



STATE OF NEW JERSEY  
PERFORMANCE ASSESSMENT REVIEW

PAR Model  
Montclair State University  
**Supervisor**

Ratee:	Title:	Rating Period:
Rater:	Dept/Agency-Location:	

**SECTION 1- JOB EXPECTATIONS**

Major Goals of the Unit/Work Group

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Ratee:	Title:	Rating Period:
Rater:	Dept/Agency-Location:	

### SECTION 1- JOB EXPECTATIONS

Major Goals of the Ratee	
<p>I have reviewed this package and have had a face-to-face meeting with my supervisor to discuss the Core Mission Areas, Major Goals (Unit and Ratee), Major Job Responsibilities, Essential Criteria, Performance Factors, Point Accumulation Methodology, and the Evaluation Conversion to the Overall Rating by which I will be rated. <b>This meeting was held on</b> _____ (Date)</p> <p>My signature indicates that I have been advised of these PAR elements.</p> <p>Ratee: _____</p> <p>Date: _____</p> <p>I <input type="checkbox"/> Agree <input type="checkbox"/> Disagree with the elements of this PAR.</p>	<p>My signature indicates that the Ratee's positions have been noted.</p> <p>Rater: _____</p> <p>Date: _____</p> <hr/> <p>My signature indicates that the Ratee's positions have been noted.</p> <p>Reviewer: _____</p> <p>Date: _____</p>
Ratee Comments <span style="float: right;">(Use Additional Sheets as Necessary)</span>	



Ratee:	Title:	Rating Period:
Rater:	Dept/Agency-Location:	

**SECTION 1- JOB EXPECTATIONS** *(Continued)*

Major Job Responsibilities and Essential Criteria for Successful Accomplishment

Job Responsibility:	<i>(Use Additional Sheets as Necessary)</i>
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Essential Criteria:
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Job Responsibility:
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Essential Criteria:
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Ratee:	Title:	Rating Period:
Rater:	Dept/Agency-Location:	

**SECTION 1- JOB EXPECTATIONS** *(Continued)*

Major Job Responsibilities and Essential Criteria for Successful Accomplishment

Job Responsibility:	<i>(Use Additional Sheets as Necessary)</i>
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Essential Criteria:
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Job Responsibility:
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Essential Criteria:
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Ratee:	Title:	Rating Period:
Rater:	Dept/Agency-Location:	

**SECTION 1- JOB EXPECTATIONS** *(Continued)*

Major Job Responsibilities and Essential Criteria for Successful Accomplishment

Job Responsibility:	<i>(Use Additional Sheets as Necessary)</i>
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Essential Criteria:
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Job Responsibility:
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Essential Criteria:
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Ratee:	Title:	Rating Period:
Rater:	Dept/Agency-Location:	

**SECTION 1- JOB EXPECTATIONS** *(Continued)*

Major Job Responsibilities and Essential Criteria for Successful Accomplishment

Job Responsibility: *(Use Additional Sheets as Necessary)*

Essential Criteria:

Job Responsibility:

Essential Criteria:



Ratee:	Title:	Rating Period:
Rater:	Dept/Agency-Location:	

**SECTION 1- JOB EXPECTATIONS** *(Continued)*

Major Job Responsibilities and Essential Criteria for Successful Accomplishment

Job Responsibility: *(Use Additional Sheets as Necessary)*

Essential Criteria:

Job Responsibility:

Essential Criteria:



Ratee:	Title:	Rating Period:
Rater:	Dept/Agency-Location:	

**SECTION 1- JOB EXPECTATIONS** *(Continued)*

Major Job Responsibilities and Essential Criteria for Successful Accomplishment

Job Responsibility: *(Use Additional Sheets as Necessary)*

Essential Criteria:

Job Responsibility:

Essential Criteria:





Ratee:	Title:	Rating Period:
Rater:	Dept/Agency-Location:	

## 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
<b>Goal Achievement</b>  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.		
<b>Timeliness</b>  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.		
<b>Job Achievement Subtotal</b>					



Ratee:	Title:	Rating Period:
Rater:	Dept/Agency-Location:	

## SECTION 2-PERFORMANCE FACTORS

### Job Related Factors

These global factors support the core values of the organization and expected performance of the job.

Job Related Factors	1	2	3	Interim	Final
<b>Communication</b>  Effective expression of ideas, concepts or directions in individual or group situations, using supportive gestures, voice level and organization of materials. If communication is written, thoughts are expressed with appropriate grammar, organization and structure.	Informal communication was ineffective due to disorganization of thoughts, and/or inappropriate use of voice volume/tone. Formal presentations failed to inform or persuade due to lack of structure or poor organization. Didn't listen during verbal exchanges. Written communication was poorly structured, contained poor grammar, or was difficult to read due to inadequate organization. Communication flaws included: poor listening, no organization of thoughts, or inappropriate gestures.	Successfully communicated ideas, thoughts or directions. Asked appropriate questions and involved the listener. Sought clarification and affirmed understanding in verbal exchanges. Used appropriate supportive gestures, voice level and organization of materials. Formal presentations were organized and had appropriate detail. Written communication was concise and appropriate for target audience. Key points were understood by intended audience. Affirmed understanding with appropriate questions.	Excelled in the communication of ideas, thoughts or directions. Thought well, fast and appropriately on his or her own feet in formal situations. Informal presentations created word pictures, leaving no room for confusion. Apt questions uncovered lingering confusion. Presented complex or technical information in a manner easily understood by target audience. Written communication was letter perfect and clearly appropriate for target audience.		
<b>Conscientiousness</b>  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.	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.		



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**SECTION 2-PERFORMANCE FACTORS**

Job Related Factors	1	2	3	Interim	Final
<b>Creative Thinking</b> Uses imagination to combine ideas or information in new ways.	Rarely, if ever, generated new ideas. Ideas were very limited in scope and had little impact.	Occasionally generated new ideas that had a positive impact.	Regularly generated new ideas that were highly innovative and had a very significant positive impact.		
<b>Customer Service</b> Identifies and meets customer (internal and 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.		



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## SECTION 2-PERFORMANCE FACTORS

Job Related Factors	1	2	3	Interim	Final
<b>Decisiveness</b>  Readiness to make decisions, render judgments, and take actions based upon logical analysis of alternatives, evaluations of risks and benefits, and priority setting.	Poor approach to decision making, and/or slowness in making decisions. Had difficulty in generating and weighing alternatives. Unable to correctly identify and balance risks and benefits. Frequently poor decision making led to missed goals, objectives, or poor resource allocation. Didn't generate enough alternatives, and was often unable to balance risk and benefits.	Made sound decisions, based on available facts, with appropriate timing. Could demonstrate that alternatives were considered and could show the risk/benefits of each alternative. Decision process led to consistently appropriate actions with positive business impact. Demonstrated skill at generating alternative courses of actions and was apt at laying out the risks/benefits of each alternative, and at establishing which alternatives were best in rank order. Actions stemming from decisions resulted in real, measurable positive business improvement or objective realization.	Consistently demonstrated the ability to effectively deal with difficult and/or sensitive issues, providing comprehensive analysis and well thought through alternatives. Consistently focused on the best alternatives having the optimum risk/benefit balance. Decisions consistently led to major advances for the unit with respect to productivity, customer service, or quality of work.		



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**SECTION 2-PERFORMANCE FACTORS**

Job Related Factors	1	2	3	Interim	Final
<b>Leadership</b>  Influences individuals and/or groups toward desired behaviors and results by accepting suitable leadership styles, using interpersonal skills and influencing organizational values and systems.	Did not assume appropriate leadership roles or engage in behavior, which encouraged others toward desired results. Did not take on challenges. Failed to ensure work complied with organization standards. Could not influence others toward desired behaviors. Style and/or techniques were not appropriate for the situation to achieve desired results. Did not take the lead in responding to customer needs.	Demonstrated willingness to assume leadership roles. Influenced others towards desired behaviors or results. Style was usually commensurate with person/situation to achieve desired results or behaviors. Used interpersonal skills to influence individuals and/or group values. Ensured completed work complied with organizational standards and values.	Assumed appropriate leadership roles with groups and individuals when necessary. Consistently adopted a style commensurate with person or situation to ensure desired results or behaviors. Persuaded others to accept own point of view. Modeled excellent standards of performance to guide others toward desired behavior. Took on challenges. Enhanced the self-esteem of others. Encouraged diversity. Took the lead in setting standards of excellence in work.		



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**SECTION 2-PERFORMANCE FACTORS**

Job Related Factors	1	2	3	Interim	Final
<b>Manages Human Resources</b>  Sets performance expectations; provides feedback; develops employees; promotes cooperation and teamwork; appraises employee performance; identifies employees' needs and works with them to improve; encourages adherence to core values.	Did not clarify performance expectations for employees; did not recognize employee contributions or deficiencies; provided minimal feedback; failed to appraise employee performance in writing using the performance appraisal system. Failed to identify potential internal control problems/emerging issues and/or failed to act to address them; inhibited teamwork; planned without consulting affected parties; failed to utilize abilities of others; stifled efforts of others.	Set performance expectations; identified performance deficiencies; encouraged team effort; modified and updated staff plans as circumstances changed; assigned work to enhance employee development; recognized employee achievements; recognized capabilities and matched people with assignments. Encouraged others to achieve; provided feedback; encouraged employee participation; anticipated staff needs and developed contingency plans; prepared others for additional responsibilities; instilled confidence in others; encouraged teamwork.	Clearly correlated mission and goals of the work unit with expected and actual individual performance results; created a work environment which promoted synergy of effort and talent; empowered employees to identify and develop skills which supported the operational needs, mission and core values of the agency.		



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**SECTION 2-PERFORMANCE FACTORS**

Job Related Factors	1	2	3	Interim	Final
<b>Managing/Valuing Diversity</b>  Builds, maintains, and/or contributes to a work environment that is fair, equitable, inclusive and cooperative in valuing individual differences such as culture, race, ethnicity, religion, gender, sexual orientation, physical attributes, lifestyles, interests, values or other differences.	Failed to make appropriate social accommodations to ensure a fair, inclusive, and respectful working environment. Did not demonstrate respectfulness for individual differences. Created and/or encouraged a hostile environment for others.	Incorporated different perspectives into work actions; fostered a fair and inclusive environment demonstrating respect for others. Worked towards a proactive approach in soliciting and using contributions from diverse perspectives.	Championed diversity and demonstrated through specific actions its value in the organization. Created a work culture that fostered fairness, respect and cooperation. Recognized individual differences while building an environment of esprit de corps.		
<b>Planning, Organizing and Evaluating</b>  Determines objectives and strategies; coordinates with other parts of the organization to accomplish goals; monitors and evaluates the progress and outcomes of operational plans; anticipates potential threat or opportunities to achievement of objectives and strategies.	Failed to identify components of a plan, or to logically structure action steps and priorities. Plans were incomplete or overly complex. Resources were not properly utilized. Outcome monitoring and evaluation were not addressed.	Demonstrated full understanding of planning, organizing and evaluating. Planning approach showed appreciation for the influence of complex issues which impact the employee's area of responsibility. Plans had appropriate level of detail and proper priorities were established. Problems and opportunities were anticipated. Resource allocation was appropriate and/or efficient and on target. Plans included monitoring and evaluation criteria and mechanisms.	Planning approach showed grasp of complex issues which impact the employee's area of responsibility. Plans contained detailed coordination processes and contingency planning. Organization of resources was at an optimum to achieve objectives. Plans very effectively provided for an outcome evaluation process and improvement.		



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**SECTION 2-PERFORMANCE FACTORS**

Job Related Factors	1	2	3	Interim	Final
<b>Problem Solving</b>  Identifies and analyzes problems; uses sound reasoning to arrive at conclusions; finds alternative solutions to complex problems; distinguishes between relevant and irrelevant information to make logical judgments.	Demonstrated a poor approach to problem resolution and was slow in resolving problems. Had difficulty in making choices and establishing alternatives. Failed to identify and/or distinguish risks and benefits, needed considerable assistance in identifying alternatives and evaluating risks and benefits.	Performed as a competent problem solver. Exhibited a logical approach to problem solving. Considered risks and benefits in weighing alternatives.	Consistently exercised a logical, thorough approach to problem solving which resulted in meaningful solutions to complex problems.		
<b>Project Management</b>  Organizes tasks and people in order to achieve specific project objectives.	Did not evaluate relevant factors or viable alternatives; had difficulty defining problems and finding solutions; did not establish project priorities. Missed project deadlines; did not consider impact on others; created disruption within work groups; costs were not considered in decisions or actions.	Insured that all involved had a common understanding of the objectives, priorities and development of the project; created and evaluated alternative solutions; anticipated problems; consistently met project deadlines, schedules and budget.	Achieved project objectives of substantial quality within or below budget, occasionally ahead of schedule through the managed effort of an empowered team which was focused on meeting or exceeding project requirements.		





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**SECTION 2-PERFORMANCE FACTORS**

Job Related Factors	1	2	3	Interim	Final
<b>Self Management</b>  Sets well-defined and realistic courses of action to accomplish tasks or objectives; monitors own progress in order to achieve goals.	Failed to establish plans to accomplish work; did not prioritize work or complete important work first; did not follow work plans. Was easily distracted or allowed less important work to interfere.	Established and adhered to goals; planned and scheduled in order to complete tasks or objectives. Prioritized work including multiple important tasks; modified and updated plans. Occasionally had contingency plans; allocated proper amount of time and personal resources to activities.	Established goals, plans and schedules to complete tasks taking into consideration controllable and uncontrollable variables; had detailed contingency plans and coordinated multiple processes; prioritized multiple important tasks. Organization of time and personal resources was at optimum level.		
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		
<b>Grand Total Points</b>		

Conversion to Overall Rating		
<i>1-Unsatisfactory (14-21 Points)</i>	<i>2-Successful (22-34 Points)</i>	<i>3-Exceptional (35-42 Points)</i>
	<b>Interim Evaluation Rating</b>	<b>Final Evaluation Rating</b>
<b>Overall</b>		



Ratee:		Title:	Rating Period:
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### Justification for Interim Evaluation

Justification for Interim Evaluation	
	Rating

Specific Area(s) Identified for Development
<p>1. <b>Infrastructure Development:</b> Upgrade of roads, bridges, and public transportation systems to improve connectivity and economic growth.</p> <p>2. <b>Industrial Zone Expansion:</b> Development of new industrial parks and zones to attract investment and create jobs.</p> <p>3. <b>Commercial and Retail Centers:</b> Establishment of modern shopping malls, business districts, and service centers to enhance the urban landscape.</p> <p>4. <b>Residential Development:</b> Construction of new housing units, including affordable housing, to address the growing population and improve living standards.</p> <p>5. <b>Education and Research Hubs:</b> Creation of advanced educational institutions and research centers to foster innovation and skill development.</p> <p>6. <b>Healthcare Facilities:</b> Development of state-of-the-art hospitals and medical centers to provide high-quality healthcare services.</p> <p>7. <b>Recreational and Cultural Spaces:</b> Establishment of parks, sports complexes, and cultural venues to enhance the quality of life and promote tourism.</p> <p>8. <b>Environmental Conservation:</b> Implementation of green spaces, water management systems, and sustainable infrastructure to ensure environmental sustainability.</p>



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**SECTION 4-JUSTIFICATION SHEET AND DEVELOPMENT PLAN-INTERIM** *(Continued)*

<b>Interim Development Plan</b>	
<b>Specific Action to be Taken by Ratee</b>	
<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. <b>This meeting was held on</b></p> <p>_____ (Date) My signature indicates that I have been advised of these PAR elements.</p> <p>Ratee: _____</p> <p>Date: _____</p> <p>I <input type="checkbox"/> Agree <input type="checkbox"/> Disagree with the Interim Rating. I <input type="checkbox"/> Agree <input type="checkbox"/> Disagree with the Justification. I <input type="checkbox"/> Agree <input type="checkbox"/> Disagree with the Development Plan.</p>	<p>My signature indicates that the Ratee's positions have been noted.</p> <p>Rater: _____</p> <p>Date: _____</p> <hr/> <p>My signature indicates that the Ratee's positions have been noted.</p> <p>Reviewer: _____</p> <p>Date: _____</p>
<b>Ratee Comments</b>	



Ratee:	Title:	Rating Period:
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**SECTION 5-JUSTIFICATION SHEET AND DEVELOPMENT PLAN-FINAL**

**Justification for Final Evaluation**

Rating

**Final Development Plan**

**Specific Area(s) Identified for Development**



Ratee:	Title:	Rating Period:
Rater:	Dept/Agency-Location:	

**SECTION 5-JUSTIFICATION SHEET AND DEVELOPMENT PLAN-FINAL** *(Continued)*

<b>Final Development Plan</b>	
<b>Specific Action to be Taken by Ratee</b>	
<p>I have reviewed this 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. <b>This meeting was held on</b></p> <p>_____<i>(Date)</i> My signature indicates that I have been advised of these PAR elements.</p> <p>Ratee: _____</p> <p>Date: _____</p> <p>I <input type="checkbox"/> Agree <input type="checkbox"/> Disagree with the Final Rating. I <input type="checkbox"/> Agree <input type="checkbox"/> Disagree with the Justification. I <input type="checkbox"/> Agree <input type="checkbox"/> Disagree with the Development Plan.</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>
<b>Ratee Comments</b>	



Ratee:	Title:	Rating Period:
Rater:	Dept/Agency-Location:	

**SECTION 6-FACT SHEET OF SIGNIFICANT PERFORMANCE EVENTS**

Description of Significant Performance Event	Rater Comments/Recommended Action
	<div>Ratee Initials      Rater Initials      Date</div>
Description of Significant Performance Event	Rater Comments/Recommended Action
	<div>Ratee Initials      Rater Initials      Date</div>
Description of Significant Performance Event	Rater Comments/Recommended Action
	<div>Ratee Initials      Rater Initials      Date</div>
Description of Significant Performance Event	Rater Comments/Recommended Action
	<div>Ratee Initials      Rater Initials      Date</div>
<b>Ratee Comments</b> <span style="float: right;"><i>(Use Additional Sheets as Necessary)</i></span>	