

**FORM B**  
**UNIVERSITY OF CAPE COAST**  
**STAFF PERFORMANCE APPRAISAL FORM (SUPERVISOR)**  
**SENIOR MEMBERS (TEACHING) CATEGORY**

Employee Name (Last, First, Middle Initial.....)

Employee Title .....

Employee Department .....

Supervisor Name.....

Supervisor Title .....

Review Date.....

**Purpose of Current Review**

Annual Appraisal       Provisional Mid-Point       Special

**STAFF PERFORMANCE APPRAISAL FORM INSTRUCTIONS**

The performance appraisal process should include the following steps:

- Obtain and review self-appraisal from employee
- Complete Staff Performance Appraisal form for employee
- Schedule meeting to discuss the appraisal
- Conduct performance appraisal meeting
- Provide copy of signed Staff Performance Appraisal to employee
- Place signed Staff Performance Appraisal in the employee's Departmental personnel file
- Schedule meeting to discuss performance expectations with employee for upcoming year

Unsatisfactory	Development Needed	Successful	Above Expectations	Exceptional
Employee has not demonstrated improved work performance under the period of review	Performance standards are not fully achieved; employee needs to improve performance during the next appraisal period (e.g, 12 months)	Work is fully satisfactory; employee consistently meets and occasionally may exceed performance standards. This represents the expected level of performance as established by the supervisor.	Work is fully satisfactory and often exceeds performance standards.	Work performance consistently exceeds performance standards.

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**STAFF PERFORMANCE APPRAISAL FORM**

U = Unsatisfactory  
 N = Development Needed  
 S = Successful  
 A = Above Expectations  
 E = Exceptional

	U	N	S	A	E	Examples that Support Rating
<b>Job Knowledge/Functional and Technical Skills:</b> <ul style="list-style-type: none"> <li>Has achieved required level of knowledge and skills in position-related areas</li> <li>Applies knowledge, skills and new technology in teaching</li> <li>Punctuality in class, timely marking and discussion of exercises, etc</li> <li>Involves in research and dissemination of research findings</li> <li>Keeps up to date in all relevant knowledge and skills areas to meet job requirements</li> </ul>						
<b>Service Orientation:</b> <ul style="list-style-type: none"> <li>Actively seeks information to understand students' circumstances, problems, needs, and expectations</li> <li>Shares information with students to build their understanding of issues and capabilities</li> <li>Responds quickly to meet students needs and resolve problems</li> <li>Seeks opportunities to improve the products and/or services to meet students needs</li> </ul>						
<b>Interpersonal Communication:</b> <ul style="list-style-type: none"> <li>Relates well to all people – up, down, and across – internally and externally to the School/Department</li> <li>Establishes rapport; builds and maintains effective working relationships</li> <li>Practices attentive and active listening</li> <li>Uses diplomacy and tact; can diffuse high-tension situations comfortably</li> </ul>						
<b>Initiating Action:</b> <ul style="list-style-type: none"> <li>Readily takes action consistent with department objectives</li> <li>Looks for and takes advantage of opportunities to act beyond what is required</li> <li>Takes independent actions when appropriate</li> <li>Volunteers readily</li> <li>Suggests methods and procedures to improve departmental operation</li> </ul>						
<b>Organizing and Planning:</b> <ul style="list-style-type: none"> <li>Prioritizes multiple activities and assignments effectively and adjusts as appropriate</li> <li>Determines tasks and secures appropriate resources to get things done</li> <li>Uses time effectively and stays focused to ensure work is completed</li> <li>Meets commitments and deadlines consistently</li> </ul>						
<b>Quality of Work:</b> <ul style="list-style-type: none"> <li>Accurately and carefully follows process/procedures for completing work</li> <li>Ensures a high-quality output of work (resulting in minimal acceptable/zero errors)</li> <li>Attentive to all details and aspects of a job or process to ensure a complete, high quality output</li> </ul>						
<b>Work Habits:</b> <ul style="list-style-type: none"> <li>Conducts work within the established (and accepted) department practices</li> <li>Conducts work according to the established and approved work schedule</li> <li>Demonstrates professionalism and workplace etiquette</li> </ul>						

<p><b>Decision Making:</b></p> <ul style="list-style-type: none"> <li>• Identifies issues, problems and opportunities and determines that action is needed</li> <li>• Probes all relevant sources to better understand problem, issue or opportunity</li> <li>• Analyzes information and generates options for addressing issue, problem or opportunity</li> <li>• Chooses appropriate action by evaluating options and considering implications in a timely manner</li> <li>• Involves others as needed to ensure quality and commitment of decision</li> </ul>						
<p><b>Composure:</b></p> <ul style="list-style-type: none"> <li>• Maintains effective performance under pressure</li> <li>• Copes effectively and develops effective approaches to deal with pressure or stress</li> <li>• Presents a positive disposition and maintains constructive interpersonal relationships when under stress</li> </ul>						
<p><b>Leading Others:</b></p> <ul style="list-style-type: none"> <li>• Inspires and guides individuals toward higher levels of performance</li> <li>• Treats people with dignity, respect, and fairness</li> <li>• Creates a climate in which people want to do their best</li> <li>• Serves as a positive role model</li> <li>• Involves in active community service</li> <li>• Operates with integrity, honesty, and courage</li> </ul>						
<p><b>Mentoring Others:</b></p> <ul style="list-style-type: none"> <li>• Clarifies expected behaviors and levels of performance</li> <li>• Sets clear objectives and measures</li> <li>• Provides the necessary information, support, and resources for staff to be effective</li> <li>• Provides timely feedback and guidance on performance</li> <li>• Works with employees to reinforce effective efforts and progress or improve performance</li> </ul>						
<p><b>Managing Performance of Others:</b></p> <ul style="list-style-type: none"> <li>• Works with individual to set performance goals and expectations</li> <li>• Sets development plans</li> <li>• Monitors performance progress</li> <li>• Evaluates performance</li> <li>• Plans and conducts performance appraisal</li> </ul>						

**Summary of Current Year Objectives:**

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Identify Development Opportunities:

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Supervisor's Overall Summary:

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Supervisor's Overall Rating (tick)

Unsatisfactory  Development Needed  Successful  Above Expectations  Exceptional

Employee Comments (Optional):

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**Employee Signature/Date**

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**Supervisor Signature/Date**

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**Name**

\_\_\_\_\_  
**Name**