

Model ID: _____

Performance Evaluation System
State of New Jersey
Department of _____

Rating Cycle: FY '10

Ratee Name:	CWID:	Title:	Unit/Location:
Rater Name:		Title:	Unit/Location:

Major Goals of the Unit/Work Group

Major Goals of the Ratee

Rater Instructions: The Individual Job Responsibilities should be statements of broad, general duties that must be accomplished to achieve the unit’s purpose or objective. Additional Individual Job Responsibilities may be added, if applicable.

Note: To obtain an overall interim/final percentage, divide the number of PASSING Individual Job Responsibilities and Universal Performance Factors by the TOTAL NUMBER of Individual Job Responsibilities and Universal Performance Factors. **The Ratee must PASS 70% of all Individual Job Responsibilities and Universal Performance Factors in order to achieve a Satisfactory rating.**

Job Expectations and Evaluation

Individual Job Responsibilities	Standards for Satisfactory Performance Statement of conditions that exist when a job has been completed at the satisfactory level.	Interim		Final	
		Pass	Fail	Pass	Fail
1.					
2.					
3.					
4.					
5.					

Universal Performance Factors	Examples of Satisfactory Performance	Interim		Final	
		Pass	Fail	Pass	Fail
Accountability Accepts responsibility for taking action, even in ambiguous circumstances; follows through on commitments; makes tough decisions; acknowledges and learns from mistakes without blaming others; self reliant when necessary.	<ul style="list-style-type: none"> • Accepts responsibility for all work activities and personal actions • Implements decisions that have been agreed upon • Acknowledges and learns from mistakes • Performs tasks as promised • Meets deadlines 				

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		Pass	Fail	Pass	Fail
<p><u>Communication Skills</u> Clearly and concisely conveys verbal, non-verbal, or written information and ideas to individuals or groups to ensure that they understand the message; actively listens to others; shares information in a timely manner using the most appropriate method; presents well organized information in a group setting; calmly provides direction in dealing with critical issues; projects confidence; expresses views openly, honestly and with tact.</p>	<ul style="list-style-type: none"> • Provides accurate, organized , timely and complete information to staff • Utilizes appropriate communication tool based on the information to be conveyed • Is receptive to the ideas of others • Uses appropriate tone, body language when interacting with others • Uses correct spelling and grammar in written correspondence • Listens effectively 				
<p><u>Customer Focus</u> Makes customers and their needs the primary focus of one’s actions; develops and sustains productive customer relationships; listens carefully to customer inquiries and requests; acts professionally and calmly at all times when dealing with customers; maintains an open mind when considering customer requests; follows through on commitments; verifies customer satisfaction with outcomes in accordance with agreements, standards or protocols.</p>	<ul style="list-style-type: none"> • Openly receives feedback on customer service • Listens to customer needs and does what is required to service customers • Takes into consideration how actions or plans will affect customers and accommodates as necessary • Offers alternatives to situations and changes direction to better meet customer needs • Meets or exceeds customer expectations by providing accurate, timely and complete information • Adheres to time frames • Remains focused under pressure 				
<p><u>Decision Making</u> Identifies and understands issues, problems and opportunities; compares data from different sources to draw conclusions; takes action that is consistent with available facts, constraints and possible consequences; solicits input from employees; seeks a shared understanding; explains the rationale for decisions in terms understandable to members of the team.</p>	<ul style="list-style-type: none"> • Makes independent decisions when appropriate • Consults with others before making final decision when appropriate • Makes decisions in a timely manner • Provides the appropriate amount of information to others when making decisions • Clearly explains the rationale behind decisions • Gathers appropriate information and identifies relevant issues before developing solutions 				

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		Pass	Fail	Pass	Fail
<p><u>Leadership</u> Creates a vision or goal for one’s work unit and communicates it in a way that motivates others to implement it; understand and effectively communicates the “Big Picture”; develops strategies to include divergent opinions and overcome adversity; inspires others through energy, enthusiasm and optimism; rallies the troops and builds morale when the going gets tough; takes charge when the situation demands it; values diversity.</p>	<ul style="list-style-type: none"> • Acts to align units goals with the strategic direction of the University • Translates visions into strategies and monitors progress • Is decisive and effective especially in the face of adversity • Ensures that people understand how their work relates to the overall goals of the unit • Acknowledges and thanks people for their contributions • Is encouraging and supportive of staff • Expresses pride in the group and encourages people to feel good about their accomplishments • Gives people the latitude to make decisions in their own sphere of work 				
<p><u>Managing Performance</u> Collaborates with team and individuals to set meaningful objectives that support university goals; assigns work equitably; appropriately delegates tasks, authority and responsibility; follows progress against goals; provides regular feedback; addresses performance issues promptly; fosters learning and development; recognizes employee achievements</p>	<ul style="list-style-type: none"> • Ensures that employees have clear goals and responsibilities • Works with employees to set and communicate performance standards that are specific and measurable • Supports employees in their efforts to achieve their goals (e.g. by providing resources, removing obstacles, acting as a buffer) • Stays informed about employee progress and performance both through formal (status reports, performance appraisals) and informal methods (conversations, observations “walking around”) • Provides specific feedback both positive and corrective, as soon as possible after an event • Deals firmly and promptly with performance problems • Lets people know what is expected of them and when 				
<p><u>Planning and Organizing Work</u> Establishes courses of action for self and others to ensure that work is completed efficiently; effectively manages own activities and those of others, as applicable, to ensure that deadlines are met; juggles demands of multiple projects when required; sets and adjusts priorities as required; translates strategies into step-by-step plans for action; accurately gauges time and resources required to complete projects; monitors work progress to completion.</p>	<ul style="list-style-type: none"> • Identifies roadblocks to goal attainment and is able to adjust plans to avoid them • Reorganizes work when setbacks or changing priorities are encountered • Follows up on progress in a timely fashion • Completes tasks on time • Effectively prioritizes work activities of self and others • Is consistent and fair in delegating work assignments 				

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		Pass	Fail	Pass	Fail
<p><u>Problem Solving</u> Acknowledges problems; collects appropriate data and information; breaks problems down to underlying issues; draws on own experience and experience of others; looks at problems from multiple perspectives; evaluates costs, benefits and risks of different solutions; considers the impact on other individuals, teams or business processes; checks solution following implementation to ensure it effectively addresses the problem.</p>	<ul style="list-style-type: none"> Seeks out relevant information before making a decision Gets complete and accurate information by checking multiple sources Asks questions to clarify a situation Recognizes and plans for the impact of the solution on other people and business processes Seeks out the perspective of everyone involved in the situation Carefully weighs alternatives and priorities before making decisions Seeks out innovative solutions to recurring problems 				
<p><u>Professional and Personal Effectiveness</u> Interacts with others in a way that gives them confidence in one's intentions: makes self available to others; acts in a manner that encourages others to approach with questions, concerns or requests for support; understands one's impact on others; acts as a role model; stays current in terms of professional development,</p>	<ul style="list-style-type: none"> Treats others with respect, trust and dignity Acts in a manner that encourages others to approach with questions, issues or concerns Works well with others by being considerate of the needs and feelings of each individual Promotes a productive culture by valuing individual and their contributions Stays current in terms of professional development Recognizes the validity of opposing viewpoints and does not act defensively Mediates conflict and finds solutions that are satisfactory to all parties Attacks the problem and not the person in conflict situations 				
<p><u>Technical Skills and Knowledge</u> Possesses, acquires and maintains the technical/professional expertise required to do the job effectively and to create customer solutions. Technical/professional knowledge is demonstrated through problem solving, applying technical knowledge, and product and service management for the functional area in which one operates; continually updates skills and knowledge; applies technology effectively; is willing to learn about the use of technology; understands and adheres to rules, regulations and codes of ethics; demonstrates an understanding of and maintains conditions that ensure a healthy and safe working environment.</p>	<ul style="list-style-type: none"> Knowledgeable of one's own technical area and service environment Stays current with the latest advances in the field of expertise Is willing to learn new technology Troubleshoots basic technology problems and knows where to find assistance for complex problems Actively supports continuous learning and keeps abreast of new developments within technical area Encourages and supports staff in the use of technology Accepts responsibility for correcting safety hazards Personally follows all safety rules and procedures Addresses changes in employee behavior, demeanor or attitude that may affect safety 				

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RATEE

I have reviewed and received a copy of this package and have had a face-to-face meeting with my supervisor on ___/___/___ (**Date**) to discuss the Major Goals of the Unit/Ratee, Individual Job Responsibilities, Standards for Satisfactory Performance, and Universal Performance Factors on which I will be rated. My signature indicates that I have been advised of these PES elements.

Ratee Signature _____ Date ___/___/___

I Agree Disagree with the elements of this PES.

Ratee Signature _____ Date ___/___/___

RATER

My signature indicates that I have reviewed these PES elements with the Ratee and provided a copy of this document.

Rater Signature _____ Print Rater Name _____ Date ___/___/___

REVIEWER

My signature indicates that I have conducted a quality review of this package.

Reviewer Signature _____ Print Reviewer Name _____ Date ___/___/___

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Significant Events:			
<input type="checkbox"/>	Agree	<input type="checkbox"/>	Disagree
_____	Initials	_____	Date
<input type="checkbox"/>	Agree	<input type="checkbox"/>	Disagree
_____	Initials	_____	Date

Justification for Interim Evaluation:			
<input type="checkbox"/>	Agree	<input type="checkbox"/>	Disagree
_____	Initials		

Specific Areas Identified for Development:			
<input type="checkbox"/>	Agree	<input type="checkbox"/>	Disagree
_____	Initials		

Ratee Comments:			



Interim Evaluation Rating

Satisfactory
Unsatisfactory

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RATEE

I have reviewed and received a copy of this package and have had a face-to-face meeting with my supervisor on ___/___/___ (*Date*) to discuss the Interim Rating, Significant Events, Justification, and Development Plan. My signature indicates that I have been advised of my Interim Rating.

I Agree Disagree with the Interim Rating.

Ratee Signature _____ Date ___/___/___

RATER

My signature indicates that I have noted the Ratee's positions and have provided a copy of this document.

Rater Signature _____ Print Rater Name _____ Date ___/___/___

REVIEWER

My signature indicates that I have conducted a quality review of the Interim Rating, Justification, and Development Plan.

Reviewer Signature _____ Print Reviewer Name _____ Date ___/___/___

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RATEE

I have reviewed and received a copy of this package and have had a face-to-face meeting with my supervisor on ___/___/___ (*Date*) to discuss the Final Rating, Significant Events, Justification, and Development Plan. My signature indicates that I have been advised of my Final Rating.

I Agree Disagree with the Final Rating.

Ratee Signature _____ Date ___/___/___

RATER

My signature indicates that I have noted the Ratee's positions and have provided a copy of this document.

Rater Signature _____ Print Rater Name _____ Date ___/___/___

REVIEWER

My signature indicates that I have conducted a quality review of the Final Rating, Justification, and Development Plan.

Reviewer Signature _____ Print Reviewer Name _____ Date ___/___/___