

## Sample Performance Appraisal Comments

Performance Standard	Needs Performance Development / Does Not Meet Expectations	Meets Expectations	Exceeds Expectations
Appearance	Fails to display an acceptable standard of good professional grooming	Dresses to reflect both personal and professional confidence.	Represents the University well at all times, including off-site activities.
Attendance	Regularly does not provide advance notice for absences.	Reports to work and consistently starts the day at worksite prepared with required equipment and tools.	A reliable and dependable employee who had no unscheduled absences during appraisal period.
Communication	Overreacts and inappropriately escalates situations causing peers/supervisor to be confused on the facts.	Listens carefully to ensure others receive accurate information.	Chooses words thoughtfully and diplomatically that puts others at ease even in difficult situations.
	Tone, grammar and/or sentence structure is inappropriate.	Documents are well written and succinct using proper grammar and punctuation.	Understands the audience to effectively communicate at all levels – up, down and throughout the University.
Compliance	Disregards local laws and institutional policies.	Is knowledgeable of policies and regulations and reports concerns without conducting an investigation.	Conducts research using various internal / external resources and promptly reports potential violations, while recommending / leading training to mitigate future occurrences.
	Prompted on multiple occasions to complete compliance training.	Completes training by required deadline and asks appropriate follow-up questions when needed.	Upholds University policies and values without creating negative reactions.
Counseling	Yells at their employees and disregards employee feedback.	Assigns work equitably and manages staff members' concerns fairly.	Asks clarifying questions where employees feel valued, solutions are defined and/or new growth is initiated.
	Dictates to others instead of seeking their perspective in decision making.	Sets expectations clearly, seeks opportunities for training and holds their employees accountable documenting positive and negative situations routinely.	Communicates expectations and consistently models leading by example. Documentation is thorough and requires not explanation.
Creativity	Disregards opportunities to improve operating procedures and processes.	Suggests useful and valuable ideas that focus on novel and practical ways of re-approaching a process or system to enhance efficiencies or create value.	Rethinks the routine with a fresh perspective and employs right-brain imagination with left-brain logic, planning and execution.
Development Skills	Ignores behavioral / performance concerns that need correction and professional development training.	Sets expectations clearly, seeks opportunities for training and holds their employees accountable documenting positive and negative situations routinely.	Challenges successfully performing employees with greater responsibility and new opportunities by encouraging them to seek certification/relevant credentials.
Initiative	Disregards directives to learn any new techniques or skills.	Assumes responsibility for their duties and their actions.	Proactive in seeking new projects and assignments without prompt.
Job Enhancement	Struggles with accepting and responding to constructive feedback without becoming defensive and, at times, argumentative.	Willingly seeks opportunities to improve job knowledge. Welcomes constructive feedback.	Willingly provides training to others of developed skills and knowledge. Prepares/edits procedural documentation as a reference tool.
Job Knowledge	Deficient in showing an ability to complete routine work resulting in significant rework.	Demonstrates an understanding of essential job functions by completing tasks accurately and efficiently.	Understands when to and readily shares expertise with others to add value to the team.
	Relies heavily on others' job knowledge and experience even on mundane tasks. Does not seek information on their own to resolve situations.	Knowledgeable of procedures, rules and policies to answer routine questions.	Familiar with and utilizes external resources and networking contacts to resolve matters efficiently.
Judgment	Initiates practical jokes/encourages gossip that is detrimental to others.	Knowledgeable of policies and acts promptly in reporting workplace violations, especially those that threaten safety.	Seeks supervisor's consultation regarding areas outside of scope of job function.
	Knowingly disregards institutional and departmental policies and regulations.	Gathers all pertinent facts, obtains insight from others, and analyzes the situation before taking action.	Persistently seeks ways to consider solutions using alternative methods / technologies.
	Disregards confidentiality mandates.	Uses discretion and provides information on a need-to-know basis.	Maintains others' confidence and discourages gossip among others.
Organization	Leaves worksite to collect additional tools causing a delay in their own as well as team members' work routinely.	Updates and maintains shared materials promptly so that they can be easily searched by others.	Attends meetings well prepared with an agenda and knowledge of reference materials to make effective contributions.
	Arrives to meetings late and/or not adequately prepared.	Sets realistic timelines and prioritizes tasks. Projects and tasks are consistently delivered on time and, if there is a potential for delay, reasons why are effectively communicated as soon as practical.	Projects are completed ahead of time and utilizing the given resources effectively.

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<b>Organization</b>	Leaves equipment where service was provided.	Manages time effectively to complete assignments without prompting.	Analyzes procedures to streamline and automate processes that benefits key departmental functions.
<b>Problem Solving</b>	Struggles with troubleshooting on basic issues and doesn't learn from past mistakes. Doesn't refer to manual or reference materials.	Clearly explains options and solutions in an effective and efficient manner. Listens attentively and takes notes to learn from others.	Recognizes trends and anticipates potential issues before they occur. Identifies the root cause of a situation and selects best alternatives.
<b>Productivity</b>	Fails to meet standard output metrics within specified time limitations.	Serves as an important contributor to the department's success.	Quantity and quality of routine work produced is outstanding and is prepared to assume new responsibilities and projects with limited notice.
<b>Quality</b>	Makes frequent errors that are costly and harmful to business operations.	Validates completion of work prior to finishing assignment.	Demonstrates a willingness and ability to comply with mandated regulations through detailed procedural checklists, which are referenced consistently.
	Work repeatedly is submitted without proofing and requires significant edits and rework.	Thorough documentation at shift's end reflecting observations and areas of potential concern.	Completes tasks well in advance to provide an opportunity to seek others' feedback before final publication.
<b>Relationships</b>	Feedback from others reflects a condescending demeanor and, at times, employee's behavior is perceived as aggressive.	Cordial with a demonstrated desire to assist others in a polite and respectful manner.	Highly respected by colleagues and clients and can interact with ease among a diverse workforce.
	Fails to keep appointments and inconsistently responds to emails/calls.	Demonstrates tact and diplomacy when resolving conflicts.	Approaches conflict resolution in an exceptional manner while minimizing hard feelings.
	Routinely provides negative comments when interacting with others without providing reasonable solutions.	Accepts feedback from supervisor in a constructive manner.	Actively mindful of others' needs and takes initiative that builds trust and collaboration.
<b>Safety</b>	Disregards wearing personal protective equipment and utilizing safety procedures check-list.	Wears personal protective equipment (PPE) without prompting as required. Inspects and maintains all equipment and promptly reports unsafe conditions.	Inspects and maintains all equipment and promptly reports unsafe conditions. Seeks opportunities to support others through training and coaching who do not see the benefits of safety procedures.
	Willingly encourages employees to disregard rules that are established to protect others.	Conducts routine audits and training in a proactive manner.	Provides opportunities for employees to report safety and wellness concerns in confidence. Seeks and conducts training opportunities routinely.
<b>Service</b>	Becomes easily flustered and does not escalate situations to the next level, when appropriate.	Delivers the desired product or service without being prompted by others.	Is considered a partner with many who they support due to their availability, follow through, and accuracy in their work.
	Routinely shows little tact, diplomacy or discretion.	Understands and fulfills the expectations of customers in a friendly manner.	Is recognized frequently by students for anticipating and fulfilling their needs.
<b>Supervision</b>	Does not respond to employees' inquiries or address crucial matters, which causes escalation to supervisor.	Maintains a good working relationship and is readily available to provide support to subordinates.	Clearly defines expectations, provides timely feedback and documents performance. Promptly reports key updates to supervisor.
	Speaks poorly of subordinates to other employees.	Ensures cross training among team members to minimize disruption of work.	Encourages employees' professional development to improve knowledge, skills & abilities that benefits the whole team.
<b>Versatility</b>	Struggles with thinking independently or with handling unexpected occurrences.	Adjusts well to changes in the work place by responding quickly to new instructions, situations, methods, and procedures.	Adapts with ease to new systems and processes and seeks out training to enhance knowledge, skills and abilities.
	Responds emotionally when experiencing unusual situations.	Understands when to ask questions and when to seek guidance.	Accepts change and serves as a change agent within the team.