



Supervisor Instructions for Staff Performance Evaluations

The annual staff performance evaluation process is a valuable opportunity for supervisors to discuss job performance, recognize achievements of goals, and obtain employee feedback. Its purpose is to ensure staff receive candid performance reviews for the previous year and establish clear goals and development plans for the coming year. Performance evaluations will be an integral part in determining salary increase decisions in the future, so it is extremely important that supervisors take the time to accurately evaluate their staff and identify areas of both improvements and excellence. The following items should be considered when completing staff performance evaluations.

- All full and part time staff **must** be evaluated annually as part of Campbell's accreditation standards. Student employees, including graduate assistants, do not require evaluations, but they can be completed to provide the student feedback if the supervisor wishes to do so.
- Supervisors should assess (using the [Staff Performance Evaluation Form](#)) job-related responsibilities in connection with process improvements and efficiencies, identification and implementation of cost savings or revenue generation, and behaviors that support or potentially detract from the mission of the department/school and University.
- **Prior** to the supervisor completing the Staff Performance Evaluation Form, it is highly encouraged that supervisors request staff feedback and reflection using the Campbell University [Self-Assessment form](#).
- In completing the Staff Performance Evaluation form the supervisor should utilize the employee's completed Self -Assessment form as well as the supervisor's own reflection over the past 12 calendar months, not just a certain point in time.

Completing the Staff Performance Evaluation Form

- Under section 1A "Evaluation of Past Year" of the Staff Performance Evaluation Form, the supervisor should select a score of 1 to 5 or N/O if the job responsibility was not observed.
- Any score of 1 (subject to corrective action) or 2 (needs improvement) must be accompanied with comments under section 1B "Evaluation of Past Years – Comments". Specific areas of improvement or specific examples should be stated in the comment section to support the rating. Likewise, a score of 5, consistently performs above expectations, which should be considered exceptional, must have comments or examples that specifically identify the excellent performance.
- Evaluations containing all the same score, for instance scoring all 3's, will be returned to the supervisor for reevaluation unless the supervisor submits evidence for there being no score deviations.
- A minimum of three goals must be established for the upcoming year in Section 2 – "Goals and Development for the Coming Year". Goals should be well defined, obtainable, and measurable. Supervisors should also discuss what resources might be needed to accomplish goals.
- It is acceptable, during the current climate, to conduct staff evaluations virtually. If you do decide to conduct the meetings face-to-face, please remember to socially distance and ensure everyone adheres to the face mask policy.
- Once the in person or virtual meeting takes place, both the employee and supervisor must sign and date the Staff Performance Evaluation form. Please note digital signatures will be accepted.

For the 2023 evaluation cycle, all completed and signed evaluations must be submitted to Human Resources no later than [Friday December 15, 2023](#). Please send all evaluations in electronic format by either emailing them to Amber Fountain, Human Resources Specialist, at afountain@campbell.edu or sharing them via this secure [Egnyte folder](#). All evaluations will be recorded as received and placed in the staff member's personnel file. A report of submitted evaluations will be shared with each department's respective Cabinet Member.

Please contact Trent Elmore, Director of Human Resources, at telmore@campbell.edu or 910-893-2684 if you have any questions.

STAFF PERFORMANCE EVALUATION

Name: _____ Date: _____
 Job Title: _____ Employee ID: _____
 Dept. Name/Number: _____ Performance Period: _____
 Purpose of Evaluation: (select one) 90 Day Annual Periodic Special Other: _____
 Supervisor: _____ Supervisor's Title: _____

Section 1A - Evaluation of Past Year

Section 1A - Evaluation of Past Year								
ATTRIBUTES TO BE EVALUATED			1	2	3	4	5	Level
		N/O						
	5 = Consistently performs above expectations 2 = Needs improvement 4 = Exceeds expectations 1 = Subject to corrective action 3 = Satisfactorily meets expectations N/O = Not observed							
1	Workload Management Exhibited ability to meet job requirements on a timely basis and in an effective, appropriate manner; ability to work under stress							
2	Work Quality Exhibited ability to produce thorough, effective, accurate and consistent work product							
3	Qualifications Exhibited knowledge and demonstrated expertise to perform all phases of assigned work							
4	Teamwork/Workplace Compatibility Exhibited ability to work in concert with others; respond to direction and change; to be tactful, courteous, and effective in dealing with others							
5	Judgment Exhibited ability to make sound decisions, identify/develop/implement alternative solutions and recommendations and discern proper course of action; understand impact of decisions and actions							
6	Attendance, reliability and dependability Extent to which the employee is punctual, prepared and available for work, assume responsibilities and ensure assigned tasks are satisfactorily completed							
7	Communication Exhibited ability to effectively convey information and ideas to others; clarity and excellence of oral and written communications							
8	Initiative and creativity Exhibited ability to be self-directed, resourceful and creative in meeting job objectives; to engage and effectively complete assignments; to initiate or modify ideas, methods or procedures to meet changing circumstances or needs of the organization; tenacity							
9	Leadership Exhibited ability to inspire/motivate others; to work toward common goals or objectives; encourage interest, initiative and enthusiasm in others; develop and mentor other personnel							
10	Organization Exhibited ability to organize diverse concepts, materials and/or functions in a logical, functional and uncomplicated manner							
11	Presentation Dress, personal hygiene, speech, overall appearance							
12	Attitude Demeanor, temperament, approach, response to personal/professional environment							
13	Goals from prior evaluation period Did the staff member attain set goals from the prior evaluation period?							
						Sum		
						Count (of observed fields)		
						Average		

Employee: _____

Section 1B- Evaluation of Past Year - Comments

Supervisors must comment on any scores of 1, 2, or 5 from Section 1a. Evaluation

Example

6 - Attendance, reliability and dependability - Mr. Jones was given a score of 1 due to having fourteen unexcused absences within the past twelve months.

Comments/Explanations

Section 2 - Goals and Development for the Coming Year

Goals & Development Instructions:

Establish expectations for the **next** reporting period to include specific details on:

- 1. **What** is to be accomplished
- 2. **Time** by which it is to be accomplished
- 3. **Resources and steps** needed to attain the desired results
- 4. **Who, why** and **where** should be addressed, as appropriate

Goals and Objectives

Goal	Description and Measures
1.	
2.	
3.	

Development Plan

Area for Development	Describe Development Activities
1.	
2.	

Section 3 - Comments and Signatures

Employee: _____ Date: _____

Supervisor: _____ Performance Period: _____

Supervisor comments:

Employee comments on any aspect of the performance evaluation:

Acknowledged by:

Employee Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____

Other Evaluator's Signature
& Printed Name:(if applicable) _____ Date: _____