Research/Project Staff Performance Review Form 2012

Welcome to the Research/Project Staff Review process. Supervisors should complete and submit this review form for each member of their research/project staff.

**Supervisor Name:**

**Employee Name:**

# 1. Accomplishments, contributions, and areas of focus or opportunity from the past year:

# 2. Competency Areas

Please read the description of each competency area and character trait to better understand what it is intended to measure and a sense of how to gauge it. Provide a corresponding numerical rating (or N/A for not applicable) as follows: (5) outstanding, (4) above expectations, (3) meets expectations, (2) below expectations or (1) unsatisfactory. Below each you may optionally include additional comments or explanation relevant to evaluating that skill or trait.

## 2.1 Technical Skills

* Outstanding (5) - Constantly learning new skills from state-of-art and is instrumental in moving those skills to common practice. Skills commonly span more than a single discipline.
* Meets Job Expectations (3) - Knowledgeable about state-of-practice in technical area; fluent in its application or striving to attain fluency.
* Unsatisfactory (1) - Not current in state-of-practice; not able to readily apply state-of-practice to project challenges.

Rating \_\_\_\_\_\_\_  
Comments/explanation:

## 2.2 Problem Solving/Creativity

* Outstanding (5) - Exceptional problem identification and analysis capability. Formulates alternative solutions and takes initiative or recommends appropriate action. Solutions may be “out of the box” or may require extraordinary knowledge of the underlying application or science.
* Meets Job Expectations (3) - Solves most problems using conventional methods of debugging and analysis. Shows persistence and diligence in determining probable causes and devises corrections or “work-arounds”.
* Unsatisfactory (1) - Gets bogged down in debugging analysis and problem resolution and may halt progress in other aspects of this or other assigned tasks.

Rating \_\_\_\_\_\_\_  
Comments/explanation:

## 2.3. Hardware or Software Engineering Process Skills

* Outstanding (5) - Adopts/applies professional engineering standards, practices and processes to improve end-product quality, reduce defects, improve documentation. Visible new project practices and standards attributable to this employee.
* Meets Job Expectations (3) - Uses common engineering practices on a common basis to maintain or improve end- product quality. (e.g., reviews, documentation, revision control, test procedures). Sincerely concerned about issues of size, cost, reliability, maintainability, etc. as they affect end-products.
* Unsatisfactory (1) - Does not use engineering standards on daily basis nor driven to satisfy engineering standards, practices and processes.

Rating \_\_\_\_\_\_\_  
Comments/explanation:

## 2.4. Completion of Tasks

* Outstanding (5) - Consistently completes tasks early through use of creative new approaches and personal self-discipline.
* Meets Job Expectations (3) - Tasks completed in reasonable timeframe. Methods are adequate and derive from previous usage on similar tasks.
* Unsatisfactory (1) - Fails to meet significant objectives. Work output consistently low.

Rating \_\_\_\_\_\_\_  
Comments/explanation:

## 2.5. Collaboration/Teamwork

* Outstanding (5) - Adapts to changing priorities and demands; compromises or sacrifices self as needed to achieve overall project goals. Driven to make teams cohesive and function in challenging circumstances. Continuously uses communication skills to mediate, organize and motivate team members.
* Meets Job Expectations (3) - Cooperates with others to make team projects a success. Actively works to communicate, find win-win solutions for interpersonal problems, and clarify responsibilities and status among team members. Understands project goals and advocates work plans that best meet goals.
* Unsatisfactory (1) - Consistently works against team-based approaches to problem solving and project execution.

Rating \_\_\_\_\_\_\_  
Comments/explanation:

## 2.6. Leadership

* Outstanding (5) - Leads others in a positive, engaging manner. Teaches new methods to others. Highly organized and communicative. Considers issues of schedule, scope and budget when communicating with team. Identifies project and organizational needs and takes action to fill them.
* Meets Job Expectations (3) - Demonstrates leadership of a technical area and/or subset of project team. Communicates frequently to others regarding progress and advocates best approaches without bias. Demonstrates self-initiative.
* Unsatisfactory (1) - Does not show leadership from a technical or managerial standpoint. Does not show initiative.

Rating \_\_\_\_\_\_\_  
Comments/explanation:

## 2.7. Independence

* Outstanding (5) - Consistently performs with minimal supervision. Takes on appropriate new tasks and initiatives without direct supervisor input.
* Meets Job Expectations (3) - Functions well with weekly status check-in with supervisor.
* Unsatisfactory (1) - Requires sub-weekly direction and supervision.

Rating \_\_\_\_\_\_\_  
Comments/explanation:

## 2.8. Initiative

* Outstanding (5) - Frequently shows self initiative in identifying new approaches, new (needed) tasks and finding new tools, techniques or crucial related work.
* Meets Job Expectations (3) - Occasionally shows self initiative in approach to identifying needed tasks or solving assigned tasks.
* Unsatisfactory (1) - Fails to show self initiative in any noticeable manner.

Rating \_\_\_\_\_\_\_  
Comments/explanation:

## 2.9. Growth

* Outstanding (5) – Seeks self-improvement and organizational growth; envisioning, adapting and leading change. Seeks to increase knowledge of the discipline and/or relevant skills through formal courses and training or self-education, investing personal time and effort.
* Meets Job Expectations (3) – Learns new methods and skills as required and coaches others in them.
* Unsatisfactory (1) - Fails to adequately learn new methods and skills to maintain state-of-the-art competency.

Rating \_\_\_\_\_\_\_  
Comments/explanation:

## 2.10. Communication

* Outstanding (5) - Effectively communicates with peers, supervisors, subordinates and externally. Uses communication skills to maximum advantage. Is a leader within the project with regard to written and oral communication. Consistently helps others improve communication skills.
* Meets Job Expectations (3) - Oral, written and spoken communication does not hinder job performance. Delivered at least 1 oral presentation to internal or outside group in last 6-months. Contributed to at least 1 paper or technical report in last 12-months.
* Unsatisfactory (1) - Communication problems hinder ability to communicate ideas and plans with co-workers. OR, employee actively avoids oral and formal written communication.

Rating \_\_\_\_\_\_\_  
Comments/explanation:

## 2.11. Sponsor/Customer Interaction

* Outstanding (5) - Makes extremely positive impact on customer. Some customer interaction flows directly through employee. Sponsor knows and trusts employee.
* Meets Job Expectations (3) - Tries whenever possible to clearly and equitably represent project, other personnel, department and CMU to sponsors.
* Unsatisfactory (1) - Extremely minimal or no interaction with sponsor(s).

Rating \_\_\_\_\_\_\_  
Comments/explanation:

## 2.12. Commitment

* Outstanding (5) – Possess desire, will, initiative and discipline, and applies them aggressively when and where appropriate to “getting the job done” both personally and organizationally.
* Meets Job Expectations (3) – Works as necessary in order to meet personal and organizational schedules and commitments, demonstrating flexibility as required.
* Unsatisfactory (1) - Fails to demonstrate a positive attitude and work ethic to achieving project and organizational goals.

Rating \_\_\_\_\_\_\_  
Comments/explanation:

## 2.13 Overall Assessment of Contribution and Value to Project and Organization

* Outstanding (5) - Consistently far exceeds expectations.
* Above Expectations (4) – Always meets and frequently exceeds expectations
* Meets Job Expectations (3) - Consistently meets expectations and satisfactorily performs to all tasks
* Below expectations – (2) Occasionally fails to meets expectations or is unable to complete some tasks
* Unsatisfactory (1) - Not performing adequately to the tasks.

Rating \_\_\_\_\_\_\_  
Comments/explanation:

# 3. Areas of focus, training, or professional development for the future:

Comments/explanation:

**Staff Signature** **Date**

*I have read this appraisal and it has been discussed with me.*

**Manager Signature** **Date**