

**COLUMBIA THEOLOGICAL SEMINARY**  
**EMPLOYEE PERFORMANCE EVALUATION**

**Employee Name:** \_\_\_\_\_ **Date of Review:** \_\_\_\_\_

**Evaluator's Name(s):** \_\_\_\_\_ **or** ☐ **Employee Self Evaluation**

**Evaluation Period** **Date since last Review:** \_\_\_\_\_  
(Check one): ☐ 6 month review  
☐ Annual review  
☐ Other

**Job Title:** \_\_\_\_\_ **Years in Job:** \_\_\_\_\_

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This Performance Evaluation links the seminary's expectations of professional staff to actual performance. The principal objective of the evaluation is to assist in professional development by identifying strengths and areas for improvement. Evaluations enable management to assess an individual's job performance and determine appropriate promotion opportunities and compensation.

**Performance Evaluation Ratings**

**SER** Substantially Exceeded Requirements – Clearly and consistently exceeded many requirements

**ER** Exceeded Requirements – Clearly exceeded some, and met all other requirements

**MR** Met Requirements – Clearly met all requirements, or balance minor need for improvement in one area with exceptional performance in another

**MSR** Met Some Requirements – Met some requirements, but clearly needs to improve in one or more areas to fully meet requirements

**NMR** Did Not Meet Requirements – Clearly needs significant improvement in one or more areas to fully meet requirements

**N/A** No Basis for Approval

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My signature bellows indicates neither agreement nor disagreement with this Performance Evaluation, but it does indicate that I have read the Performance Evaluation and the evaluator or supervisor has discussed with me.

**Employee's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

I acknowledge that I have reviewed this appraisal with the employee.

**Evaluator(s) Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

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Employee Name: \_\_\_\_\_  
Date: \_\_\_\_\_

**Major Responsibilities (Essential Functions):** List the major responsibilities (essential functions) of the position in the approximate order of importance or attach a copy of the most current job description.

1.
2.
3.
4.
5.
6.
7.
8.

Employee Name: \_\_\_\_\_  
 Date: \_\_\_\_\_

**Performance Factors Rating:** Using the following definitions, rate the employee's performance for each of the performance factors as it relates to the employee's job duties/responsibilities.

PERFORMANCE FACTORS	RATING	COMMENTS/AREAS FOR IMPROVEMENT
<b><u>Job Understanding:</u></b> <ul style="list-style-type: none"> <li>Understands job duties and responsibilities.</li> <li>Possesses sufficient skill and knowledge to perform all parts of the job effectively, efficiently and safely.</li> <li>Understands and promotes department mission and values.</li> <li>Makes an active effort to stay current with new developments.</li> </ul>		
<b><u>Organizational Skills:</u></b> <ul style="list-style-type: none"> <li>Ability to prioritize workload.</li> <li>Ability to manage information flow (including internal, volunteer, and external communication, and filing/documentation).</li> </ul>		
<b><u>Quality:</u></b> <ul style="list-style-type: none"> <li>Attentive to detail and accuracy.</li> <li>Demonstrates thoroughness, completeness, follow through on presentation and appearance of work.</li> </ul>		
<b><u>Dependability/Reliability:</u></b> <ul style="list-style-type: none"> <li>Punctuality and regularity in attendance: arrives on time and ready for the workday.</li> <li>Completes tasks satisfactorily:               <ul style="list-style-type: none"> <li>Meets commitments</li> <li>Works independently</li> <li>Handles change</li> <li>Stays focused under pressure</li> </ul> </li> </ul>		
<b><u>Communications Skills</u></b> <ul style="list-style-type: none"> <li>Listens effectively and responds clearly and directly.</li> <li>Makes effective oral and written communication clear and easy to understand.</li> <li>Interacts with others in a helpful and informative manner.</li> </ul>		

Employee Name: \_\_\_\_\_  
 Date: \_\_\_\_\_

**Performance Factors Rating:** Using the following definitions, rate the employee's performance for each of the performance factors as it relates to the employee's job duties/responsibilities.

PERFORMANCE FACTORS	RATING	COMMENTS/AREAS FOR IMPROVEMENT
<b><u>Constituent Service Skills:</u></b> <ul style="list-style-type: none"> <li>Builds relationships with members of the constituency.</li> <li>Deals appropriately with confidential information and maintains discretion.</li> </ul>		
<b><u>Other Professional Skills:</u></b> <b><u>Professionalism</u></b> <ul style="list-style-type: none"> <li>Promotes and treats peers with mutual respect.</li> <li>Demonstrates integrity and deals well with ethical and confidential issues.</li> <li>Demonstrates commitment to the Seminary's stated missions and goals.</li> </ul>		
<b><u>Initiative/Innovation</u></b> <ul style="list-style-type: none"> <li>Self-directed, resourceful, creative toward meeting job objectives.</li> <li>Introduces new concepts and processes using independent and original thought.</li> </ul>		
<b><u>Motivation</u></b> <ul style="list-style-type: none"> <li>Displays drive, energy and a positive attitude in completing assigned tasks.</li> <li>Eagerly takes initiative.</li> <li>Handles several responsibilities concurrently and comfortably.</li> </ul>		
<b><u>Interpersonal Skills and Teamwork</u></b> <ul style="list-style-type: none"> <li>Works effectively with other employees/departments.</li> <li>Develops positive working relationships.</li> <li>Helps improve work processes.</li> <li>Helps to accomplish specific tasks.</li> </ul>		

Employee Name: \_\_\_\_\_  
Date: \_\_\_\_\_

**Performance Factors Rating:** Using the following definitions, rate the employee's performance for each of the performance factors as it relates to the employee's job duties/responsibilities.

PERFORMANCE FACTORS	RATING	COMMENTS/AREAS FOR IMPROVEMENT
<b><u>Computer Skills</u></b> <ul style="list-style-type: none"><li>• Possesses computer skills and knowledge to perform job duties and responsibilities.</li></ul>		
<b><u>Planning Skills:</u></b> <ul style="list-style-type: none"><li>• Ability to establish short and long-term goals and objectives.</li><li>• Ability to develop a well-defined plan according to established goals and objectives.</li><li>• Ability to execute a plan in an organized fashion.</li></ul>		
<b><u>Problem Solving:</u></b> <ul style="list-style-type: none"><li>• Defines problems/central issues.</li><li>• Collects and evaluates significant or relevant data.</li><li>• Evaluates options, proposes and implements a sound solution.</li></ul>		
<b><u>Leadership and Staff Development:</u></b> <ul style="list-style-type: none"><li>• Influences others to achieve department and organizational goals.</li><li>• Promotes ethical behavior.</li><li>• Provides on the job training and development.</li><li>• Provides timely and constructive feedback.</li><li>• Encourages and enhances teamwork.</li></ul>		

**Overall Rating:** \_\_\_\_\_

**Overall Comments:**

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Employee Name: \_\_\_\_\_

Date: \_\_\_\_\_

**Performance Development:** Use this section to identify development that sustains, improves and builds performance, and enables the employee to contribute to organizational effectiveness. This section should also be used to identify career development activities, and should be completed by the supervisor in collaboration with the employee.

Performance Development That Applies To Major Responsibilities (Essential Functions), Projects, and Goals	Development Activities/Resources	Time Frame	Expectations