



# University of Massachusetts Medical School

## Performance Appraisal

**Employee Name:**

**Employee ID:**

**Review from Date:**

**Review to Date:**

**Job Title:**

**Department:**

<b>Performance Ratings</b>	<b>Definition</b>	<b>Key Indications</b>
<b>Outstanding (O)</b>	<ul style="list-style-type: none"> <li>• Performs with unusual distinction and far exceeds expectations</li> <li>• Consistently achieves outstanding results</li> <li>• Excels in creative thinking and problem solving</li> <li>• Makes a substantial contribution to the continued operation and growth of the organization</li> <li>• Demonstrates an extremely high level of initiative and implements solutions consistent with achievement of organizational objectives</li> <li>• Enthusiastically endorses changes and always presents a positive impact</li> <li>• May show special talent or ability</li> </ul>	Actions and outcomes demonstrate superior judgment and resourcefulness; works independently once objectives are established; consistently meets or exceeds deliverable timeframes
<b>Exceeds Expectations (E)</b>	<ul style="list-style-type: none"> <li>• Consistently achieves successful results</li> <li>• Consistently produces accurate and exceptional work</li> <li>• Makes a strong contribution to the continued operation and growth of the organization</li> <li>• Skilled in all phases of the job</li> <li>• Works well as individual contributor or part of a team</li> <li>• Is a productive and reliable member of the department</li> <li>• Understands and effectively meets relevant objectives and standards</li> </ul>	Actions and outcomes demonstrate consistently high-quality judgment and resourcefulness; needs minimal direction after initial explanation of assignments; consistently meets deliverable timeframes
<b>Meets Expectations (M)</b>	<ul style="list-style-type: none"> <li>• Consistently meets expectations and requirements and may occasionally exceed.</li> <li>• Effective as an independent contributor or as a team member</li> <li>• Effectively meets relevant objectives and standards</li> <li>• Makes contributions to the team objectives</li> <li>• If new to the job, employee is making satisfactory progress towards achieving competency in all aspects of the job</li> </ul>	Actions and outcomes demonstrate competent judgment and resourcefulness within the normal scope of the job; needs minimal direction after initial explanation of familiar assignments; moderate direction on complex assignments
<b>Mostly Meets (MM)</b>	<ul style="list-style-type: none"> <li>• Meets most expectations and requirements; needs improvement on some expectations.</li> <li>• Meets most relevant objectives and standards</li> <li>• Makes contributions to the team objectives</li> <li>• If new to the job, employee is making satisfactory progress towards achieving competency in most aspects of the job</li> </ul>	Actions and outcomes demonstrate competent judgment and resourcefulness within the normal scope of the job most of the time; some rework may be needed.
<b>Needs Improvement (NI)</b>	<ul style="list-style-type: none"> <li>• Performance is satisfactory in some areas but not all</li> <li>• Failure to achieve higher level of sustained performance may result in performance counseling or corrective action</li> </ul>	Actions and outcomes demonstrate competent judgment and resourcefulness some of the time; completes some tasks on time and others late; some rework is regularly needed
<b>Does Not Meet (DN)</b>	<ul style="list-style-type: none"> <li>• Meets some job requirements and needs to improve in other functions</li> <li>• Overall performance is unsatisfactory and fails to meet basic job requirements</li> <li>• Failure to improve performance may lead to termination</li> </ul>	Actions and outcomes demonstrate poor judgment and lack of resourcefulness. Completes some tasks on time and others late. Significant rework frequently required

Supervisors and employees are encouraged to discuss performance on a regular basis. Through the performance management process, supervisors communicate their expectations to employees, coach them on achieving objectives, diagnose relative strengths and weaknesses, and determine a development plan to improve skills and overall performance. During the process, employees communicate their observations about how well they're doing, the resources or assistance they may need from others, ideas on how to improve the job, and their needs for skill development. This form is meant to assist in that process. It is designed so that supervisors and employees may discuss and agree upon expectations and measurements during a planning discussion at the time of on boarding, followed by interim discussions and the final performance review

Please evaluate the employee's performance during the review period based on the job description and the following competencies.

**UMMS CORE COMPETENCIES**

Performance Rating	O	E	M	MM	NI	DN
<b>Accountability</b>						

- Holds self and others accountable for measurable, high-quality, timely and cost-effective results
- Consistently demonstrates energy, enthusiasm and maximum effort in completing responsibilities
- Demonstrates flexibility in response to changing environmental priorities
- Accepts personal responsibility for own actions, including errors
- Supports other team members by prioritizing and altering daily routines to complete assignments
- Complies with established policies, procedures and rules
- Participates in cross-functional teams and works effectively with employees from diverse backgrounds

**Support for Rating:**

Performance Rating	O	E	M	MM	NI	DN
<b>Initiative</b>						

- Takes prompt action to accomplish tasks and meet goals and objectives
- Completes assignments with minimal direct oversight
- Utilizes equipment, supplies and technology to achieve maximum efficiency
- Recommends process improvements within department and organization
- Collaborates with other employees and departments as needed
- Actively participates in the development and achievement of team goals

**Support for Rating:**

Performance Rating	O	E	M	MM	NI	DN
<b>Problem Solving/Decision Making</b>						
<ul style="list-style-type: none"> <li>Identifies and analyzes problems weighing the relevance and accuracy of available information and recognizing one's filters, privileges, biases, and cultural preferences</li> <li>Generates and evaluates alternative solutions and makes effective and timely decisions</li> <li>Reviews the effects and implications of decisions and takes appropriate follow up actions</li> </ul>						
<p><b>Support for Rating:</b></p>						

Performance Rating	O	E	M	MM	NI	DN
<b>Quantity/Quality of Work</b>						
<ul style="list-style-type: none"> <li>Pays close attention to detail</li> <li>Strives to achieve accuracy and consistency in all tasks</li> <li>Organizes work to achieve maximum productivity</li> <li>Actively applies strategies and tactics that routinely deliver results</li> <li>Follows all safety rules, proactively works to prevent accidents, and encourages the use of sound judgment in order to comply with departmental and UMMS safety policies and procedures</li> <li>Produces a consistently high volume of work that also meets quality standards</li> </ul>						
<p><b>Support for Rating:</b></p>						

Performance Rating		O	E	M	MM	NI	DN
<b>Service Orientation</b>							
<ul style="list-style-type: none"> <li>• Applies effective interpersonal and problem-solving skills when responding to clients</li> <li>• Treats all of our diverse internal and external clients with respect and courtesy</li> <li>• Understands the needs and expectations of diverse clients and anticipates how to fulfill them</li> <li>• Demonstrates cultural sensitivity and competence when interacting with clients, fellow employees, and guests</li> <li>• Takes personal responsibility applying proactive, solution focused approaches in responding to client needs</li> </ul>							
<p><b>Support for Rating:</b></p>							

Performance Rating		O	E	M	MM	NI	DN
<b>Diversity &amp; Inclusion</b>							
<ul style="list-style-type: none"> <li>• Understands how social group identities shape the settings in which we work</li> <li>• Demonstrates self-awareness and the ability to see other points of view, valuing diverse experiences and ways of knowing</li> <li>• Negotiates conflict and facilitates discussions with culture competence and cultural humility</li> <li>• Shows commitment to continuous learning/improvement in managing diversity</li> </ul>							
<p><b>Support for Rating:</b></p>							

Performance Rating	O	E	M	MM	NI	DN
<b>Leadership/Management (if applicable)</b>						
<ul style="list-style-type: none"> <li>• Set clear priorities, goals and expectations and provide timely, constructive and balanced feedback in holding staff members accountable</li> <li>• Delegate effectively, empower team members and flex style when faced with diverse teams; understand and effectively manage complex group dynamics and diverse perspectives</li> <li>• Manage performance problems and team conflict skillfully</li> <li>• Demonstrate effective mentoring, developing and motivating skills</li> <li>• Inspire and foster team commitment, spirit, pride and trust; and is attentive to the well-being of staff</li> <li>• Take a long-term view, building a shared vision with staff planning, decision making and process improvement</li> <li>• Act as a positive role model</li> <li>• Ensure that diverse talented employees are appropriately recruited, selected, oriented and acclimated to the organization</li> </ul>						
<p><b>Support for Rating:</b></p>						

**POSITION PERFORMANCE REVIEW**

Performance Rating	O	E	M	MM	NI	DN
<b>Job Knowledge/Skills/Organizing Work</b>						
<ul style="list-style-type: none"> <li>• Understands work methods, policies, procedures, tools and technology</li> <li>• Apply work knowledge to effectively complete assigned tasks</li> <li>• Adapt to new or difficult procedures and/or changes</li> <li>• Comply with all safety and quality assurance procedures</li> <li>• Operate in a cost efficient and effective manner (adheres to budget)employees are appropriately recruited, selected, oriented, and acclimated to the organization</li> <li>• Display strong planning, organizing and problem-solving skills</li> <li>• Utilize time efficiently</li> <li>• Follow through on assigned work</li> </ul>						
<p><b>Support for Rating:</b></p>						

Performance Rating	O	E	M	MM	NI	DN
<b>Interpersonal Skills</b>						
<ul style="list-style-type: none"> <li>• Maintain good working relationships with other employees and supervisors</li> <li>• Work effectively as a member or leader of a team</li> <li>• Interact with others in a helpful and courteous manner, internally and externally</li> <li>• Maintain positive customer and staff relations</li> <li>• Is respectful and civil to all people including those from different cultures and background</li> <li>• Communicate information effectively</li> </ul>						
<p><b>Support for Rating:</b></p>						

Performance Rating	O	E	M	MM	NI	DN
<b>Position Specific Competencies</b> (list below each applicable to the position)						
1.						
2.						
3.						
4.						
5.						

Performance Rating	O	E	M	MM	NI	DN
<b>OVERALL PERFORMANCE</b>						
<p><b>Managers Comments</b></p>						

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Department Head Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Please provide a copy of the signed Performance Appraisal to the employee.**