

Instructional Guide

FOCUS Performance Management Process



Employee Name Name of the employee for whom this form is being completed.	Job Title & Department Employee's current job title and department.	Evaluation Period Start and end date for period in which employee's performance is being evaluated.	Time in Position Employee's length of time in current job.
Supervisor Name & Title Name and title of supervisor who is completing this form, and to whom the employee reports.		Dual Report Supervisor Name & Title Name and title of dual report supervisor who is providing input to this evaluation, if applicable.	

Unsatisfactory	Needs Improvement	Met/Exceeded Expectations	Exceptional
Performance was below expectations in essential areas of responsibility, with key goals and objectives missed. Contribution was typically below that of peers or incumbents in comparable positions.	Performance sometimes met, but did not consistently meet, position expectations. One (or more) of the most critical annual objectives was not met. Incumbent typically needs further coaching and development to fully meet position expectations.	Performance consistently met or exceeded Yale's high standards and expectations. All critical annual goals were achieved. Incumbent widely recognized as a strong and valued contributor.	Performance noticeably exceeded expectations and made a unique contribution to the achievement of University, School, or Departmental objectives. This rating is awarded to under 20% of Yale incumbents and is typically reserved for the top performer(s) for the year.

Overall Performance for the Year	Rating								
<p>Include how results were achieved (i.e., Leadership, Teamwork, Organizational Progress, etc.)</p> <p>Summarize the employee's overall accomplishments for the year along with justification for the overall performance rating. Include additional assignments, activities or projects that were not covered in the individual performance goals. Provide an overview of how the employee's interpersonal skills were utilized in the accomplishment of their goals, accountabilities and objectives or their day-to-day interactions with University staff, faculty or students. Check overall performance rating with an "X" using the scale to the right.</p>	<table border="1"> <tr><td><input type="checkbox"/></td><td>Exceptional</td></tr> <tr><td><input type="checkbox"/></td><td>Met/Exceeded Expectations</td></tr> <tr><td><input type="checkbox"/></td><td>Needs Improvement</td></tr> <tr><td><input type="checkbox"/></td><td>Unsatisfactory</td></tr> </table>	<input type="checkbox"/>	Exceptional	<input type="checkbox"/>	Met/Exceeded Expectations	<input type="checkbox"/>	Needs Improvement	<input type="checkbox"/>	Unsatisfactory
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<input type="checkbox"/>	Needs Improvement								
<input type="checkbox"/>	Unsatisfactory								

Key Accountabilities & Goals	Mid-Cycle Status	Year-End Results	Rating								
Clearly define key accountability, goal or objective (includes on-going work duties and developmental goals), aligned with organizational/department goal, if appropriate. Make goal/objective as SMART (Specific, Measurable, Achievable, Relevant, Time-framed) as possible. (Note: Job descriptions can be used as a starting point for this process.)	Supervisor indicates if the employee is ahead of, on-track or falling behind in accomplishment of the key goal, objective or accountability. No rating is given at mid-cycle.	Supervisor describes accomplishment of goal, accountability or objective, and checks one of the performance ratings on the scale to the right with an "X".	<table border="1"> <tr><td><input type="checkbox"/></td><td>Exceptional</td></tr> <tr><td><input type="checkbox"/></td><td>Met/Exceeded Expectations</td></tr> <tr><td><input type="checkbox"/></td><td>Needs Improvement</td></tr> <tr><td><input type="checkbox"/></td><td>Unsatisfactory</td></tr> </table>	<input type="checkbox"/>	Exceptional	<input type="checkbox"/>	Met/Exceeded Expectations	<input type="checkbox"/>	Needs Improvement	<input type="checkbox"/>	Unsatisfactory
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Key Accountabilities & Goals	Mid-Cycle Status	Year-End Results	Rating	
2				Exceptional
				Met/Exceeded Expectations
				Needs Improvement
				Unsatisfactory
3				Exceptional
				Met/Exceeded Expectations
				Needs Improvement
				Unsatisfactory
4				Exceptional
				Met/Exceeded Expectations
				Needs Improvement
				Unsatisfactory
5				Exceptional
				Met/Exceeded Expectations
				Needs Improvement
				Unsatisfactory
6				Exceptional
				Met/Exceeded Expectations
				Needs Improvement
				Unsatisfactory
Employee Comments	Employee has the option, but is not required, to add comments indicating agreement, disagreement or additional comments regarding the performance evaluation.			

Supervisor Signature

Supervisor signs here.

Date

Supervisor enters date of their signature.

Dual Report Supervisor Signature
(if applicable)

Dual Report Supervisor signs here, if applicable.
Supervisor's Supervisor or other higher authority signs here.

Date

Dual Report Supervisor enters date of their signature.

Second Level Review Signature

Supervisor's Supervisor or other higher authority signs here.

Date

Supervisor's Supervisor enters date of their signature.

Employee's Signature

Employee signs here.

Date

Employee enters date of their signature.

Your signature on this form acknowledges that you have read the information and your supervisor has reviewed it with you.