic and ineffective training and counseling of staff	Actions show interest in subordinates; ensures training and appropriate cross training of staff; follows-up and document employee performance; provides praise and critical feedback; schedules assignments according to staff abilities and time constraints	Motivates staff; develops specific procedures and formalized training methods including regular follow-up training; has developed performance standards; provides timely coaching and counseling with supportive documentation; adjusts staff schedules when needs and priorities change to effectively utilize resources	Successful with staff development and team building; develops the skills of all staff on a timely basis; effective coaching and counseling has led to performance improvements; provides effective, innovative training methods; consistently redistributes work and keeps staff functioning smoothly at peak performance levels

Supervisor's comments

N/A Fiscal Management: Prepare and/or maintain and operate within budget by controlling costs and keeping within prescribed limits; budgeting exhibits planning, flexibility, and responsibility given budgetary constraints. Record, analyze, monitor, develop, correct, and/or approve transactions, budgets and proposals in compliance with established policy and procedure.

<i>Unsatisfactory</i>	<i>Less than Satisfactory</i>	<i>Fully Satisfactory</i>	<i>Excellent</i>	<i>Outstanding</i>
Insufficient for most tasks	Fails to consistently operate within budgetary constraints; record, analyze, monitor, develop, correct, and/or approve transactions, budgets and proposals in compliance with established policy and procedure	Consistently operates within budgetary constraints; records, proposals and transactions are current and in compliance with policy and procedure	Budgets for new projects and basic operation in a cost effective and consistent manner; analysis and evaluation reflect complete understanding and command of the process including the non-routine	Budgeting shows exceptional planning, flexibility, and responsibility; actions are effective, accurate and indicate anticipation of future trends and difficulties

Supervisor's comments:

N/A Initiative and Creativity: Resourceful to deviate from the routine; self-starter; develops and implements new methods, procedures, solutions, concepts, designs and/or applications of existing designs or procedures; accepts additional challenges and willingly assists others; self-reliant; demonstrates imagination, originality, and self-motivation; makes innovative and/or productive contributions; responds to changing requirements and meeting changing technical business needs; flexibility and adaptability.

<i>Unsatisfactory</i>	<i>Less than Satisfactory</i>	<i>Fully Satisfactory</i>	<i>Excellent</i>	<i>Outstanding</i>
Insufficient for most tasks and situations	Needs detailed instructions to handle tasks; makes some effort to change if directed	Assists in generating new approaches; responds well to change	Self-starter in developing new ideas; resourceful in improving work methods	Ideas display innovation, resourcefulness and imagination in improving work methods

Supervisor's comments:

N/A Affirmative Action and EEO Compliance: Meets affirmative action responsibilities by monitoring unit employment practices to support the University efforts in meeting its diversity goals and ensure compliance with the law and University policy; supports, enforces and adheres to the University's policies for non-discrimination and a harassment free workplace.

<i>Unsatisfactory</i>	<i>Less than Satisfactory</i>	<i>Fully Satisfactory</i>	<i>Excellent</i>	<i>Outstanding</i>
Consistently fails to meet responsibilities; repeated non-compliance with University policy	Unable to fully meet responsibilities; requires frequent assistance and direction in meeting goals and observing University policy	Meets responsibilities; participates in goals setting; willingly and consistently in compliance with University policy	Actively organizes, plans and develops goals; knows and correctly applies University policy; consistently seeks additional information and knowledge	Takes initiative in setting and meeting goals; develops new approaches, and generates new ideas in meeting goals and observing University policy; consistently recognizes and responds to situations that affect goal attainment

Supervisor's comments:

Overall Performance Rating:

Evaluate the employee's overall level of performance in the accomplishment of major duties and responsibilities, other contributions, quality of service, and other job related performance factors. An overall performance rating of Unsatisfactory or Outstanding MUST be supported with a written attached justification.

Unsatisfactory

Employee has had a reasonable period of time (initiated by a documented evaluation of Less than Satisfactory) to improve performance. Employee continues to fail to accomplish assigned position duties and/or continues to use job-related skills in an inadequate manner. Upon consultation with appropriate Human Resources or labor Relations representative, the employee will either be demoted or terminated.

Less than Satisfactory

Overall performance indicates the employee fails to accomplish assigned position duties and/or uses job-related skills in an inadequate manner; requires an inordinate amount of direct supervision in order to produce work of acceptable quality and quantity. The employee may possess the talent to earn a higher rating if special training and coaching is given or if the employee is transferred to another more suitable position

Fully Satisfactory

Overall performance is characterized by acceptable quality and quantity of work in accomplishment of position duties; uses job related skills in an acceptable manner; requires a degree of supervision that is typical for the position

Excellent

Overall performance is characterized by high quality and quantity of work in the accomplishment of position duties; uses job-related skills in more than acceptable manner; requires a degree of supervision that is somewhat less than typical for the position.

Outstanding

Overall performance is characterized by exceptionally high quality and quantity of work in accomplishment of position duties; assumes responsibilities which are beyond the position requirements; uses job-related skills in an exceptional manner; requires substantially less supervision than typical for the position.

Supervisor's Comments:

Signatures

[For more help setting up a digital signature, click here.](#) 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"**.

Immediate Supervisor Signature

Date

2nd Level Reviewer Signature

Date

Employee comments (Optional. May include discussion of professional development plans and objectives):

Employee Signature

Date

Your signature does not necessarily mean that you agree with this review; it is only to acknowledge that your supervisor has met and reviewed it with you.

I wish to have my overall rating further reviewed.

Employee checks this box if she/he significantly disagrees (feels there is a one level or greater rating discrepancy) with the overall rating. If box is checked, employee must complete comments section and include additional supporting documentation. The review materials will be forwarded to the 2nd Level Reviewer for rating consideration. 2nd Level Reviewer may take actions to arrange to resolve rating discrepancy and respond back to employee.

Employee Signature

Date

2nd Level Reviewer should check the appropriate box and sign to acknowledge that the performance appraisal document was received for further rating consideration. Reviewed document is to be returned to employee and immediate supervisor.

Reviewed and Re-affirmed

Further action necessary

2nd Level Reviewer Signature

Date

Employee Development Plan

Identify and schedule appropriate classes and/or professional associations, conferences, on the job training, work experience and other developmental resources.

Professional and Personal Development (Employee and/or Supervisor to complete at beginning of performance year)	Actual Progress (Employee and/or supervisor to complete throughout performance year)

Employee Signature:
(Copy given to employee)

Date:

Supervisor Signature:
(Copy given to supervisor)

Date:

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"**.