

# **Performance Appraisal**

**for**  
**Vice Presidents, Associate Vice Presidents,  
Deans, Associate Deans and Directors**

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## **Section I**

It is the policy of Georgia Southern University to communicate annually to university employees their job performance expectations. This performance appraisal instrument is designed for administrators to assess the job performance of their faculty managerial and administrative professional employees. The performance appraisal process should be forthright and used as a constructive venue to facilitate continued improvement and recognize exemplary performance. The appraisal may also be used to document substandard performance. The appraisal program is an integral part of the management process, and information obtained from the proper administration of this program must be considered when making significant personnel decisions involving, compensation, promotion or disciplinary action. Using the explanation of rating levels and level of importance to the position, mark the appropriate level of importance and rating for the Performance Indicator noted in Section II. Section III is designated for any comments the rater might want to include regarding the appraisal. Reviewers may attach additional comments regarding each Performance Indicator or provide a summation concerning the overall assessment of the employee's job performance.

### Rating Levels:

- 0 Not Applicable or unknown
  - 1 Does not meet expectations
  - 2 Often does not meet expectations
  - 3 Meets expectations
  - 4 Often exceeds expectations
  - 5 Constantly exceeds expectations
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Employee's Name:

Rating Period Through:

Division/College/Department:

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## **Section II**

**Human Relations:** Secures cooperation and obtains good results; develops and educates others; treats subordinates fairly; demonstrates sensitivity and awareness in relating to people; secures trust and respect; develops team work, effectively recruits and selects colleagues; secures input from those who work for them; and actively implements the Affirmative Action Plan.

Level of Importance of this factor to position:

Critically Important

Important

Somewhat Important

Rating:

# Georgia Southern University

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**Managing Financial and Material Resources:** At a level appropriate to the position, demonstrates responsibility and efficient use of financial resources; uses available resources such as personnel, time, materials, equipment, and facilities in an effective manner; able to prioritize use of existing resources and requests for new resources; and takes measures to ensure safety.

Level of Importance of this factor to position:

Critically Important      Important      Somewhat Important      Rating:

**Leadership:** Understands the position in relation to the overall goals of the campus; intelligently plans and organizes necessary activities, programs, and objectives to meet departmental goals; evaluates results; establishes priorities and accommodates change; thinks through work; keeps work advancing; assembles information, materials and people in an effective manner; seeks out pertinent data and effectively determines the source of problems; develops alternatives and solutions, and responds to novel situations; demonstrates initiative, and is able to motivate others.

Level of Importance of this factor to position:

Critically Important      Important      Somewhat Important      Rating:

**Communication:** Communicates well both orally and in writing; normally resolves problems, controversial issues or complaints without referral to a higher source; listens and responds to co-workers or colleagues ideas, needs and suggestions; effectively conducts and participates in meetings; and conveys information for the good of the University without attributing blame or responsibility.

Level of Importance of this factor to position:

Critically Important      Important      Somewhat Important      Rating:

**Quality and Quantity of Work:** Has knowledge necessary to perform the job; exhibits a high quality of work; work is accurate and thorough; follows through on assignments; is productive; obtains good results; and completes assignments in a timely manner.

Level of Importance of this factor to position:

Critically Important      Important      Somewhat Important      Rating:

**Personal Characteristics:** Is committed and loyal; seeks personal and professional growth and development; is willing to assume responsibility for decisions and actions; is flexible and cooperative in working with the president, vice presidents, co-workers and colleagues; adjusts to changes and manages stress; shows good judgment; encourages and supports others; and has a positive, effective approach.

Level of Importance of this factor to position:

Critically Important      Important      Somewhat Important      Rating:

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### Section III

**Comments:** (Attach additional comments if desired)

Employee's Signature:

Date:

Reviewer's Signature:

Date:

Next Level Supervisor's Signature:

Date: