



FINAL EMPLOYMENT SUMMARY

Employee _____ **Date of Hire** _____
Department _____ **Last Day Worked** _____
Supervisor _____

The above individual has left or will soon leave Bradley University. We appreciate receiving your comments pertaining to this individual's work history. This form will become a permanent part of this individual's official personnel file. This information will prove helpful if or when this individual should desire re-employment by Bradley. Your promptness in returning this form is appreciated. Thank you for your cooperation.

Job Skills & Knowledge: Demonstrated professional skills and knowledge of the responsibilities and duties required to effectively function in the position including language, grammar, spelling, mathematics, reasoning and job-specific technical and/or procedural competencies. In certain positions this includes knowledge of University policies, rules, procedures and their supporting statutes. Employee understood the expectations of the position and remains current regarding new developments, technologies, methods, approaches and processes in the area of responsibility.

- Did not demonstrate the necessary skills and knowledge.
- Demonstrated limited understanding of necessary skills and knowledge.
- Demonstrated acceptable understanding of necessary skills and knowledge.
- Demonstrated complete understanding of necessary skills and knowledge.
- Demonstrated exceptional understanding of skills and knowledge.

Cite examples to support rating:

Quality of Work: Refers to accuracy, neatness, thoroughness and compliance with specifications according to departmental expectations and the requirements of the position. Employee listened to and understood the needs of the service recipient, whether inside or outside the University and responded to those needs; used collaborative solutions in problem-solving as appropriate; delivered work product and services in a way that reflects credit upon the unit and the University. Employee exercised care to produce the standard the first time; readily detected, corrected or reported errors and applied feedback to improve performance.

- Work product was unacceptable.
- Work product required constant revision and correction.
- Produced acceptable work product; requires some revision.
- Work was of very good quality; few revisions required.
- Work was of exceptionally high quality; virtually error free.

Cite examples to support rating:

Quantity of Work/Planning & Management of Workload: Completed an acceptable volume of work and established appropriate priorities for fulfilling various job tasks. Demonstrated ability to set goals; plan job tasks in an efficient manner; utilized materials and equipment effectively; remained focused on work priorities; exhibited flexibility to meet changes in priorities and accommodated work interruptions. Consider timeliness in execution of assigned and agreed-upon tasks without sacrificing accuracy, quality or service recipient satisfaction.

- Work output was unsatisfactory; seldom met deadlines and exhibited poor planning skills. Did not utilize resources effectively and failed to meet changes in priorities.
- Barely met minimum workload requirements; occasionally met deadlines; planning skills were limited. Resources could have been utilized more effectively and changes in priorities could have been better accommodated.
- Met workload requirements; usually met deadlines. Demonstrated acceptable planning skills. Resources were typically utilized effectively and changes in priorities were usually accommodated.
- Exceeded requirements for output; frequently met deadlines. Demonstrated effective planning skills that allowed for effective use of resources and changes in priorities.
- Greatly exceeded workload requirements; always was on time or ahead of schedule. Demonstrated exceptional planning skills that consistently allowed for changes in priorities and effective use of resources.

Cite examples to support rating:

Judgment: Anticipated and identified problems; proposed and evaluated alternative solutions; was open to new or different solutions. Employee demonstrated maturity in taking or recommending appropriate actions and in determining which problems to handle independently and which to refer to supervisor personnel; followed up on requests for information and assistance. Consider employee's ability to make sound decisions and set priorities.

- Poor judgment.
- Was uncertain of own judgment; routinely deferred to others.
- Generally used good judgment.
- Demonstrated the ability to apply careful reasoning to recommendations/decision making.
- Reasoning was logical, clear and concise; came to sound recommendations or conclusions quickly in support of office operations.

Cite examples to support rating:

Initiative and Adaptability: The amount of direction needed to accomplish job responsibilities and tasks. The degree beyond the basic requirements the employee sought to achieve and level to which employee anticipated the needs of the department and personnel. Displayed a proactive approach to addressing change and adapts to a variety of assignments. Demonstrated a willingness to learn by suggesting, considering and applying new skills or methods in completing work assignments or projects. Employee responded appropriately/positively to feedback and suggestions for work improvement.

- Needed constant supervision to start and complete tasks with no anticipation of needs. Unable to accept change and adapt to change. Did not accept constructive feedback or suggestions for work improvement.
- Needed excessive guidance to finish tasks and minimal anticipation of needs. Had difficulty adapting to change and accepting feedback. Defensively questioned constructive feedback and suggestions for work improvement.
- Demonstrated acceptable initiative; proceeded alone in performance of routine duties and assignments with expected anticipation of needs. Accepted suggestions, change, constructive feedback and suggestions for work improvement.
- Completed work on own initiative; resourceful and above average anticipation of needs. Willingly supported suggestions and change. Considered merit of constructive feedback and suggestions for work improvement.
- A self-starter in all respects; constantly sought new techniques and methods to improve efficiency and had exceptional anticipation of needs. Enthusiastically accepted suggestions and change and proactively considered suggestions to accommodate changing office needs. Responded very positively to constructive feedback and suggestions for improvement.

Cite examples to support rating:

Attendance, Availability and Dependability: Employee assumed responsibility for regular and punctual attendance. Individual was at work area when scheduled and remains for duration of required hours in order to be available to perform responsibilities. Delivered on commitments made; acted in the best interest of the department served and the University.

- Undependable; absent or unavailable.
- Poor attendance, frequently absent or unavailable without proper notice.
- Acceptable attendance and availability.
- Dependable; sensitive to institution's need for availability.
- Excellent attendance and availability record.

Cite examples to support rating:

Interpersonal & Communication Skills: Organized and expressed ideas and information clearly, using appropriate and efficient methods of conveying the information. Contributed to a suitable communication environment by valuing the ideas and contributions of others. Demonstrated respect for all individuals regardless of their background or culture. Consider if employee established and maintained effective working relationships with people at all levels (supervisor, co-workers, students, external constituents, etc.) and exhibited a courteous and accommodating image.

- Was uncooperative with others and unable to work with others. Was tactless and discourteous. Aggressive approach frequently resulted in confrontations.
- Tended to be uncooperative. Needed to improve tact; aggressive approach occasionally resulted in miscommunication; reluctantly helpful.
- Cooperated with others; willing to compromise. Was generally tactful and courteous; usually was able to communicate satisfactorily; willing to be helpful.
- Readily cooperated; promoted teamwork. Consistently courteous and tactful; able to communicate effectively; strove to be helpful.
- Very willing to cooperate with others; inspired positive work relations. Exceptionally tactful and courteous; had excellent communication skills; went out of way to be helpful.

Cite examples to support rating:

Integrity: Exhibited strong work ethic, honesty and integrity in all aspects of the position. Employee was sensitive to confidentiality. Employee complied with all department and University policies, procedures and standards of conduct. Employee adhered to required federal and state employment regulations. Level of character and professional attitude maintained.

- Unethical, insensitive to confidentiality and did not comply with policies, procedures, standards of conduct and/or federal and state regulations.
- Occasionally engaged in questionable behavior and at times was insensitive to confidentiality. Employee complied with policies, procedures, standards of conduct and/or federal and state regulations most of the time.
- Was ethical and sensitive to confidentiality. Complied with policies, procedures, standards of conduct and/or federal and state regulations.
- Took extra measures to maintain ethical behavior and ensure confidentiality. Always complied with policies, procedures, standards of conduct and/or federal and state regulations.
- Exceptional work ethic, integrity and sensitivity to confidentiality. Strove to determine if there would be any potential way to breach confidentiality of information. Took extra care not to violate policies, procedures, standards of conduct and/or federal and state regulations. Served as a role model.

Cite examples to support rating:

Would you re-employ? _____ Yes _____ No. If no, please explain _____

Could this individual work somewhere else on campus? _____ Yes _____ No. If no, please explain _____

Would you give this individual a recommendation? _____ Yes _____ No. If no, please explain _____

Other remarks _____

Supervisor Signature

Date