

APPRAISAL PERIOD: _____ to _____ DATE:

NAME: _____ DEPT:

TITLE: _____

HIRE DATE: _____ DATE STARTED IN
POSITION: _____

INSTRUCTIONS

In completing this appraisal, the following sequence should be followed:

1. Review the attached Job Description. Notify Human Resources of any changes/additions to the Job Description.
2. Complete page one and two by circling the appropriate numerical value
3. To determine the overall performance ranking (simple average) on page three: add the numerical values together and divide by eight. **Note:** If the employee has supervisory responsibilities, then the complete the supervisory section as well. The divisor will then be eleven.
4. Obtain the signature of your manager (Secondary Reviewer).
5. Complete the **Employee Action Record** if appropriate for salary change recommendations or job title changes.
6. Submit the Performance Review & Employee Action Record to Human Resources for approval signatures.
7. Upon receipt of approval signatures, the appraisal will be returned for discussion with the employee. The current Job Description will also be included. Have the **employee sign and date** the Job Description.
8. Once you discuss the appraisal with the employee and obtain their signature, return the Performance Appraisal to Human Resources for permanent filing.

JOB KNOWLEDGE

Knowledge of products, policies and procedures; OR
knowledge of techniques, skills, equipment, procedures, and
materials.

_____	Expert in job, has thorough grasp of all phases of	9
_____	job.	8-7

	Very well informed, seldom requires assistance and instruction.	6-5-4
	Satisfactory job knowledge, understands and performs most phases of job well, occasionally requires assistance or instruction.	3-2
	Limited knowledge of job, further training required, frequently requires assistance or instruction.	1
	Lacks knowledge to perform job properly.	

QUALITY OF WORK

Freedom from errors and mistakes. Accuracy, quality of work in general.

	Highest quality possible, final job virtually perfect.	9 8-7
	Quality above average with very few errors and mistakes.	6-5-4
	Quality very satisfactory, usually produces error free work.	3-2
	Room for improvement, frequent errors, work requires checking & re-doing.	1
	Excessive errors and mistakes, very poor quality.	

QUANTITY OF WORK

Work output of the employee.

	High volume producer, always does more than is expected or required.	9
	Produces more than most, above average.	8-7
	Handles a satisfactory volume of work, occasionally does more than is required.	6-5-4
	Barely acceptable, low output, below average.	
	Extremely low output, not acceptable.	3-2 1

RELIABILITY

The extent to which the employee can be depended upon to be available for work, do it properly, and complete it on time. The degree to which the employee is reliable, trustworthy, and persistent.

	Highly persistent, always gets the job done on time.	9 8-7
	Very reliable, above average, usually persists in	

	spite of difficulties.	6-5-
	Usually gets the job done on time, works well under pressure.	4
	Sometimes unreliable, will avoid responsibility, satisfied to do the bare minimum.	3-2
	Usually unreliable, does not accept responsibility, gives up easily.	1

INITIATIVE AND CREATIVITY

The ability to plan work and to go ahead with a task without being told every detail, and the ability to make constructive suggestions.

	Displays unusual drive and perseverance, anticipates needed actions, frequently suggests better ways of doing things.	9
	A self starter, proceeds on own with little or no direction, progressive, makes some suggestions for improvement.	8-7
	Very good performance, shows initiative in completing tasks.	6-5-4
	Does not proceed on own, waits for direction, routine worker.	3-2
	Lacks initiative, less than satisfactory performance.	1

JUDGEMENT

The extent to which the employee makes decisions which are sound. Ability to base decisions on fact rather than emotion.

	Uses exceptionally good judgement when analyzing facts and solving problems.	9
	Above average judgement, thinking is very mature and sound.	8-7
	Handles most situations very well and makes sound decisions under normal circumstances.	6-5-4
	Uses questionable judgement at times, room for improvement.	3-2
	Uses poor judgement when dealing with people and situations.	1

COOPERATION

Willingness to work harmoniously with others in getting a

job done. Readiness to respond positively to instructions and procedures.

	Extremely cooperative, stimulates teamwork and good attitude in others.	9
	Goes out of the way to cooperate and get along.	8-7
	Cooperative, gets along well with others.	6-5-
	Indifferent, makes little effort to cooperate or is disruptive to the overall group or department.	4
	Negative and hard to get along with.	3-2
		1

ATTENDANCE

Faithfulness in coming to work daily and conforming to scheduled work hours.

	Always regular and prompt, perfect attendance , absent only in rare emergency.	9
	Very prompt and regular in attendance, above average, pre-planned absences.	8-7
	Usually present and on time, normally pre-planned absences.	6-5-4
	Lax in attendance and/or reporting on time, improvement needed to meet required standards.	3-2
	Often absent without sufficient reason and/or frequently reports to work late or leaves early.	1

COMPLETE THIS SECTION FOR SUPERVISORY PERSONNEL ONLY

PLANNING AND ORGANIZING

The ability to analyze work, set goals, develop plans of action, utilize time. Consider amount of supervision required and extent to which you can trust employee to carry out assignments conscientiously.

	Exceptionally good planning and organizing skills. Conscientious.	9
	Above average planning and organizing. Usually carries out assignments conscientiously.	8-7
	Average planning and organizing. Occasionally requires assistance.	6-5-4
	Room for improvement. Frequently requires	

	assistance.	3-2
	Unacceptable planning and organizing skills.	1

DIRECTING AND CONTROLLING

The ability to create a motivating climate, achieve teamwork, train and develop, measure work in progress, take corrective action.

	Exceptional leader, others look up to this employee.	9
		8-7
	Above average. Usually, but not always motivational.	6-5-4
	Average. Sometimes needs to be reminded of leadership role.	3-2
	Needs to improve motivational and teamwork skills.	1
	Unacceptable directing and controlling skills.	

DECISION MAKING

The ability to make decisions and the quality and timeliness of those decisions.

	Exceptional decision making abilities. Decisions are made in a timely manner.	9
	Above average decision making abilities. Usually makes sound and timely decisions.	8-7
	Average. Sometimes requires assistance in making decisions.	6-5-4
	Needs to improve decision making and/or timeliness of decisions.	3-2
	Unacceptable decisions and/or timeliness.	1

PERFORMANCE LEVELS

DISTINGUISHED (9)

Truly outstanding performance that results in extraordinary and exceptional accomplishments with significant contributions to objectives of the department, division, group or company.

COMMENDABLE (8-7)

Consistently generates results above those expected of the position. Contributes in a superior manner to innovations both technical and functional.

FULLY SATISFACTORY (6-5-4)

Good performance with incumbent fulfilling all position requirements and may on occasion generate results above those expected of the position.

NEEDS IMPROVEMENT (3-2)

Performance leaves room for improvement. This performance level may be

the result of new or inexperienced incumbent on the job or an incumbent not responding favorably to instruction.

MARGINAL (1)

Lowest performance level which is clearly less than acceptable, and which is obviously well below minimum position requirements. Situation requires immediate review and action. Possible separation or reassignment is in order without significant and immediate performance improvement.

MANAGERIAL COMMENTS

Noteworthy strong areas of present performance:

Areas requiring improvement in job performance:

What has the employee done to improve performance from the previous review?:

Developmental Plans:

To what extent have previous plans been carried out?

Overall Performance Rating (cumulative): _____

Divided by 8 (or 11): _____

Circle one category below:

1 2-3 4-5-6 7-8 9
Marginal Needs Fully Commendable Distinguished
Improvement Satisfactory

* Manager must submit to the Department Head and Human Resources, prior to the performance discussion with the employee, a detailed plan to address "marginal/needs improvement" performers.

EMPLOYEE COMMENTS:

SIGNATURES: Signatures acknowledge that this form was discussed and reviewed.

Prepared by:

Approved by:

Employee

Supervisor

Next Mgmt. Level

Date: _____

Date: _____

Date: _____

