

Sample Completed Performance Appraisal Form

Program: <i>Employment Success</i>		Location: <i>North Building</i>	
Name: <i>John Smith</i>		Position: <i>Job Developer</i>	
Period Covered: <i>2009</i>	Time in Present Position: <i>2</i> <i>years</i>	Length of Service: <i>3 years</i>	
Appraisal date: <i>01/16/2010</i>		Appraiser: <i>Bev Arlington</i>	

Part One: Setting Objectives

4 = Outstanding 3 = Above Standard 2 = Satisfactory 1 = Unsatisfactory			
Objective	Measurement	Result Achieved (yes/no/partial)	Rating
Objective #1 <i>Shorten length of time files are open</i>	<i>Files = 8 weeks on average</i>	<i>Yes (7.8 weeks)</i>	<i>4</i>
Objective #2 <i>50 placements for the year</i>	<i>Actual clients placed</i>	<i>Partial (45)</i>	<i>2.5</i>
Objective #3 <i>75 new employers</i>	<i>Signed contracts</i>	<i>Partial (60)</i>	<i>2.5</i>
Objective #4 <i>Attend 6 job fairs</i>	<i>6 registrations at job fairs</i>	<i>Yes</i>	<i>4</i>
Objective #5 <i>95% client satisfaction scores</i>	<i>Average of client satisfaction surveys</i>	<i>No (91%)</i>	<i>3</i>
Objective #6 <i>50% of placements get hired on after completion</i>	<i>Number of clients who get hired after the placement</i>	<i>Yes (50%)</i>	<i>3.5</i>
TOTAL RATING PART ONE (Add all ratings and divide total by number of Objectives)			3.25 <i>19.5 divided by 6 = 3.25</i>

Part Two: Job Specific Competencies

4 = Outstanding 3 = Above Standard 2 = Satisfactory 1 = Unsatisfactory						
Competency: Employer Development	Rating				Score	Competency Rating (Take total score and divide by the number of Skills and Abilities)
1. Assesses employer needs thoroughly and accurately	1	2	3	4	3	2.7
2. Consults with employer to set clear expectations	1	2	3	4	2	
3. Effectively follows up with employers regardless of circumstances	1	2	3	4	3	
4. Communicates message through effective presentations	1	2	3	4	4	
5. Demonstrates awareness of employer goals	1	2	3	4	2	
6. Develops constructive and cooperative working relationships with employers, and displays a good-natured, cooperative attitude	1	2	3	4	2	
7. Understands the dynamics of the workplace and how it may impact employees	1	2	3	4	3	
8. Effective negotiation skills	1	2	3	4	2	
9. Maintains confidentiality	1	2	3	4	3	
Total Score					24	

Competency: Client Focus	Rating				Score	Competency Rating (Take total score and divide by the number of Skills and Abilities)
1. Demonstrates empathy towards client needs	1	2	3	4	3	2.9
2. Effectively creates resumés that are linked to clients background and current labour market requirements	1	2	3	4	3	
3. Refers clients to interventions that are inline with helping them make the transition back to the labour market	1	2	3	4	3	
4. Manages a diverse and large caseload effectively, efficiently and accurately	1	2	3	4	2	
5. Utilizes effective coaching skills	1	2	3	4	4	
6. Builds trust with clients in order to prescribe the most appropriate intervention	1	2	3	4	4	
7. Honours and recognizes diversity, ensuring inclusiveness	1	2	3	4	3	
8. Understands the importance of ethics and its impact on clients	1	2	3	4	2	
9. Effectively assesses clients needs	1	2	3	4	2	
Total Score					26	

Competency: Communication	Rating				Score	Competency Rating (Take total score and divide by the number of Skills and Abilities)
1. Communicates thoughts, ideas, information, messages and other written information in a logical, organized and coherent manner	1	2	3	4	3	2.8
2. Expresses information to individuals or groups taking into account the audience and the nature of the information	1	2	3	4	4	
3. Advocates on behalf of client	1	2	3	4	3	
4. Conveys professional appearance and demeanour	1	2	3	4	2	
5. Sets realistic expectations with clients/colleagues	1	2	3	4	2	
6. Receives, attends to, interprets, understands, and responds to verbal messages and other cues	1	2	3	4	2	
7. Facilitates clients/employers through various processes	1	2	3	4	3	
8. Aligns work activities with funder guidelines	1	2	3	4	3	
Total Score					22	

!

4 = Outstanding 3 = Above Standard 2 = Satisfactory 1 = Unsatisfactory						
Competency: Networking	Rating				Score	Competency Rating (Take total score and divide by the number of Skills and Abilities)
1. Seeks opportunities to make contacts and build relationships, including through organizational events, social events, external organizations, and professional activities	1	2	3	4	3	2.7
2. Conducts research on contacts, business other agencies in the employment sector	1	2	3	4	2	
3. Skillfully influences and negotiates with partners to create opportunities that increase the competitive position of both parties	1	2	3	4	3	
4. Stays current with contacts in the sector and community	1	2	3	4	2	
5. Liaises with community partners/employers	1	2	3	4	3	
6. Establishes strong and lasting partnerships with contacts	1	2	3	4	3	
7. Proactively seeks ways of increasing partnering opportunities with contacts	1	2	3	4	3	
Total Score					19	

Competency: Administrative	Rating				Score	Competency Rating (Take total score and divide by the number of Skills and Abilities)
1. Creates documents such as letters, directions, manuals, reports, and case note	1	2	3	4	3	3.2
2. Diligently checks work to ensure that all essential details have been considered	1	2	3	4	4	
3. Understands the importance of being accountable for work performed	1	2	3	4	3	
4. Recognizes one's role in the functioning of the agency and understands the potential impact one's own performance can have on the success of the organization	1	2	3	4	3	
5. Enters case notes into client files regularly, with an acceptable degree of accuracy	1	2	3	4	2	
6. Plans and schedules tasks so that work is completed on time	1	2	3	4	3	
7. Maintains an organized work space, files, meetings, etc.	1	2	3	4	4	
8. Appropriate multi-tasking	1	2	3	4	3	
9. Maintains budgets	1	2	3	4	4	
Total Score					29	

Competency: Interpersonal Awareness	Rating				Score	Competency Rating (Take total score and divide by the number of Skills and Abilities)
1. Shows sincere interest in others and their concerns, and demonstrates sensitivity to the needs and feelings of others	1	2	3	4	3	3.3
2. Maintains unbiased and non-judgmental interactions	1	2	3	4	4	
3. Actively seeks out and carefully considers the merits of new approaches to work	1	2	3	4	3	
4. Deals calmly and effectively with stressful situations	1	2	3	4	3	
5. Ability to defuse difficult situations with clients	1	2	3	4	3	
6. Recognizes limits and seeks appropriate support	1	2	3	4	3	
7. Demonstrates dependability	1	2	3	4	4	
8. Establishes a high degree of trust and credibility with others	1	2	3	4	3	
9. Recognizes and accurately interprets the verbal and nonverbal behavior of others	1	2	3	4	4	
Total Score					30	

Competency: (Enter Title of Competency Here)	Rating				Score	Competency Rating (Take total score and divide by the number of Skills and Abilities)
1. Provides prompt, efficient and personalized assistance to meet the requirements, requests, and concerns of customers	1	2	3	4	3	3.3
2. Practices effective customer service	1	2	3	4	4	
3. Demonstrates accountability	1	2	3	4	4	
4. Establishes appropriate boundaries	1	2	3	4	3	
5. Develops constructive and cooperative working relationships with customers, and displays a good-natured, cooperative attitude	1	2	3	4	3	
6. Practices ethical behaviour	1	2	3	4	3	
Total Score					20	

COMPETENCY TOTALS					4 = Outstanding 3 = Above Standard 2 = Satisfactory 1 = Unsatisfactory
Competency	Manager Rating	Employee Rating	Difference	Final Rating	Supervisor's Reason for Final Rating (If Any)
1.	2.7	2.6	-1	2.7	
2.	2.9	3.1	+2	3.1	Provided some great examples of how they were client focused.
3.	2.8	3.0	+2	2.8	
4.	2.7	3.1	+4	3.0	Demonstrated that they had actually done more than I thought.
5.	3.2	3.1	-1	3.2	
6.	3.3	3.5	+2	3.3	
7.	3.3	3.0	+3	3.3	
Total	3.0	3.1		3.1	
Add Individual ratings and divide by the number of competencies				Total Rating Part 2	