



**Dartmouth College Employee Performance Evaluation – Page 2**

Overall Evaluation:

Please describe any unanticipated contributions during the evaluation period, e.g. creative problem solving, identification of major cost-saving opportunities, major improvements in procedures or technology, and the like.

Insert text here

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Job related traits and characteristics – During the appraisal interview please discuss the extent to which each of the following traits or characteristics represent appraisee strengths or areas in which work might be improved. This discussion is for development purposes only. There is no need to rate the traits or characteristics.

1. **Job Knowledge** – The understanding of the principles, techniques, practices, and procedures required by the job. This knowledge may be acquired through formal training or on the job.
2. **Planning and Organizing** –
  - a. **For Non-Supervisors:** The ability to organize one's work; to set priorities, establish schedules, and use time effectively.
  - b. **For Supervisors:** The ability to structure tasks, plans, and objectives logically and effectively; to establish priorities and set goals; to schedule and assign work; and to delegate effectively.
3. **Supervision** – The ability to inspire confidence, respect, enthusiasm, and teamwork in others. The ability to take charge, to direct, and to stimulate others to do their best. The ability to select good workers, direct their activity, and appraise their performance.
4. **Decision-making** – The ability to analyze situations correctly, to identify and evaluate alternative courses of action, and to act decisively when appropriate.
5. **Communication** – The skills necessary to organize and present information clearly and concisely both orally and in writing. The ability to keep supervisors, peers, and others informed about progress, problems, and developments.
6. **Control and Follow-up** – The ability to establish effective measurement, monitoring, and feedback systems; to identify and resolve problems early and to take corrective actions.
7. **Relationships** – The ability to establish positive supportive relationships with others; to function as a team member.
8. **Innovation/Creativity** – The ability to seek, develop, and encourage new ideas.
9. **Problem Solving** – The ability to analyze situations correctly, to identify and evaluate alternative courses of action, and to solve problems.
10. **Initiative** – The ability to act independently and responsibly in order to achieve work targets and improve unit work.
11. **Dependability** – The extent to which the appraisee may be relied upon to be available and ready to work.
12. **Diversity** – The commitment to and demonstration of effectively inviting and receiving a variety of opinions and approaches, of accepting colleagues, customers and others of different backgrounds.
13. **(optional)**

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**Signatures of supervisor and department head:**

The contents of this form have been discussed with the staff member.

\_\_\_\_\_  
Supervisor

\_\_\_\_\_  
Date

\_\_\_\_\_  
Department Head (if appropriate)

\_\_\_\_\_  
Date

**Staff member's signature and comments:**

I understand that my signature below indicates only the content of this form has been discussed with me and does not necessarily imply my concurrence or agreement with any of the statements.

\_\_\_\_\_  
Staff member's signature

\_\_\_\_\_  
Date