



**COLORADO STATE UNIVERSITY  
EXTENSION**

Name		Position/Title	
Supervisor		Date Review Conducted	Review Period
County (if applicable)		Region	

## Table of Contents

- Section I: Instructions
- Section II: Narrative
- Section III: Skills for Success—Appraisal and Development
- Section IV: Evidence of Excellence and Innovation
- Section V: Overall Performance Rating
- Section VI: Upcoming Year

Colorado State University Extension has skilled and highly trained professionals (agents, specialists, and others) helping Colorado’s citizens, businesses, and communities apply unbiased, research-based knowledge. Extension’s Performance Appraisal Process is designed to recognize and support performance and leadership. It is designed to accommodate the unique and diverse position responsibilities with Extension. This process incorporates not only this document and its contents but also interactions, observations, reports, information, and inputs over the course of the performance year.

Using all information available, the supervisor will evaluate and assign a rating for the employee’s overall performance. Overall performance ratings are defined as:

**Consistently Surpasses Expectations:** Performance significantly and consistently exceeds expectations for the position and is recognized as making exceptional, innovative, or unique contributions to Extension. This individual not only performs their job duties but finds better ways to perform. Skills for success are well established, yet this person reflects on performance and seeks out ways to improve. This person is sought out to train others or uses their skills for success in support of organizational activities. This person provides leadership for or takes on large/complicated tasks for their county, PRU, or Extension. Creates new or innovative programming that is adopted by others or showcased at national meetings. CPRS reporting is accurate, complete, and provides a holistic look at effort, audiences, diversity, programming done, and outcomes accomplished. Narratives are complete and high-enough quality to be directly used in regional or statewide reports/CSUE advertising. Consistently implements policy and procedures, and makes recommendations for improvement or streamlining. Programming and leadership are cited as significantly contributing to local, regional or Extension goal attainment or process completion. Individual provides service to CSUE by leading or significantly contributing to searches, organizational committees, and projects. Partnerships are well-established, recognized, and equitable. If applicable to position, Volunteer program reflects community demographics and interests, and provides volunteers with a positive organizational environment; impact assessments document the value of volunteers and are shared with stakeholders. Volunteers lead programs and activities. This individual is a go to person within Extension because of their contribution to Extension success and their experience. Individual is actively working within their county or Extension to promote diversity, and tries new approaches to reach parity or work with underserved communities.

**Frequently Exceeds Expectations:** Individual not only fulfills, but exceeds expectations in most of the duties listed in their job description. Skills for success are well-established. The individual shares/uses their skills with mentees, other staff and outside groups. Follow through on goals and expectations is excellent. Person takes responsibility for specific activities, programs or efforts of their selected PRU(s). Programming is engaging and requested beyond the county/area due to effectiveness. CPRS reporting is thorough and accurate and includes descriptive narratives for most programs to help tell a complete story of programming. Policies and procedures are consistently implemented. Programming and performance is recognized by Extension and stakeholders as contributing to achievement of local, regional, and state goals. Partnerships are sought out or grown to support new opportunities. If applicable to position, volunteer programs are more diverse, and program value and impact are shared with stakeholders. Volunteer leadership is supported and developed. Individual provides service to Extension by serving on search committees, organizational committees, and projects making a significant contribution to the overall direction and achievement of Extension goals. Individual is aware of county demographics, and is working towards meeting parity and promoting an inclusive environment.

**Fully Achieves Expectations:** Individual successfully fulfills duties of the position as described in their job description. Skills for success are regularly applied. Individual consistently meets goals and follows through on expectations. Person belongs to and contributes to selected PRU(s). Programming is planned, implemented and evaluated; program outputs and outcomes are accurate and captured in CPRS, and narratives provide an insight into programming. CSUE and county policies and procedures are followed and resources are utilized. Programming and performance contributes to the goals of Extension and addresses local stakeholders' interests and needs. Works well with partners. If appropriate to position, delegates appropriate responsibilities and provides supervision, recognition, and educational opportunities to volunteers. Communicates value/benefits of volunteers to stakeholders. The individual participates in organizational meetings activities, such as Forum, regional meetings, and subject-area meetings. Individual demonstrates professional commitment to diversity and inclusion.

**Needs Improvement:** Performance below the minimum acceptable expectations for the position. There is expectation of improvement within a reasonable time frame.

**Fails to Achieve Expectations:** Does not fulfill position expectations.

## Section I: Instructions

The performance appraisal document encompasses the employee's work during the prior calendar year. The appraisal is intended to focus on those aspects of the employee's performance done well and areas for improvement. Employees should complete all sections in teal; supervisors will complete sections in light green. 'Employee Comment' boxes have been added in several locations and enlarged to accommodate more information. Comment boxes are limited to the space shown. You are working within a fixed space with character limits; comment boxes will not expand. You may have to be selective when sharing information in order to accommodate the space provided.

## Section II: Narrative

In this section, the employee is given the opportunity to frame their evaluation year to help their supervisor better understand their accomplishments and barriers, and the innovation that has been exhibited by the employee in the previous year's work.

The employee must also address their goals of the past year, citing growth, achievements, challenges, and impacts of their work toward their goals. If there were specific plans for improvement outlined in the prior year, please address progress or improvements made.

## Section III: Skills for Success—Appraisal and Development

This section is divided into three areas: Individual Skills, Programming Skills, and Administrative Skills. Employees should review each checklist in the 'Skills for Success' section, evaluate their performance, and select an 'Employee Rating' for each checklist category. All employees should complete the 'Individual Skills' and 'Program Skills' areas. Those with

administrative responsibilities should also complete the 'Administrative Skills' section. If you have administrative responsibilities, but are not a county or area director, complete the areas you feel are relevant to your position.

*Important: Be as objective and honest with yourself as possible.* This evaluation is a process for measuring growth and can indicate that you are working toward greater accomplishments. The rating of 'Meets Expectations' means that you have successfully accomplished the skills defined in your job description. Supervisors will also provide a rating for each category in the three areas.

## **Section IV: Evidence of Excellence and Innovation**

In this section, the employee can provide additional documentation so that their supervisor can better evaluate their performance. Comment boxes are provided to document evidence of excellence and innovation. If your input exceeds the space provided, additional documents may be attached. Please specify, in the comment box, that you are attaching additional documentation. CPRS reporting allows you to attach a document showing your reporting results and narratives submitted.

## **Section V: Overall Performance Rating**

The supervisor will review the information provided in this document and other resources, and will designate a rating for the employee's overall performance. This rating is inclusive of the employee's performance regarding goals, expectations, programming, community and organizational engagement, outcomes and skills as documented. Once the supervisor has assigned an overall performance rating, the employee has the opportunity to review the rating and sign off or provide additional information and request the rating be further reviewed as described in the CSUE Performance Appraisal System Guidelines at <http://extension.colostate.edu/docs/staffres/pas.pdf> additional information.

## **Section VI: Upcoming Year**

In the first box of this section, the supervisor will summarize any required areas of improvement (from Sections II – V of the document) in the 'Plan for Improvement' comment box.

The employee should propose three SMART (specific, measurable, achievable, realistic, timely) programming goals to achieve in the upcoming program year. The employee can include goals that span several years; goals should be an indication to the supervisor what the employee's priorities are for the upcoming year. The employee and supervisor need to agree on the goals.

Employees should identify specific trainings (professional development), then update their long and short term professional development goals and projects or educational activities planned for the upcoming year in the 'Professional Development Plans the Upcoming Year' comment box.

Following the review process, the supervisor and employee should note any changes recommended for the current job description in the comment boxes. It is the employee's responsibility to make the changes and submit the revised job description form to their supervisor for approval.

# Section II: Narrative

Provide an overall description of your year, and professional accomplishments and barriers; describe how you implemented innovative strategies and approaches to your work.

## Year in Review

Employee Comments

**Goals** (Evaluate the goals that were identified in the previous year's performance appraisal document.)

Previous Year's Goals	Results Achieved	Contributing Factors

**Goals** (Supervisor will provide feedback on goals.)

Supervisor Comments

**Plans for Improvement** (Supervisor will evaluate any items for improvement identified from previous year evaluation.)

**Supervisor Comments**

# Section III: Skills for Success—Appraisal and Development

The following key skills are essential for all staff in achieving success in their positions. Depending upon position requirements, other job specific skills may be required of a staff member. The extent to which the staff member demonstrates these skills or needs to strengthen them should be reviewed as part of the performance dialogue, staff development, and/or performance improvement discussions.

The ‘Year in Review’ comment box in the ‘Narrative’ section is your opportunity to discuss and thoroughly explain your performance year. Your comments, regarding the Skills for Success, are limited to the size of the comment box provided.

**Instructions:** Select and comment on the performance level demonstrated during the review period for the following skill areas:

Skills for Success	Meets Expectations	Fails to Meet Expectations	Meets Expectations	Fails to Meet Expectations
	Employee Rating		Supervisor Rating	
<b>I n d i v i d u a l   S k i l l s</b>				
<b>Inclusiveness</b>	.	.	.	.
<ul style="list-style-type: none"> <li>○ Shows respect for different backgrounds, lifestyles, viewpoints, and needs including but not limited to ethnicity, gender, creed, and sexual orientation.</li> <li>○ Promotes cooperation and welcoming environment for all.</li> <li>○ Considers others.</li> </ul>	Employee Comments		Supervisor Comments	
<b>Adaptability</b>	.	.	.	.
<ul style="list-style-type: none"> <li>○ Is flexible, open, and receptive to new ideas and approaches.</li> <li>○ Handles multiple tasks and priorities.</li> </ul>	Employee Comments		Supervisor Comments	
<b>Professional &amp; Self Development</b>	.	.	.	.
<ul style="list-style-type: none"> <li>○ Seeks opportunity for continuous learning.</li> <li>○ Seeks and acts upon performance feedback.</li> <li>○ Current in policy trainings and development, as required by CSU.</li> <li>○ Minimum 50 hours completed.</li> </ul>	Employee Comments		Supervisor Comments	

Skills for Success	Meets Expectations	Fails to Meet Expectations	Meets Expectations	Fails to Meet Expectations
	Employee Rating		Supervisor Rating	
<b>Communication</b>	.	.	.	.
<ul style="list-style-type: none"> <li>o Demonstrates the ability to express thoughts clearly, both orally and in writing.</li> <li>o Demonstrates effective listening skills.</li> <li>o Communicates decisions to others in a timely manner.</li> <li>o Demonstrated ability to bring people together, facilitate discussion, and negotiate outcomes.</li> <li>o Shares information appropriately.</li> </ul>	Employee Comments		Supervisor Comments	
<b>Teamwork (Internal &amp; External)</b>	.	.	.	.
<ul style="list-style-type: none"> <li>o Builds working relationships to solve problems and reach common goals.</li> <li>o Offers assistance, support, and feedback to others.</li> <li>o Actively engages in PRU work teams.</li> <li>o Actively engages in community and local events.</li> <li>o Engages other professionals in team environments to address local, regional, and/or state level needs.</li> </ul>	Employee Comments		Supervisor Comments	
<b>Service Minded</b>	.	.	.	.
<ul style="list-style-type: none"> <li>o Is approachable and accessible to others.</li> <li>o Reaches out to be helpful in a timely manner.</li> <li>o Service to profession, organization, or community.</li> </ul>	Employee Comments		Supervisor Comments	



Skills for Success	Meets Expectations	Fails to Meet Expectations	Meets Expectations	Fails to Meet Expectations
	Employee Rating		Supervisor Rating	
<b>Initiative</b>	.	.	.	.
<ul style="list-style-type: none"> <li>○ Shows initiative, anticipates needs, and takes action.</li> <li>○ Follows through on commitments.</li> <li>○ Demonstrates creativity in work.</li> <li>○ Is willing to assess and take risks.</li> <li>○ Looks forward to proactively develop capacity.</li> </ul>	Employee Comments		Supervisor Comments	
<b>Civility</b>	.	.	.	.
<ul style="list-style-type: none"> <li>○ Empowers peers by offering support and motivation.</li> <li>○ Is a positive influence on those around them.</li> <li>○ Does not bully, verbally degrade, or speak negatively of their peers.</li> </ul>	Employee Comments		Supervisor Comments	
<b>Problem Solving</b>	.	.	.	.
<ul style="list-style-type: none"> <li>○ Uses effective skills to solve issues that arise.</li> <li>○ Uses proper channels to seek feedback, support, and guidance for problems.</li> <li>○ Develops and uses a procedure to resolve and manage conflict appropriately while complying with all university and county policies.</li> <li>○ Employs group facilitation skills.</li> </ul>	Employee Comments		Supervisor Comments	
<b>Professionalism</b>	.	.	.	.
<ul style="list-style-type: none"> <li>○ Always speaks in a professional manner.</li> <li>○ Accepts and demonstrates leadership as appropriate.</li> <li>○ Positively represents and markets CSU, CSUE, the county and programming according to organizational policies.</li> <li>○ Adheres to CSU, CSUE, and county administrative policies.</li> <li>○ Effectively works with co-workers, volunteers, and stakeholders in a timely manner.</li> </ul>	Employee Comments		Supervisor Comments	

Skills for Success		Meets Expectations	Fails to Meet Expectations	Meets Expectations	Fails to Meet Expectations
		Employee Rating		Supervisor Rating	
<b>P r o g r a m   S k i l l s</b>					
<b>Volunteer Management</b>	N/A	.	.	.	.
<ul style="list-style-type: none"> <li>o Recruits, screens, orient, rewards, and retains volunteers or advisory groups, as appropriate.</li> <li>o Seeks input and feedback from volunteers.</li> <li>o Effectively uses conflict management to solve problems that arise.</li> <li>o Offers training to help improve the skills and build capacity of volunteers.</li> <li>o Empowers volunteers to lead or manage programs.</li> </ul>		Employee Comments		Supervisor Comments	
<b>Program Planning</b>		.	.	.	.
<ul style="list-style-type: none"> <li>o Demonstrates the current knowledge and professional and technical skills required to perform their job.</li> <li>o Understands and applies the position goals, responsibilities, and expectations.</li> <li>o Demonstrates vision for program.</li> <li>o Plan(s) to invest completed by the specified due date.</li> <li>o Conducts appropriate needs assessment to support and build programming efforts.</li> <li>o Program priorities align with community needs, county vision and goals.</li> <li>o Markets program appropriately.</li> </ul>		Employee Comments		Supervisor Comments	
<b>Program Development &amp; Delivery</b>		.	.	.	.
<ul style="list-style-type: none"> <li>o Researches, coordinates, and facilitates programs effectively.</li> <li>o Shows creativity and flexibility to design and use effective teaching methods including instructional technology.</li> <li>o Adapts teaching methods to audience needs and learning styles.</li> <li>o Delivers clear and effective public presentations.</li> <li>o Uses cost recovery and resource development as appropriate.</li> </ul>		Employee Comments		Supervisor Comments	

Skills for Success	Meets Expectations	Fails to Meet Expectations	Meets Expectations	Fails to Meet Expectations
	Employee Rating		Supervisor Rating	
<b>Evaluation, Outcomes, &amp; Reporting</b>	.	.	.	.
<ul style="list-style-type: none"> <li>o Demonstrates use of appropriate tools for assessment/evaluation of program impacts.</li> <li>o Reports regularly in CPRS.</li> <li>o Completes at least one narrative in CPRS.</li> <li>o Completes formal evaluations of two separate programs and reports against CPRS indicators.</li> <li>o Informs stakeholders of outcomes and public value of programming efforts.</li> </ul>	Employee Comments		Supervisor Comments	
<b>A d m i n i s t r a t i v e S k i l l s</b>				
(If you have supervisory or administrative responsibilities, Mark the check box of administrative skill you perform.)				
<b>Staff Supervision</b>	N/A		.	.
<ul style="list-style-type: none"> <li>o Vacancies reviewed and filled appropriately. New staff oriented to office, community, and position.</li> <li>o Regular check-ins with staff individually (minimum of 1 in addition to annual performance appraisal) and at staff meetings.</li> <li>o Staff members observed in action. Staff evaluations conducted in timely fashion.</li> <li>o Is aware of affirmative action requirements and works with staff to implement.</li> <li>o Job descriptions reviewed and updated as appropriate. Professional development plans complete and on file for each staffer.</li> <li>o Follows CSU, CSUE, and county guidelines.</li> <li>o Establishes expectations for civility within the office. County/area office provides a clean, safe, and welcoming environment for employees and external customers.</li> <li>o Recognizes issues; seeks assistance as appropriate. Informs chain of command as appropriate regarding supervisory/staff issues.</li> <li>o Demonstrates emotional intelligence.</li> <li>o Coaches staff to use common workplace skills (organization, time management, communication, boundaries).</li> </ul>	Employee Comments		Supervisor Comments	

Skills for Success		Meets Expectations	Fails to Meet Expectations	Meets Expectations	Fails to Meet Expectations
		Employee Rating		Supervisor Rating	
<b>Leadership</b>	N/A	.	.	.	.
<ul style="list-style-type: none"> <li>o Has a functioning advisory committee that meets regularly and is representative of the broad diversity of the community.</li> <li>o Reports regularly to county commissioners or city council.</li> <li>o Works with local city/county government officials to help them understand the role of Extension locally.</li> <li>o Has relationships with other department heads and maintains current relationships with local organizations.</li> <li>o Recognizes need for balanced relationship between CSUE and county, and works to positively impact the relationship.</li> <li>o All areas of CSUE (including electronic delivery methods) were promoted and CSUE was portrayed in a manner consistent with the vision and values of the organization.</li> </ul>		Employee Comments		Supervisor Comments	
<b>Budget</b>	N/A	.	.	.	.
<ul style="list-style-type: none"> <li>o Develops local office budgets. Manages budget and stays within budget guidelines.</li> <li>o Manages accounts in accordance with CSU, CSUE, and county policies and procedures.</li> <li>o Annual CSUE budget forms completed and submitted on time.</li> <li>o Budget is aligned with current priorities in the county. Regional director made aware of any budget concerns in a timely manner.</li> <li>o Non-appropriated accounts and balances handled appropriately.</li> <li>o Garners additional resources through such vehicles as appropriate cost recovery, grants, contracts, fund raisers, county funded positions, program supplies, cost share contributions, in-kind and/or sponsorships in support of programs.</li> </ul>		Employee Comments		Supervisor Comments	

## Section IV: Evidence of Excellence and Innovation

Provide additional documentation/information to describe your performance. Comment boxes are provided to document evidence of excellence and innovation. If your input exceeds the space provided, additional documents may be attached. Please reference that you've provided attachments in the comment box. Your supervisor will access and evaluate information and reporting in CPRS, and review with you directly.

### **Innovative and Significant Program Accomplishments** (Attach additional pages if needed.)

Employee Comments

### **Awards/Publications/Association and Organizational Participation and Service** (Attach additional pages if needed.)

Employee Comments

### **Other Activities and Accomplishments** (Attach additional pages if needed.)

Employee Comments

**Impact on the Community You Serve** [Describe any significant impacts you made in your community (program, county, region, state, national...) this year.]

Employee Comments

# Section V: Overall Performance Rating

**Supervisor Rating** The supervisor should provide comments summarizing the employee’s overall performance. The summary should include a recap of the individual’s strengths, areas for development, and areas needed for improvement. The summary should support the overall initial performance rating given the employee.

Consistently  
Surpasses  
Expectations

Frequently  
Exceeds  
Expectations

Fully  
Achieves  
Expectations

Needs  
Improvement

Fails to  
Achieve  
Expectations

**Supervisor Comments**

**Employee Comments (optional)**

**Signatures** By signing this Performance Appraisal Summary, the employee is acknowledging that the review occurred. S/he is not necessarily agreeing to the supervisor’s views or the initial performance rating. The employee may appeal this review through the appropriate channels.

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor

\_\_\_\_\_  
Date

# Section VI: Upcoming Year

Plan for Improvement (As needed; summarized from Sections II – V.)

## Supervisor Comments

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## Program Goals for the Upcoming Year

### Goal 1

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### Goal 2

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### Goal 3

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Professional Development Plan

Progress Toward Professional Development Goals from the Last Year

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Professional Development Plan for Upcoming Year

Long Term Goals (2-5 Years)	Short Term Goals (This Year)	Professional Development (Activities Planned for This Year)

**Job Description** Note any changes recommended for the current job description in the comment boxes below. Supervisor and employee should discuss and agree upon the job description changes to be made annually.

Employee Comments	Supervisor Comments