

Active Model # _____

Rating Cycle Ending _____

**Performance Assessment Review
PAR Committee Model
Montclair State University
Employee Form**

Employee Name:	Title:	Rating Period:
CWID:	Dept/Agency - Location:	

Section 1 - Job Expectations (Continued)

Major Job Responsibilities and Essential Criteria for Successful Accomplishment
(Use Additional Sheets as Necessary)

Job Responsibility:

Essential Criteria:

Job Responsibility:

Essential Criteria:

Job Responsibility:

Essential Criteria:

Job Responsibility:

Essential Criteria:

Job Responsibility:

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Section 2 - Performance Factors

Job Achievement Factors

These factors are directly related to the outputs of the job: Section 1 Major Goals, Job Responsibilities and Essential Criteria.

Job Achievement Factors	1	2	3	Interim	Final
Goal Achievement Overall extent to which employee accomplishes established ratee goals.	Failed to accomplish most major goals; original objectives were not entirely achieved.	Achieved or exceeded major goals.	Significantly exceeded original goals and objectives.		
Quality of Work Overall extent to which employee thoroughly and accurately meets the quality criteria.	Failed to achieve most or all essential quality criteria.	Achieved or occasionally exceeded all essential quality criteria.	Significantly exceeded essential quality criteria.		
Quantity of Work Overall extent to which employee produces an acceptable amount of work as defined in the quantity criteria.	Failed to produce an acceptable amount of work as identified in the essential quantity criteria.	Produced acceptable or greater amount of work and met or occasionally exceeded essential quantity criteria.	Significantly exceeded essential quantity criteria.		
Timeliness Overall extent to which employee meets specified schedules and deadlines.	Rarely met work schedules or deadlines. Often was late in completing assignments within specified time frames.	Met and occasionally completed assignments ahead of specified deadlines.	Consistently completed assignments, projects and job responsibilities ahead of scheduled deadlines.		
Job Achievement Subtotal					

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Section 2 - Performance Factors

Job Related Factors

These global factors support the performance of the job.

Job Related Factors	1	2	3	Interim	Final
Conscientiousness Displays a high level of effort and commitment towards performing work; demonstrates responsible behavior.	Failed to address problems in own task area, was often off schedule; displayed little or no commitment to completing tasks; resisted learning new skills to enhance own work.	Solved problems in own task area; displayed commitment to completing tasks; learned new skills to enhance own work. Occasionally took on added responsibilities when requested; displayed commitment to completing tasks.	Consistently took on extra responsibilities voluntarily to respond to shifting priorities, or schedules; displayed a high level of commitment to the organization and its customers through the quality of work while completing tasks ahead of schedule.		
Customer Service Identifies and meets customer (internal & external) needs.	Diagnosed customer needs inaccurately; lacked consistency in meeting customer needs; was not attentive and inquisitive when dealing with customers; did not consistently meet time, quality and cost requirements.	Accurately assessed customer needs; provided necessary or requested service within acceptable timeframes requiring few corrections or revisions; sought customer feedback and expression of satisfaction with work product. Occasionally sought alternative solutions.	Frequently anticipated internal and external customer needs; advanced quality alternative solutions work quality was characterized by exceptional insights and technical expertise.		
Job Knowledge/Skills Extent to which employee knows the details of the job. Understands job and applies necessary technical knowledge and skills.	Rarely demonstrated any application of skills or knowledge which clearly had an adverse effect on job performance. Rarely able to answer queries. Usually did not know when to ask others for information.	Effectively demonstrated job knowledge and ability to answer queries. Knowledge and skills contributed to the work of the unit.	Demonstrated expert skills and knowledge above expectations. Stayed abreast of recent developments and changes in job's technical area or discipline. Knowledge was sought by others and thought to have significant impact on the results of the work of the unit.		

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Job Related Factors

These global factors support the performance of the job.

Job Related Factors	1	2	3	Interim	Final
Teamwork 1 Works collaboratively in a group as a team member to accomplish stated goals.	Did not share information or cooperate with others on team. Engaged in negative interaction or promoted destructive conflict among team members. Failed to responsibly assume fair share of workload.	Supported the team in meeting or exceeding essential objectives. Responsibly accomplished work assignments in support of team objectives. Effectively cooperated with and contributed to help meet established team results. Worked to encourage good performance from others. Shared information in order to help team members accomplish goals. Encouraged other team members to be successful.	Supported the team in significantly exceeding the essential objectives. Contributed exceptionally well and maximized the effectiveness of the group. Gave regular feedback to team regarding process and accomplishments. Ensured that group goals had priority over individual recognition. Alternated appropriately between leader and member to achieve the best team results.		
Job Related Subtotal					

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Section 3 - Computation and Conversion to Overall Rating

Computation		
Performance Factors	Interim Evaluation	Final Evaluation
Job Achievement Factor Subtotal		
Job Related Factor Subtotal		
Grand Total Points		

Conversion to Overall Rating		
<i>1 - Unsatisfactory (8-12 Points)</i>	<i>2 - Commendable (13-19 Points)</i>	<i>3 - Exceptional (20-24 Points)</i>
	Interim Evaluation Rating	Final Evaluation Rating
Overall		

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Section 4 - Justification Sheet and Development Plan - Interim

Justification for Interim Evaluation

Interim Development Plan	
Specific Area(s) Identified for Development	Specific Action to be Taken by Ratee

<p>I have reviewed Sections 1, 2, 3 and 4 of this package and have had a face-to-face meeting with my supervisor to discuss the Interim Rating, Justification and Development Plan. This meeting was held on _____ <i>(Date)</i>.</p> <p>My signature indicates that I have been advised of these PAR elements.</p> <p>Ratee _____</p> <p>Date _____</p> <p>I _____ Agree _____ Disagree with the Interim Rating. I _____ Agree _____ Disagree with the Justification. I _____ Agree _____ Disagree with the Development Plan.</p>	<p>Ratee Comments</p> <p align="center"><i>(Use Additional Sheets as Necessary)</i></p>
<p>My signature indicates that the Ratee's positions have been noted.</p> <p>Rater _____</p> <p>Date _____</p>	<p>My signature indicates that the Ratee's positions have been noted.</p> <p>Reviewer _____</p> <p>Date _____</p>

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Section 5 - Justification Sheet and Development Plan - Final

Justification for Final Evaluation

Final Development Plan	
Specific Area(s) Identified for Development	Specific Action to be Taken by Ratee

<p>I have reviewed Sections 1, 2, 3 and 5 of this package and have had a face-to-face meeting with my supervisor to discuss the Final Rating, Justification and Development Plan. This meeting was held on _____ (Date).</p> <p>My signature indicates that I have been advised of these PAR elements.</p> <p>Ratee _____</p> <p>Date _____</p> <p>I _____ Agree _____ Disagree with the Final Rating. I _____ Agree _____ Disagree with the Justification. I _____ Agree _____ Disagree with the Development Plan.</p>	<p>Ratee Comments</p> <p align="center"><i>(Use Additional Sheets as Necessary)</i></p>
<p>My signature indicates that the Ratee's positions have been noted.</p> <p>Rater _____</p> <p>Date _____</p>	<p>My signature indicates that the Ratee's positions have been noted.</p> <p>Reviewer _____</p> <p>Date _____</p>

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Section 6 - Fact Sheet of Significant Performance Events

Description of Significant Performance Event	Rater Comments/Recommended Action
	<hr/> Ratee Initials Rater Initials Date
Description of Significant Performance Event	Rater Comments/Recommended Action
	<hr/> Ratee Initials Rater Initials Date
Description of Significant Performance Event	Rater Comments/Recommended Action
	<hr/> Ratee Initials Rater Initials Date
Description of Significant Performance Event	Rater Comments/Recommended Action
	<hr/> Ratee Initials Rater Initials Date

Ratee Comments: *(Use Additional Sheets as Necessary)*