Outline for Narrative Performance Evaluations

A narrative performance evaluation is appropriate for jobs that have **one or more** of the following characteristics:

1. A wide scope of responsibility,
2. Manages multiple people, budgets and/or projects
3. Manages a distinct subset of a unit, with responsibility for outcomes
4. Effective use of “soft skills” is a major contributing factor to success. Soft skills include use of judgment, interpersonal skills, sophisticated communication skills, conflict resolution and negotiation, personal effectiveness, creative problem solving, strategic thinking, team building, and influencing skills.
5. Significant decision-making authority.

The employee being reviewed should submit a **self-evaluation**, covering items 1 through 5 below. The supervisor should incorporate that information into the final review, but should not rely solely on the self-evaluation for the final review document.

The evaluation should include all of the following sections:

1. A description of the level of performance (what was accomplished, what was not accomplished, how well performance expectations were met, what goals were attained, etc.). Specific examples should illustrate and support the comments. This description should include a statement and/or examples of how the employee supports and demonstrates a commitment to the Villanova mission and Augustinian values of pursuit of knowledge, the common good, community, equality and diversity.
2. An explanation for any goals that were not achieved.
3. A description of any improvements needed, specifically described.
4. Goals for the upcoming year.
5. A description of any training or professional development that is either required or suggested for the coming year.
6. An overall rating must be included:
   1. **New to Position:** Has not yet had the opportunity to demonstrate proficiency.
   2. **Exemplary:**  During the current review year, performance far exceeded expectations in every way and set the standard for excellence in the role. Very few employees are likely to be able to achieve this rating during an evaluation cycle. These employees produce outstanding outcomes and uncommonly high-quality results during this performance evaluation cycle that directly and positively impacted the University.
   3. **Highly Successful**: Consistently exceeds individual goals and consistently performs regular job responsibilities in an outstanding manner. Contributes significantly to the broader goals of the department and is considered a role model to others in the position. Anticipates and takes on additional duties beyond core job responsibilities with the same degree of seriousness, care and thoroughness as demonstrated in regular job responsibilities. Takes ownership for work product.
   4. **Successful:** Consistently meets individual goals and contributes to the performance of the department by performing job responsibilities and requirements in a consistent, reliable and professional manner. Takes ownership for completing and checking own work, completes projects and duties in a timely, accurate and thorough manner. Appropriately balances working independently with seeking advice/collaboration when necessary for a satisfactory outcome.
   5. **Needs Improvement:** May not consistently meet individual goals. May not satisfactorily or consistently contribute to the department’s performance. May not be consistently reliable in handling own job responsibilities appropriately. May need more supervision than is expected for the nature of the job, either to ensure that the work gets done or to ensure quality.
   6. **Unsuccessful:** Does not meet individual goals, does not consistently perform job responsibilities effectively and does not contribute to the department’s performance. May require significant involvement of supervisor to ensure that work is completed and quality checked, and to fix problems and potential problems. ***If an employee’s performance is considered Unsuccessful, it is extremely important that the supervisor seek advice from Human Resources prior to meeting with the employee for the performance review***.
7. The end of the appraisal document must include the following statement and signatures:

My signature below does not indicate my agreement with this evaluation, only that I have had the opportunity to review and discuss this performance appraisal with my supervisor. I understand I may submit written comments on the evaluation to my supervisor within five days of my signature.

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Employee Signature Date

Review completed by (print name) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Supervisor’s Signature Date

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Dean or Vice President Signature Date

**(Required for ratings of Exemplary or Unsuccessful PRIOR to presenting to Employee)**