

CALIFORNIA STATE UNIVERSITY, FRESNO  
**Employee Performance Appraisal  
And Skill Enhancement Plan**

Employee Name _____	Department _____
Classification _____	Working Title _____
Fresno State ID# _____	Date Draft Given to Employee For Review _____
Appraisal Type:   ___ Annual	Employee Status:   ___ Permanent
___ Probationary	___ Probationary   Probationary End Date _____
___ Other	___ Temporary     Date Temp. Appt. Ends _____
Review Period: _____ / _____	Date Appraisal Due _____

PERFORMANCE LEVELS

- (O) **OUTSTANDING:** Employee's job performance is exceptional in comparison to job requirements. Job performance consistently exceeds expectations for tasks, and employee has made significant contributions to the goals and objectives of the University and the unit.
- (C) **COMMENDABLE:** Employee's job performance consistently meets and frequently exceeds job requirements. Employee is recognized as being a definite asset in accomplishing the goals and objectives of the unit.
- (S) **SATISFACTORY:** Employee meets all job requirements in a competent manner. This is the expected level of performance for employees.
- (I) **IMPROVEMENT NEEDED:** Employee meets some job requirements and minimally meets others.
- (U) **UNSATISFACTORY:** Employee does not meet job requirements for position. Immediate and significant improvement is needed.
- (N) **NOT APPLICABLE:** Performance criteria does not apply to employee's job assignment.

**Note: A performance level of "Improvement Needed" and/or "Unsatisfactory" requires specific explanation and justification in Performance Comments section and a skill enhancement plan for improvement in Section II.**

**OBJECTIVES**

California State University, Fresno's *Employee Performance Appraisal and Skill Enhancement Plan* process is based on the belief that employees are our most valuable resource. An individual's performance and development are the prime considerations in determining his/her value and contributions to the mission of the University. The process is designed to improve job understanding and job competency; to provide for mutual goal-setting; to develop staff; to improve communications between supervisors and staff; to reward special meritorious job accomplishments as funding permits; and to identify unsatisfactory performance and counsel employees toward corrective actions.

Performance appraisal must be viewed as a continuing process throughout the year, with a formal appraisal conducted at least once a year utilizing the *Employee Performance Appraisal and Skill Enhancement Plan*. Informal meetings should be held frequently with the employee. The performance appraisal should be a summary of earlier discussions as well as a plan for future development.

**INSTRUCTIONS**

This form includes the following:

- Rating Summary Sheet - Page 2
- Skill Enhancement Plan - Page 3
- Detailed Rating Sheet - Pages 4 - 7
- Position Description - Pages 8 - 9

All pages must be completed and a draft provided to the employee<sup>1</sup> prior to finalizing the appraisal.

The entire form should be forwarded to the appropriate Vice President/Athletic Director for signature. After all signatures have been obtained, the completed form should be sent to Employment Services, M/S JA 71, Room 164 of the Joyal Administration Building, for inclusion in the employee's personnel file. A copy of all pages in this form should be provided to the employee and a copy retained by the employee's manager.

<sup>1</sup> The amount of time that the employee is given to review the draft is dependent on the employee's collective bargaining agreement. If additional information on this subject is needed, contact Human Resources at 8-2364.

EMPLOYEE NAME: \_\_\_\_\_

DEPARTMENT: \_\_\_\_\_

**SECTION I: RATING SUMMARY SHEET**

- (O) OUTSTANDING: Employee's job performance is exceptional in comparison to job requirements. Job performance consistently exceeds expectations for tasks, and employee has made significant contributions to the goals and objectives of the University and the unit.
- (C) COMMENDABLE: Employee's job performance consistently meets and frequently exceeds job requirements. Employee is recognized as being a definite asset in accomplishing the goals and objectives of the unit.
- (S) SATISFACTORY: Employee meets all job requirements in a competent manner. This is the expected level of performance for employees.
- (I) IMPROVEMENT NEEDED: Employee meets some job requirements and minimally meets others.
- (U) UNSATISFACTORY: Employee does not meet job requirements for position. Immediate and significant improvement is needed.
- (N) NOT APPLICABLE: Performance criteria does not apply to employee's job assignment.

	O	C	S	I	U	N
<b>I. Core Criteria</b>						
a. Quality						
b. Quantity						
c. Time Management: Ability to Prioritize Workload						
d. Initiative						
e. Oral Communication						
f. Problem Solving/Decision Making						
g. Training/Development						
h. Attitude and Collegiality						
i. Customer Service						
j. Safety						
k. Computer Skills						
l. Promotion of Goals of University						
<b>II. Additional Features of Some Jobs</b>						
a. Written Communication						
b. Project Leadership						
c. Technical Knowledge						
d. Supervisory Skills						
e. Planning/Organization						
<b>III. Basic Responsibilities</b>						
a. Attendance	<input type="checkbox"/> Meets expectations	<input type="checkbox"/> Shows Improvement	<input type="checkbox"/> Does not meet expectations			
b. Professional Appearance	<input type="checkbox"/> Meets expectations	<input type="checkbox"/> Shows Improvement	<input type="checkbox"/> Does not meet expectations			
<b>IV. Other (Specify)</b>						
<b>OVERALL RATING (weight criteria appropriately)</b>						

\* Signature of the employee acknowledges receipt of this completed document.

Chair or MPP Evaluator: \_\_\_\_\_ Fresno State ID#: \_\_\_\_\_ Date: \_\_\_\_\_

Employee:\* \_\_\_\_\_ Date: \_\_\_\_\_

Dean or Director: \_\_\_\_\_ Date: \_\_\_\_\_

President or Vice President: \_\_\_\_\_ Date: \_\_\_\_\_

Note: Comments from employee or evaluator should be attached on a separate page.

EMPLOYEE NAME: \_\_\_\_\_

DEPARTMENT: \_\_\_\_\_

**SECTION II: SKILL ENHANCEMENT PLAN (OPTIONAL)**

Please provide employee with a specific skill enhancement plan for the next performance cycle. If there is a performance level of "Improvement Needed" and/or "Unsatisfactory", the skill enhancement plan should include specific information regarding the requirements for the employee to address during the next performance cycle which will bring the performance level(s) to "Satisfactory". If performance meets or exceeds expectations, the plan may address additional skills to be developed.

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AREAS OF ENHANCEMENT:

ENHANCEMENT PLAN:

COMMENTS ON LAST YEAR'S SKILL ENHANCEMENT PLAN:

EMPLOYEE NAME: \_\_\_\_\_

DEPARTMENT: \_\_\_\_\_

**SECTION III: DETAILED RATING SHEET**

**A: CORE CRITERIA**

PERFORMANCE LEVEL	PERFORMANCE CRITERIA	PERFORMANCE COMMENTS
_____	<b>A. QUALITY:</b> Accuracy, organization, effectiveness and completeness of the employee's work. Degree to which the employee follows through on assignments and completes them on time. Consider how the work compares to quality standards and goals for the employee's position. Also consider the amount of supervisory review required to assure satisfactory work quality.	
_____	<b>B. QUANTITY:</b> Total quantity of work produced compared to the quantity standards and/or goals for this position. Amount of close supervision needed to obtain this quantity of output. Consistency of the employee's work pace, effective response to tasks that may arise unexpectedly.	
_____	<b>C. TIME MANAGEMENT:</b> Ability to prioritize workload; to anticipate conditions, plan ahead, establish priorities, and meet deadlines. Ability to develop and evaluate course(s) of action with realistic objectives and time frames.	
_____	<b>D. INITIATIVE:</b> Willingness to take independent action in making improvements to work methods, identifying and correcting errors, and initiating work activities. Also willingness to make suggestions and/or implement resourceful solutions to problems and tasks.	
_____	<b>E. ORAL COMMUNICATIONS:</b> Ability to provide clear, concise, and effective oral communication and consistently listen and check for understanding, in a non-judgmental manner, when communicating with all people. Willingness and ability to keep coworkers, supervisors, and subordinates adequately informed of new information.	
_____	<b>F. PROBLEM SOLVING/DECISION MAKING:</b> Ability to recognize and independently diagnose problems, accurately develop creative alternatives, and implement practical and effective solutions. Level of accuracy with which the employee identifies and analyzes problems, obtains proper information, generates alternatives, anticipates consequences, and makes decisions promptly. Ability to anticipate problems and success of decisions.	

EMPLOYEE NAME: \_\_\_\_\_

DEPARTMENT: \_\_\_\_\_

**SECTION III: DETAILED RATING SHEET**

**A: CORE CRITERIA, continued**

PERFORMANCE LEVEL	PERFORMANCE CRITERIA	PERFORMANCE COMMENTS
_____	<p><b>G. TRAINING/DEVELOPMENT:</b> Level of interest in improving job performance through training or taking advantage of opportunities for growth through special assignments. Voluntarily identifies interests and asks for appropriate job-related training.</p>	
_____	<p><b>H. ATTITUDE &amp; COLLEGIALITY:</b> Ability to establish and maintain cooperative working relationships with coworkers and other members of the university; if appropriate, include external agencies and the general public. Sensitivity to and awareness of differences in people of diverse backgrounds and ability to secure trust and respect from and for others. Skill at managing conflict and change constructively and exercising good judgment.</p>	
_____	<p><b>I. CUSTOMER SERVICE:</b> Ability to provide consistent high quality service using tact, courtesy, self-control, patience, and discretion during interactions with all customers (students, faculty, staff, the public, and/or outside agencies). Also consider the type of feedback that this employee receives from customers.</p>	
_____	<p><b>J. SAFETY:</b> Adherence to and support of federal, state and university safety standards and practices. Follows work safety procedures when operating equipment, machinery, and/or vehicles. Properly inspects equipment, machinery, and/or vehicles before use. Proactive in dealing with safety conditions or situations.</p>	
_____	<p><b>K. COMPUTER SKILLS:</b> Ability to use word processor, spreadsheet, email and other relevant computer software to effectively and efficiently produce documents and reports or perform other aspects of the job. Ability to learn new software applications as required by the job.</p>	
_____	<p><b>L. PROMOTION OF UNIVERSITY GOALS:</b> Level of understanding of the goals of this unit and demonstrated willingness to support our goals and those of the University.</p>	

EMPLOYEE NAME: \_\_\_\_\_

DEPARTMENT: \_\_\_\_\_

**SECTION III: DETAILED RATING SHEET**

**B: FEATURES OF SOME JOBS**

PERFORMANCE  
LEVEL

PERFORMANCE CRITERIA

PERFORMANCE COMMENTS

_____	<p><b>A. WRITTEN COMMUNICATION:</b> Ability to express information in writing. Assess the degree to which written work is organized, clear, accurate, concise. Also consider the amount of supervisory review that is necessary.</p>	
_____	<p><b>B. PROJECT LEADERSHIP:</b> Ability to obtain cooperation and achieve results with and through others. Ability to encourage teamwork and provide and accept guidance without alienating others. Provides clear directions (orally or in writing), uses participative decision making, and solicits coworker's ideas and opinions.</p>	
_____	<p><b>C. TECHNICAL KNOWLEDGE:</b> Level of understanding that the employee has for all phases of the job; ability to understand technical issues and properly apply fundamentals, techniques, and procedures. Level of knowledge regarding policies, laws, procedures, and regulations; willingness to learn new procedures and adapt to new technology and change.</p>	
_____	<p><b>D. SUPERVISORY SKILLS:</b> Ability to plan and control work activities, motivate and develop subordinates, and improve work methods and results. Ability to provide thorough, accurate, and timely constructive feedback to subordinates. Degree to which the employee selects and develops subordinates in accordance with all university policies. Establishes and maintains safety practices and procedures for his/her employees.</p>	
_____	<p><b>E. PLANNING/ORGANIZATION:</b> Ability to accurately anticipate resource usage to avoid generating unnecessary waste and improve efficiency. Employee's ability to exercise good judgment and confidentiality.</p>	
_____	<p><b>OTHER CRITERIA:</b></p>	

EMPLOYEE NAME: \_\_\_\_\_

DEPARTMENT: \_\_\_\_\_

**SECTION III: DETAILED RATING SHEET**

**C: BASIC RESPONSIBILITIES**

PERFORMANCE COMMENTS

Meets Expectations	Shows Improvement	Does Not Meet Expectations		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p><b>ATTENDANCE:</b> Consider the employee's work attendance and punctuality. Observe the number of unexcused absences or excessive absenteeism and/or patterned absences. Also consider whether tardiness is held to a minimum and is with good cause.</p>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

CALIFORNIA STATE UNIVERSITY, FRESNO

**Position Description Form**

Employee Name: \_\_\_\_\_ Fresno State ID#: \_\_\_\_\_  
Classification: \_\_\_\_\_ Working Title: \_\_\_\_\_  
Prepared By (MPP/Chair) \_\_\_\_\_ Department: \_\_\_\_\_  
Bargaining Unit: \_\_\_\_\_ FLSA Status: \_\_\_\_\_ Date Prepared \_\_\_\_\_

**POSITION DESCRIPTION**

**Overview:** (write a short paragraph to explain the purpose of the position)

**The major duties of the job include:** (Document the major duties of this position)

**The secondary duties of the job include:** (Document the secondary duties of this position)

Perform other duties as assigned

**Supervisor and supervisory responsibilities:**

Who supervises this position: \_\_\_\_\_

Who is responsible for completing the performance appraisal: \_\_\_\_\_

What other classification(s) does this person supervise: \_\_\_\_\_

**Minimum Requirements: Knowledge, Skills and Abilities:**

All minimum requirements will be verified against the classification standards.

**Preferred Knowledge, Skills and Abilities:**

For a guide to writing a position description, see

<http://www.csufresno.edu/humres/Classification.Compensation/Guides.to.Writing.Job.and.Position.Descriptions.htm>.

This Position Description is not an employment agreement or contract. Management has the exclusive right to alter this Position Description. Notification of changes will be provided to the employee consistent with the applicable bargaining agreement.

# Position Description - Working Environment

Employee Name: \_\_\_\_\_

Department \_\_\_\_\_

Date Prepared \_\_\_\_\_

Check the appropriate box for each of the following items which most accurately describes the extent of the specific activity performed by this position on a daily basis.

## PHYSICAL EFFORT

	Number of hours/day						Number of hours/day				
	N/A	1-2	3-4	5-6	7+		N/A	1-2	3-4	5-6	7+
1. Sitting						12. Lifting or carrying					
2. Standing						A. 10 lbs or less					
3. Walking						B. 11 to 25 lbs					
4. Bending Over						C. 26 to 50 lbs					
5. Crawling						D. 51 to 75 lbs					
6. Climbing						E. 76 to 100 lbs					
7. Reaching overhead						F. Over 100 lbs					
8. Crouching						13. Repetitive use of hands/arms					
9. Kneeling						14. Repetitive use of legs					
10. Balancing						15. Eye/hand coordination					
11. Pushing or pulling											

	Yes	No
16. Driving cars, trucks, forklifts and other equipment		
17. Being around scientific equipment and machinery		
18. Walking on uneven ground		

## MENTAL EFFORT

	Number of hours/day				
	N/A	1-2	3-4	5-6	7+
1. Directing others					
2. Writing					
3. Using math/calculations					
4. Talking					
5. Working at various tempos					
6. Concentrating amid distractions					
7. Remembering names					
8. Remembering details					
9. Making decisions					
10. Working rapidly					
11. Examining/observing details					
12. Discriminating colors					

## ENVIRONMENTAL FACTORS

	Number of hours/day				
	N/A	1-2	3-4	5-6	7+
1. Inside					
2. Outside					
3. Humid					
4. Hazards					
5. High places					
6. Hot					
7. Cold					
8. Dry					
9. Wet					
10. Change of temp					
11. Dirty					
12. Dusty					
13. Odors					
14. Noisy					
15. Working w/ others					
16. Working around others					
17. Working alone					