



**COLUMBIA UNIVERSITY
COLLEGE OF PHYSICIANS & SURGEONS**

DEPARTMENT OF MEDICINE

**Officer Performance Appraisal Form
2004-2005**

Instructions

Complete this Performance Appraisal Form for each of your direct reports. Please write legibly. Please review the entire document carefully before beginning. It is important to establish agreed upon objectives for the next fiscal year as well as training plans for each employee. These efforts will maximize our chances of an even better performance next year from an even better trained work force.

Employee: _____

Position: _____

Grade: _____

Division: _____

Overall Performance

Read each of the following performance classifications very carefully and select the classification that best describes the employee's *overall performance* and contribution during the past review period. Consider the employee's accomplishments, attributes, job description, predetermined objectives, and supervisor expectations.

Superior: This evaluation period's performance was clearly superior in every respect, consistently exceeding the expectations of the supervisor and the requirements of the position. The successful results of the department would not have been possible without this employee's contribution. It is likely that an employee capable of this caliber performance will require job enrichment (new challenges) in the very near future or risk boredom. This performance can be described as being in the category representing the **top 5%** of all employee performance.

Above Average: This evaluation period's performance was very strong, often exceeding both the expectations of the supervisor and the requirements of the position. Regarded as extremely noteworthy, this performance was an instrumental contribution to the successful results of the department. This performance is reflective of an employee that is an asset to the department and an important component of long term plans, and development should be taken very seriously. This performance can be described as being in the category representing the **top 20%** of all employee performance.

Satisfactory: This evaluation period's performance was successful, consistently adequate and respectable, in every regard. The expectations of the supervisor and the requirements of the position were clearly met. This performance is reflective of a competent individual - performance and compensation were an equitable exchange. Continuing performance at this level is definitely in line with achieving the current and future goals of the department. This performance can be described as being in the category representing the overwhelming majority of all employee performance.

Needs Improvement: This evaluation period's performance was inconsistent and below standard with regard to the expectations of the supervisor and the requirements of the position. This employee's performance is reflective of an individual who demonstrates a lack of either skill or will or both. Continuing performance at this level is a major problem and will hamper the ability of the department to meet its future goals. Steps must be taken to improve this performance. This performance can be described as being in the category representing the **bottom 20%** of all employee performance.

Employee must be re-evaluated in 90 days.

Results vs. Objectives and Significant Accomplishments

List the objectives that were in place for the 2004-2005 fiscal year in the left hand column. For each objective, note the corresponding results in the right hand column. Where objectives do not exist (or where they are less than clear), note the significant accomplishments of the employee's performance in the right hand column.

2004-2005 Objectives

2004-2005 Results/Significant Accomplishments

Performance Attributes

For each attribute check the rating that best characterizes this employee's performance during the 2004-2005 fiscal year. Include supporting comments where appropriate.

Attitude: Consider the level to which the employee's behavior and demeanor have contributed to a work environment conducive to the effective performance of the department.

- Highly motivated with an enthusiastic can do attitude
- Generally positive showing diligent application
- Generally displays an "entitlement" mentality, demeanor exudes "bare minimum"

Comments:

Work Product: Consider the accuracy, thoroughness, timeliness and professionalism of the work product.

- Always delivers a superior work product
- Work product is generally good and sometimes better than others
- Mostly delivers a work product that requires further re-checking

Comments:

Initiative and Autonomy: Consider the demonstrated capacity and desire to seek out greater challenges. What level of supervision is required for the employee to assume responsibility within the scope of the position (using judgment, making decisions, analyzing data, recommending proper courses of action)?

- A pure self-starter requiring no supervision
- Performs well when given clear direction and periodic supervision
- Relatively "high maintenance" requiring pretty constant supervision

Comments:

Service Excellence: Evaluate the extent to which the individual anticipates, understands and constructively responds to the needs of faculty, fellows, staff and other members of the University community. Consider the extent to which the employee considers the opinion of others, builds trust, and adds to the positive image of the Department.

- Always does whatever it takes to maintain service excellence
- Understands the service excellence concept and tries to deliver when possible
- Generally regards service as a distraction to be overcome

Comments:

Communication and Teamwork: Evaluate the extent to which the individual communicates effectively. Consider the individual's demonstrated ability to be a team player in the achievement of common goals

- Thorough communicator; great team player
- Communicates appropriately; interacts well with others
- Has difficulty communicating; works much better alone

Comments:

Developing Others: Evaluate the extent to which the individual effectively accomplishes goals through the developing and/or managing of others.

- Highly effective developing others
- Proficient developing others
- Moderately effective developing others

Comments:

Employee Objectives 2005-2006

Establish at least 3 objectives for this position for the next fiscal year. List them and describe what superior results would be for each. Please review these goals with the employee and secure agreement on the deliverables. Commit to finding time for reviewing progress periodically during the fiscal year.

2005-2006 Objectives

2005-2006 Results

Employee Comments

Provide your overall reaction to this evaluation. In your opinion, does it accurately describe your performance? Include comments and any suggestions you feel would be helpful to your manager.

Sign-Off

Note: The officer's signature represents an acknowledgment of the completed review process and does not necessarily represent agreement with the supervisor's ratings or evaluative comments.

Employee _____

Date _____

Appraiser _____

Date _____

Div Admin/Div Chief _____

Date _____

Employee Option: I would like to review and discuss this appraisal with Departmental Representative, Mayra Marte-Miraz, Director of Operations, ext. 5-2830.

Dept'I Review/Approval _____

Date _____