

EMPLOYEE PERFORMANCE APPRAISAL FORM

Name: _____ Date: _____

Job Title: _____ Department: _____

Type of Appraisal: Annual ☐ Probationary ☐ Self-Evaluation ☐

Appraisal Period: From: _____ To: _____

Instructions:

Please carefully review the employee's performance during the past appraisal period and select the description that best describes the employee's overall performance. Please provide supporting comments and examples for each performance area. This appraisal focuses on factors, which determine the quality of the overall performance, and indicates areas, which may require further training and professional development.

JOB KNOWLEDGE: The employee's understanding of his/her specific job responsibilities and general goals of the agency

_____ **Exceeds Expectations:** Demonstrates deep knowledge of the professional field and understands the most complex aspects of the job responsibilities.

_____ **Above Expectations:** Demonstrates solid working knowledge of the professional area and is capable of handling complex projects.

_____ **Meets Expectations:** Demonstrates sufficient knowledge of the professional area and performs job responsibilities well.

_____ **Improvement Needed:** Lacks knowledge in several basic elements of the job. Requires frequent instruction in areas of fundamental knowledge.

_____ **Unsatisfactory:** Performance is consistently below the expected level. Despite a reasonable period of orientation, and/or instruction, job knowledge remains at an unacceptably low level.

Comments or Performance Examples:

QUALITY OF WORK: The accuracy and thoroughness with which the employee performs tasks

_____ **Exceeds Expectations:** Consistently produces work that is of the highest quality and accuracy.

_____ **Above Expectations:** Almost always produces high quality, accurate work.

_____ **Meets Expectations:** Typically produces quality work with occasional errors.

_____ **Improvement Needed:** Attention needed to producing work that is more thorough and accurate.

_____ **Unsatisfactory:** Performance is consistently below the expected level. Disorganized and usually unprepared.

Comments or Performance Examples:

COMMUNICATION: Effectively conveys and receives ideas, information and directions; listens effectively; demonstrates good verbal and written communication. Shares appropriate information with coworkers and management.

_____ **Exceeds Expectations:** Excellent oral and written communication skills. An active listener who has a sound sense of when to share important information and with who to share it with.

_____ **Above Expectations:** Demonstrates above average oral and written communication skills.

_____ **Meets Expectations:** Demonstrates solid communication skills but may need occasional training to sharpen certain areas.

_____ **Improvement Needed:** Additional training to develop communication skills is recommended. Frequent communication break downs can cause confusion with coworkers and interfere with the employee's ability to complete assignments accurately.

_____ **Unsatisfactory:** Performance is consistently below the expected level. Communication skills are extremely poor.

Comments or Performance Examples:

PRODUCTIVITY / RELIABILITY: Maintains fair workload; takes on additional responsibilities as needed; manages priorities; develops and follow work procedures; completes assignments on time and with accuracy.

____ **Exceeds Expectations:** Reliability never in question. Work assignments always completed with the highest level of accuracy and ahead of deadline.

____ **Above Expectations:** Very reliable. Work always performed accurately and on time.

____ **Meets Expectations:** Reliable employee. Work assignments typically completed accurately and in a timely fashion.

____ **Improvement Needed:** Work deadlines frequently missed and assignments tend to have a high level of inaccuracies.

____ **Unsatisfactory:** Performance is consistently below the expected level. Resists assignments and requires constant direction.

Comments or Performance Examples:

DEPENDABILITY / INITIATIVE: Demonstrates independent action and resourcefulness on the job; Performs duties in an acceptable manner with minimal supervision.

____ **Exceeds Expectations:** Constantly exhibits independent action and resourcefulness. Exercises outstanding judgment on knowing when to seek guidance from supervisor. A highly motivated employee.

____ **Above Expectations:** Frequently exhibits independent action and resourcefulness. Exercises good judgment on knowing when to seek guidance from supervisor.

____ **Meets Expectations:** Dependable employee. Generally demonstrates independent action with minimal supervision.

____ **Improvement Needed:** More independent action is needed. Requires more than normal supervisory guidance in normal, job-related decisions.

____ **Unsatisfactory:** Performance is consistently below the expected level. Requires constant supervision at all times.

Comments or Performance Examples:

ATTENDANCE: Consistently is on time and ready to work at the start of shift and after breaks; requires no start-up time; always provides proper notification or advance notice for absence or tardiness.

____ **Exceeds Expectations:** Consistently is on time and always provides proper notification or advance notice for absence or tardiness. Never requires any start-up time.

____ **Above Expectations:** Occasionally early and usually prepared to work at prescribed time. Rarely absent.

____ **Meets Expectations:** Attendance record satisfactory. Generally on time. Works well without prodding.

____ **Improvement Needed:** Employee attendance record is unstable.

____ **Unsatisfactory:** Performance is consistently below the expected level. Seldom on time. Absent often.

Comments or Performance Examples:

RELATIONS WITH OTHERS: Consider employee's abilities to maintain a positive and harmonious attitude in the work environment.

____ **Exceeds Expectations:** Successfully works with others to achieve desired results. Always able to prevent, resolve conflicts. Is very open-minded and flexible. Very respectable towards co-workers.

____ **Above Expectations:** Always maintain a positive attitude in the work environment. Always willing to help.

____ **Meets Expectations:** Employee typically contributes to team projects and has a positive working relationship with co-workers.

____ **Improvement Needed:** Often disagreeable in cooperating with co-workers and fails to get along with others.

____ **Unsatisfactory:** Performance is consistently below the expected level. Uncooperative.

Comments or Performance Examples:

PROFESSIONALISM: Displays the behavior, demeanor and appearance generally associated with the assigned position.

_____ **Exceeds Expectations:** Consistently demonstrates a superior level of professional behavior, attitude and appearance. Has achieved certification(s) available for position. Maintains superior personal standards and strict confidentiality. Exercises self-control.

_____ **Above Expectations:** Consistently demonstrates a above-average level of professional behavior, demeanor and appearance. Actively pursues continuing education and learning opportunities. Maintains confidentiality.

_____ **Meets Expectations:** Consistently demonstrates good professional behavior, demeanor and appearance. Participates effectively in job skills training opportunities as offered by the agency. Maintains confidentiality.

_____ **Improvement Needed:** Needs to make a more serious effort to demonstrate professional behavior appropriate to the position.

_____ **Unsatisfactory:** Performance is consistently below the expected level.

Comments or Performance Examples:

Supervisory Ability (applicable only to designated supervisor positions)

DECISION MAKING ABILITY: Demonstrates sound, timely decision making practices.

- ___ **Exceeds Expectations:** Exhibits confident, outstanding decision making skills that take all important factors into consideration.
- ___ **Above Expectations:** Very good decision maker who makes the necessary decisions in a timely fashion. Resourceful.
- ___ **Meets Expectations:** Good decision maker. Tends to be logical in approach to problems. Reasonably alert to opportunities.
- ___ **Improvement Needed:** Has difficulty in obtaining or evaluating pertinent information and/or puts off making decisions considering facts at hand.
- ___ **Unsatisfactory:** Performance is consistently below the expected level. Often misunderstand or bungle directions. Untimely and inconsistent decision making practices are frequently exhibited.

Comments or Performance Examples:

LEADERSHIP: Motivates team with sound direction and leadership.

- ___ **Exceeds Expectations:** Acts as a positive mentor and coach to all direct reports and is concerned with departmental success as well as individual growth. Ties departmental goals to strategic mission.
- ___ **Above Expectations:** A very sound leader who promotes departmental initiative and strategic mission. Work with direct reports on a regular basis to ensure a productive work environment.
- ___ **Meets Expectations:** Provides necessary leadership to individuals and the department. Supports the progress of staff members and the mission of the Agency.
- ___ **Improvement Needed:** A stronger sense of responsibility for the direction of the department and a more focused attempt to contribute to or support the mission of the Agency would be beneficial.
- ___ **Unsatisfactory:** Performance is consistently below the expected level. Lacks adequate sensitivity to the needs of staff.

Comments or Performance Examples:

COORDINATION: Demonstrated ability to coordinate work program elements with appropriate staff members, outside agencies and other partners.

- ___ **Exceeds Expectations:** Always maintains a cooperative working relationship with the appropriate staff members, outside agencies and other partners. Always promotes a positive image of the agency.
- ___ **Above Expectations:** Frequently coordinates well with other agencies and coworkers.
- ___ **Meets Expectations:** Coordinates with other agencies and coworkers in an acceptable manner.
- ___ **Improvement Needed:** Has a difficult time coordinating effectively with other agencies and appropriate staff members.
- ___ **Unsatisfactory:** Performance is consistently below the expected level. Tends to create problems with others.

Comments or Performance Examples:

MANAGEMENT TEAM PARTICIPATION: Level of participation as a management team member, including contribution to group budgeting, work programming, problem solving, and policy development efforts.

- ___ **Exceeds Expectations:** A very active team member who collaborates well with others. An excellent communicator who generates creative ideas and solutions for cost reduction and/or revenue enhancements. High energy in meetings.
- ___ **Above Expectations:** Always participates in team management meetings. Always provide good feedback to the team.
- ___ **Meets Expectations:** Works well with management team. Will usually support efforts.
- ___ **Improvement Needed:** Does not respond well to teamwork. Needs to share information with group.
- ___ **Unsatisfactory:** Performance is consistently below the expected level. Shows no desire to participate.

Comments or Performance Examples:

OBJECTIVES FOR UPCOMING YEAR

I.	Performance Plan: Identify specific actions/behaviors the employee needs to initiate, cease and/or continue in the upcoming performance period. Attach any additional pages, if necessary. <hr/> <hr/> <hr/> <hr/> <hr/>
II.	Development Plans: Identify specific work assignments and topics for training designed to increase individual's effectiveness on present job and prepare for future job assignments. Attach any additional pages, if necessary. <hr/> <hr/> <hr/> <hr/> <hr/>
III.	Goals for Year: Identify specific performance goals for year. Attach any additional pages, if necessary. <hr/> <hr/> <hr/> <hr/> <hr/>

Overall Employee Rating:

____ Exceeds Expectations ____ Above Expectations ____ Meets Expectations ____ Improvement Needed ____ Unsatisfactory

Overall comments including any necessary corrective action:

Date discussed with Employee: _____

Evaluator's Signature

Employee Comments: Enter below any comments you wish to make about your appraisal or the objectives for the upcoming year. Attach additional page if needed.

I have reviewed the above evaluation and discussed it with my supervisor. My signature below shall not be construed to mean either agreement or disagreement with the evaluation but rather acknowledgement that the evaluation has been seen by me.

Employee's Signature

Date

Executive Director's Signature

Date