

Name _____ Social Security # _____

Department _____ Job Title _____

Evaluation Period _____ Evaluator _____

If used for disciplinary purpose, indicate level of discipline: _____

I. PERFORMANCE RATING SCALE

Each employee is to be appraised on each of the following performance factors using the following ratings:

5 pts – Consistently Exceeds Expectations Employee displays at all time, without exception, a consistently high level of factor related skills, abilities, initiative, and productivity. All assignments/responsibilities are completed beyond the level of expectation. Initiative and self-direction are characteristic.

(5pts)

4 pts – Often Exceeds Expectations Employee displays a high level of factor related skills, abilities, initiative, and productivity, exceeding requirements in some areas, but not consistently or not without exception.

(4pts)

3 pts – Meets Expectations Employee displays and maintains an effective and consistent level of performance of the job factor under review. Work output regularly achieves desired or required outcomes or expectations.

Problems or errors are reported and corrected quickly. (3pts)

2 pts – Some Improvement Needed Employee at this level displays inconsistency in the performance of the job factor under review and output frequently falls below acceptable levels.

Tasks may be significantly late at times or incomplete, with serious or potentially serious consequences. (2pts)

1 pt – Major Improvement Needed Work output is consistently low, regularly fails to meet required outcomes, and error rate is high requiring repetition of duty or completion by others.

The employee may require constant supervision, and show an indifference to job responsibilities. (1 pt)

II. PERFORMANCE FACTORS

5 4 3 2 1 **QUALITY OF WORK:** Work quality refers to effort that consistently achieves desired outcomes with a minimum of avoidable errors and problems. Does the employee's work meet the requirements, expectations, or desired outcomes? How accurate and complete is the work? Is it completed in a timely manner? Is the work done in an efficient and effective method? Examples or reasons for giving this rating are:

5 4 3 2 1 **PRODUCTIVITY:** Consider how the person uses available working time, plans and prioritizes work, sets and accomplishes goals, uses available resources, and completes assignments on schedule. Are the expected results achieved in a timely and a safe manner? Is there a need to have work redone due to inaccurate or unacceptable work? Does the employee seek out additional tasks and projects to complete, or help other to complete their tasks and projects? Examples or reasons for giving this rating are:

- 5 4 3 2 1 **KNOWLEDGE OF THE JOB:** Does the employee exhibit job-relevant knowledge and skill needed to perform the duties and requirements of the position? Does the employee exhibit knowledge of the methods, practices and equipment needed to do the job? Consider knowledge gained through experience, education, and specialized training. Does the employee seek to maintain current knowledge of changes in policies and procedures? Does the employee keep abreast of new developments and major issues in the field? Employee may at times be consulted by others for guidance. Examples or reasons for giving this rating are:
- 5 4 3 2 1 **ADAPTABILITY:** How does this employee adjust to changes? Does this employee initiate or recommend beneficial changes in work procedures? Does this employee readily accept new assignments or temporary assignments outside the regular responsibilities? Consider willingness to learn quickly, to adapt to changes in job assignments, methods, personnel, or surroundings. Examples or reasons for giving this rating are:
- 5 4 3 2 1 **DEPENDABILITY:** How reliable is the employee in performing work assignments and carrying out instructions? Consider the degree of supervision required and the willingness to take on responsibilities and to be accountable for them. Examples or reasons for giving this rating are:
- 5 4 3 2 1 **INITIATIVE and RESOURCEFULNESS:** Does the employee see things to be done and then take appropriate action without being so directed? Consider ability to contribute, develop and/or carry out new ideas or methods. Consider ability to be a self-starter, to offer suggestions, to anticipate needs and to seek additional tasks as time permits. Examples or reasons for giving this rating are:
- 5 4 3 2 1 **JUDGEMENT and POLICY COMPLIANCE:** Does employee evaluate situations and make sound decisions, and use reasoning to identify, solve, and prevent problems. Does the employee exhibit knowledge of the Institute's policies and procedures applicable to his/her assignment? Does the employee exhibit willingness to comply with all reasonable requirements. Examples or reasons for giving this rating are:
- 5 4 3 2 1 **INTERPERSONAL RELATIONS and CUSTOMER SERVICE:** Does the employee exhibit a good level of interpersonal skills and has a good working relationship with most of his/her peers, subordinates, supervisors, customers, and the general public? Consider respect and courtesy the employee shows to others, how the employee's behavior affects the work area, and the willingness of the employee to accept supervision. Does the employee exhibit appropriate supportive behavior toward the Institute and its customers? Is the employee unnecessarily involved in trivial disputes and misunderstandings? Does the employee exhibit willingness to work as a team member? Examples or reasons for giving this rating are:
- 5 4 3 2 1 **ATTENDANCE:** Does the employee report to work on a timely basis and stay on the job? Consider arrival times, observance of time limits for breaks and lunches. Consider patterns of sick leave use, seeking prior approval for vacation, and giving prompt notice to supervisor of absence due to illness or other acceptable reasons. Examples or reasons for giving this rating are:

5 4 3 2 1 **SAFETY AND SECURITY:** Does the employee work in a safe manner, preventing accidents and injuries. Does the employee report unsafe working conditions to the supervisor. Does the employee protect the security of computer information systems and the confidentiality of information available to or received by the employee or other employees. Examples or reasons for giving this rating are:

5 4 3 2 1 **OTHER PERFORMANCE FACTORS:** (Use separate sheet if necessary)

III. SUPERVISORY FACTORS: If the employee being evaluated is a supervisor, complete this section in addition to previous performance factors.

5 4 3 2 1 **LEADERSHIP ABILITY:** Is the supervisor able to get employees and co-workers to do willingly and well the duties needed to be accomplished? Consider ability to get the work done while being sensitive to the morale and satisfaction of those doing the work; the ability to function consistently and effectively in an objective and rational manner regardless of pressures. Examples or reasons for this rating are:

5 4 3 2 1 **APPRAISAL AND DEVELOPMENT OF PEOPLE:** Does supervisor demonstrate ability to select, train and provide opportunities for development of employees by recognizing and improving their abilities. Consider ability to exhibit fairness and impartiality with employees in assigning job duties and objectively appraising work performance. Examples or reasons for giving this rating are:

5 4 3 2 1 **PLANNING AND ORGANIZATION:** How effective is the supervisor in setting effective goals, planning ahead and establishing priorities? Consider ability to make the most effective use of time, facilities, material, equipment, employees skills and other resources. Examine ability to prepare and administer budget effectively. Examples or reasons for giving this rating are:

5 4 3 2 1 **COMMUNICATION SKILLS:** To what extent does supervisor demonstrate ability to communicate effectively in both oral and written expression with employees and his/her supervisor? Are issues confronted and resolved constructively? Consider ability to help employees with their work problems; ability to keep employees informed of decisions and plans for own office as well as policies and procedures of the Institute. Examples or reasons for giving this rating are:

5 4 3 2 1 **OTHER SUPERVISORY FACTORS:**

RATING SUMMARY: ** Applies only to Supervisors

PERFORMANCE (Points assigned for each factor)	Major Improvement Needed	Some Improvement Needed	Meets Expectations	Often Exceeds Expectations	Consistently Exceeds Expectations	Grand Total
Quality of Work						
Productivity						
Knowledge of Job						
Adaptability						
Dependability						
Initiative and Resourcefulness						
Judgment and Policy Compliance						
Relations w/ People & Customer Service						
Attendance and Punctuality						
Safety and Security						
**Leadership Ability						
**Appraisal and Development of People						
**Planning and Organization						
**Communication Skills						
Rating Totals						

IV SUMMARY: Rating Total _____

Click Update to populate the summary matrix

V PERFORMANCE GOALS

Employees should develop and suggest goals for the supervisor and employee to discuss. Both the supervisor and employee should agree on the goals. Goals may be work-related or developmental; the goal should be limited to a one year time frame. Enter the goals in order of importance. The following questions will assist the employee and supervisor:

- a. What specific tasks, projects, or activities need to be accomplished?
- b. What changes in work performance are required or desired?
- c. What training or work experience would be helpful or developmental?

Goal 1

Describe the goal:

How will the goal be evaluated?

Completion date:

Evaluation: (completed at next evaluation)

Goal 2

Describe the goal:

How will the goal be evaluated?

Completion date:

Evaluation: (completed at next evaluation)

Goal 3

Describe the goal:

How will the goal be evaluated?

Completion date:

Evaluation: (completed at next evaluation)

Goal 1 (Previous Year)

Describe the goal:

How will the goal be evaluated?

Completion date:

Evaluation: (completed at next evaluation)

Goal 2 (Previous Year)

Describe the goal:

How will the goal be evaluated?

Completion date:

Evaluation: (completed at next evaluation)

Goal 3 (Previous Year)

Describe the goal:

How will the goal be evaluated?

Completion date:

Evaluation: (completed at next evaluation)

VII. COMMENTS AND SIGNATURES

The employee and the supervisor may add any relevant comments before signing the performance evaluation. By signing the evaluation the employee indicates that he/she has participated in a performance appraisal meeting; the signature does not indicate agreement or disagreement. If there is disagreement with the supervisor's evaluation of an employee's performance, the employee should explain that disagreement in the comments section or attach a memo of rebuttal.

Employee Comments:

Signature: _____ Date: _____

Supervisor Comments:

Signature: _____ Date: _____

Reviewed by:

Signature: _____ Date: _____

Title: _____

(Signature of other reviewers as required by area Vice President)

Signature: _____ Date: _____

Title: _____

Signature: _____ Date: _____

Title: _____

Signature: _____ Date: _____

Title: _____