**Dartmouth College Annual Staff Performance Evaluation - 2023**

**For Evaluation Period:** \_\_\_\_\_\_\_\_\_ to \_\_\_\_\_\_\_\_\_\_

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| **Employee:** |  | **Evaluation Date:** |  |
| **Title:** |  | **Manager:** |  |
| **Division/Department:** |  | **Dept. Head:** |  |
| **Dartmouth ID Number (REQUIRED):** |  | **VP/Dean:** |  |

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| Instructions:   * Employee and Manager should review the position description in preparation for evaluation discussion. * More information, instructions, and resources on the performance evaluation process at Dartmouth are located at [Performance Management (dartmouth.edu)](https://www.dartmouth.edu/hr/professional_development/for_managers/performance_management/index.php) | | | |
| Definitions for Competency/Accountability Assessments | | | |
| **SOLID PERFORMANCE – DEVELOPING (SPD)**  Meets the majority of expectations and requirements for this competency or accountability, with improvement or further development identified for some elements within the competency/accountability. | **SOLID PERFORMANCE (SP)**  Consistently meets expectations and requirements for this competency or accountability. Demonstrates full knowledge of and competence in this requirement of the position. | | **SOLID PERFORMANCE –**  **EXCEEDING (SPE)**  Consistently meets, and at times exceeds, expectations and requirements for this competency or accountability and may demonstrate exceptional performance within areas of this competency/accountability. |
| **NEEDS IMPROVEMENT (NI)**  May demonstrate satisfactory performance in some areas of this competency or accountability, but does not perform or meet expectations consistently. Needs to acquire or further develop necessary competencies or build consistency. | | **EXCEPTIONAL PERFORMANCE (EP)**  Significantly surpasses performance expectations in this competency or accountability. Exceeds role requirements. Demonstrates exceptional depth and breadth of role knowledge. Highly recognized by others as a role model in this area of competency/accountability. | |

**Section 1: Core Competencies** *(Expected of all employees at Dartmouth College)*

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| Core Competency | Comments | Assessment  (choose one) |
| **Reliability/Accountability**   * Follows through on assignments * Takes ownership of work * Is reliable and responsible * Adheres to Dartmouth College policies and procedures |  | SPD  SP  SPE  NI  EP |
| **Teamwork/Cooperation**   * Serves as a positive colleague or team member * Is flexible, adapts to changing priorities, and recognizes the needs of the organization * Establishes productive working relationships |  | SPD  SP  SPE  NI  EP |
| **Communication**   * Speaks and/or writes effectively, listens, and clarifies information when necessary * Employs the appropriate tone and gives appropriate content for designated audience |  | SPD  SP  SPE  NI  EP |
| **Service/Civility/Inclusion**   * Treats all with respect, courtesy, and dignity * Strives to achieve service standards * Embraces Dartmouth’s commitment to maintain a diverse and inclusive workplace |  | SPD  SP  SPE  NI  EP |

**Section 2: Position-Specific Competencies/Accountabilities**

Assess the top 3-5 key competencies/accountabilities for the position. Competencies are typically drawn from the “Skills & Knowledge” requirements in the position description. Accountabilities are typically drawn from the “Key Accountabilities” section. If the position includes managerial responsibilities, please also complete Section 2(a), “Managerial Competencies.”

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| Position-Specific Competency/Accountability | Comments | Assessment  (choose one) |
| 1. |  | SPD  SP  SPE  NI  EP |
| 2. |  | SPD  SP  SPE  NI  EP |
| 3. |  | SPD  SP  SPE  NI  EP |

**Section 2(a): Managerial Competencies** *(Complete for employees with managerial responsibilities)*

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| Managerial Competency | Comments | Assessment  (choose one) |
| **Managing Performance of Others**   * Holds staff members accountable * Provides timely, constructive, and balanced feedback * Completes performance appraisals honestly and fairly * Helps staff members to prioritize and revise goals * Identifies training and development opportunities |  | SPD  SP  SPE  NI  EP |

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| **Section 2(a): Managerial Competencies (continued)** | | |
| Managerial Competency | Comments | Assessment  (choose one) |
| **Leadership**   * Provides positive leadership, support, and direction * Plans, controls, and delegates effectively * Motivates others to perform at the highest level * Sets a positive example for the team |  | SPD  SP  SPE  NI  EP |

**Section 3: Specific Objectives/Accomplishments – Past Year**

Note the employee’s progress on any goals/objectives included in the prior year’s evaluation, and/or note other accomplishments achieved in the past year. Explain whether any goals/objectives were modified due to departmental operations or changed priorities.

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**Section 4: Overall Summary of Performance**

Summarize overall performance during the evaluation period, including successes in the past year, as well as areas for growth or development in the year ahead.

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| **Overall Assessment**  **(choose one)** | | | |
| **SOLID PERFORMANCE – DEVELOPING (SPD)**  Employee meets most requirements and expectations for the position, with some competencies or accountabilities needing improvement or further development. | **SOLID PERFORMANCE (SP)**  Employee consistently meets requirements and expectations for this position. | | **SOLID PERFORMANCE – EXCEEDING (SPE)**  Employee consistently meets or exceeds requirements for this position and demonstrates exceptional performance in several competency, accountability, or goal areas. |
| **NEEDS IMPROVEMENT (NI)**  Employee’s performance needs to improve in multiple areas of competency and/or accountability for the position. Improvement is immediately required in an area or areas critical for success in this position. A Performance Improvement Plan should be considered. | | **EXCEPTIONAL PERFORMANCE (EP)**  Employee significantly and consistently surpasses performance expectations in the majority of competencies or accountabilities. Exceeds role requirements. Demonstrates exceptional depth and breadth of role knowledge. Highly recognized as a role model. | |

**Section 5: Performance Objectives or Goals for the Year Ahead:**

Note any specific goals or objectives expected in the year ahead, including any expected completion dates.

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**Section 6: Training and Professional Development**

Please identify any training and professional development activities recommended for the employee to complete over the next year to assist the employee in their development or enhancement of skills or competencies and to grow professionally at Dartmouth.

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**Section 7: Employee Comments**

Employee may include comments in the space below, and/or may attach comments in a separate document.

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**Section 8: Performance Evaluation Review -** *An electronic signature is acceptable.*

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| Manager |  | Date |  |

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| Received by Employee |  | Date |  |
| *Employee signature indicates only that evaluation has been received by the employee and not necessarily the employee’s agreement with the manager’s evaluation.* | | | |

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| Dept. Head |  | Date |  |

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| --- | --- | --- | --- |
| VP/Dean |  | Date |  |