



Rating Form A

Non-Teaching Instructional Staff

Name _____ Title _____

Department or Unit _____ Date _____

PART I—ANALYZE SKILLS

Consider the degree to which the employee applies sound methods in getting the job done and the degree to which the employee's skills contribute to his/her effectiveness. Use the appraisal code shown, and illustrate with pertinent examples.

Appraisal Code

1. A strong point.
2. Satisfactory.
3. Improvement needed.
4. NA (not applicable).

Leadership: Ability to take charge—to direct and coordinate activities of others; to assume leadership responsibility when appropriate; to gain the respect and confidence of others. Also to inspire or stimulate the best efforts of subordinates in the accomplishment of identified goals; to choose and assign tasks in accordance with the development needs of subordinates.

Control & Follow-up: Ability to monitor the accomplishment of prescribed goals and targets; to use performance standards in providing evaluation and feedback; to delegate activities in an appropriate manner.

Organizing & Planning: Ability to systematically structure tasks, plans, and objectives; to establish priorities and set goals; to classify and categorize information.

Decision-Making: Ability to use logical and sound judgment in choosing a particular course of action; to generate alternative courses of action. (This skill area refers primarily to quality of decisions required, rather than quantity or timeliness. Therefore it is similar to a skill that is sometimes labeled "judgment.")

Decisiveness: Ability to take action when called upon to do so; to demonstrate initiative and courage to act (quantity of decisions).

Technical Proficiency: Knowledge of task assigned; consideration of accuracy; attention to detail.

Perceptual & Analytical: Ability to identify, assimilate, and comprehend the critical elements of a situation; to extract and interpret implications of courses of action, to attend to details of a problem. (Includes data and people-related issues.)

Interpersonal: Ability to be sensitive to the needs and feelings of others; to develop rapport and trust; to accept interpersonal differences; to deal effectively with others regardless of level or status.

Flexibility: Ability to alter normal posture with presentation of additional information; to appropriately change courses of action as dictated by changes in the situation; to have the ability to behave in more than one way in a given situation.

Oral Communication: Ability to effectively and clearly present and express information orally; to persuade or influence others through oral presentation.

Written Communication: Ability to present and express information effectively and clearly through written means; to persuade or influence others through written presentation.

Self-Development: Accepts primary responsibility for development; seeks constructive feedback; establishes personal goals and takes action without direction.

PART II—DEVELOPMENT REQUIREMENTS

Summarize the actions planned to help prepare the employee to improve his/her skills for better performance on the present position or for advancement. Indicate specific work experiences, skill development, training programs, or other plans that will be implemented in the coming period.

1. What specific self-development steps will be undertaken by the employee?

2. Actions to be taken by the supervisor to help prepare the employee for advancement.

3. Specific training program recommendations.

4. Results expected.

Supervisor's Comments:

Employee's Comments:

Period of time (dates) covered by this rating _____

Prepared by _____ Title _____ Date _____

I have reviewed this report on the date indicated and have had the opportunity to discuss it with my rating supervisor(s). My signature does not necessarily signify agreement. I understand that I may submit a rebuttal.

Signature of Employee _____ Title _____ Date _____