

Performance Feedback Form: Performance Assessment Examples

*Please note, these examples are provided for style and format assistance.
Actual submissions may vary based on departmental and team member needs.*

Exceeds Expectations Example

Example Team Member Background: Brighton

Brighton serves as one of the campus' Service Technicians. In his role, the completion of daily tasks ensures the entire university can operate with working mechanical systems and products. He has superb attention to detail, precision, and order, which are key competencies for his position. His ability to service mechanical systems is unmatched by any of his peers. Additionally, he consistently goes above and beyond what is expected of him in his role to help others and to identify new approaches that have had a significant impact on efficiency in the department. With this, he works well in a team but rarely speaks up or contributes at team meetings or when asked for feedback. While this is not a job responsibility of his, he could greatly improve departmental performance by taking on some leadership responsibilities.

Job Responsibilities:

1. Analyze work orders to complete service requests.
2. Complete service requests according to industry and university standards.
3. Document and report service actions according to departmental policies.
4. Maintain all equipment used to complete service requests.
5. Communicate customer concerns, needs and equipment malfunctions to supervisory staff.

Supervisor Comments:

Brighton exceeds expectations on his assigned job duties. He consistently receives the highest satisfaction marks from employees on the service requests he completes. In his work station reviews, he was compliant with maintenance standards. Additionally, he not only completes service requests in his assigned campus departments, but has developed a more efficient method for doing so that exceeds both university and state standards. This efficiency has allowed him to increase his number of assigned departments without impacting the quality of his work. His precision in filing reports is unmatched by his peers. Finally, he communicates customer concerns in a professional manner that allows them to be addressed in a timely fashion.

Meets Expectations Example

Example Team Member Background: Jane

Jane is a director in the Office of Project Management. She is energetically dedicated to continuous process improvement in departmental programs, policies, procedures and systems. Through her leadership, her team regularly meets expectations on measures relating to the strategic plan. She is also excellent at using coaching to develop the talent of her team. However, mid-year, her direct reports began to struggle under the demands of the office. She started to take the philosophy that the "customer is always right" to the extreme. Early in the spring semester, Jane committed to several projects where the collaborating departments submitted requests with impossible deadlines and made multiple mid- and late-course changes. After speaking to her about the toll this took on her team, she instituted new team-based procedures in the department to assist with identifying and prioritizing new project commitments. This has led to a complete turnaround in her departmental morale without impacting their productivity.

Job Responsibilities:

1. Oversee operations and data management for the Office of Project Management.
2. Set departmental goals and strategic direction.
3. Create alignment around departmental programs, policies, procedures and systems.
4. Supervise, coach, and train 6 professional staff members.
5. Manage the departmental budget and allocate resources.
6. Screen and assign new projects to team members.
7. Ensure all projects remain on track and meet deadlines.

Supervisor Comments:

Jane eagerly stepped into her role as the director of this department. She demonstrates her ability to lead a department in the way she continuously strives for improvement and alignment to achieve the department's strategic vision. Her five-year plan for the department has been used as a model for other departments under my purview. While her operational knowledge exceeded expectations throughout the year, she struggled this spring to appropriately screen projects and assign projects to her team. When this issue was addressed, she took full responsibility and collaborated with her team to address the problem. The way they now screen projects has had a significant positive impact on the office. With these changes, Jane has met institutional standards, and I look forward to her exceeding them as she continues to grow in her role as director.

Does Not Meet Expectations Example:

Example Team Member Background: Richard

Richard is a project manager in the Office of Project Management. When issues develop, such as the potential for missed deadlines or milestones, he envisions possible solutions almost immediately. However, he often implements solutions without seeking input from his team. In turn, they feel that their expertise and talents aren't appreciated. He regularly works to solve problems without stopping to think about the impact on others or whether or not the issue is a departmental priority. This problem has been discussed with him, but he has not changed his behavior. He's proud of his problem-solving abilities and typically seeks feedback only after he's implemented a solution. While he produces quality work products, he does not collaborate as a member of the office team.

Primary Job Responsibilities:

1. Coordinate with entities outside of the office for execution of projects.
2. Complete projects on time and within budget.
3. Measure project performance using Lean Six Sigma and Office of Project Management tools.
4. Collaborate with team members to identify solutions to customer issues.
5. Communicate customer needs to relevant stakeholders.

Supervisor Comments:

Richard demonstrates high levels of competence in his completion of projects according to schedule and within budget. For example, with our most difficult project of the year, he was able to complete the assignment ahead of schedule and well within budget. Richard fails to meet expectations, however, in his collaboration with team members on relevant projects and tasks. For the Office of Project Management's annual project assessment, he completed the project entirely on his own, despite having spoken to me about the need to involve another team member. In addition, he has struggled to effectively coordinate with outside offices for the completion of projects. Two external office directors shared their concerns about their inability to effectively communicate with Richard about their projects. After this information was shared with him, he was unable to remedy the situation to meet expectations.