



**HENRY M. JACKSON FOUNDATION**  
FOR THE ADVANCEMENT OF MILITARY MEDICINE

*Advancing Military Medical Research*

**PERFORMANCE APPRAISAL FORM**

Review Period: \_\_\_\_\_ to \_\_\_\_\_

Employee Name: \_\_\_\_\_ Job Title: \_\_\_\_\_

Supervisor/Evaluator Name: \_\_\_\_\_

Reviewer Name: \_\_\_\_\_

**Instructions**

The purpose of this performance appraisal is to encourage employee development. It will be used to evaluate merit pay, opportunities for advancement and staff training and development. It is important to consider the employee's level of demonstrated performance during the specified review period and how it relates to the definitions of performance ratings, as well as the degree of applicability to the job. Definitions for Performance Ratings and Importance to Job are provided below. In each case, select the performance rating that most closely describes the employee's performance. If an employee earns a rating of Excellent, Needs Improvement, or Unsatisfactory, the Comments section must be completed.

**Definitions of Performance Rating**

- (5) Excellent:** Performance consistently far exceeds normal job requirements.
- (4) Exceeds Expectations:** Performance consistently exceeds normal job requirements.
- (3) Meets Expectations:** Performance meets job requirements.
- (2) Needs Improvement:** Performance does not meet job requirements; minor performance deficiencies.
- (1) Unsatisfactory:** Performance fails to meet job requirements; major performance deficiencies.

**Definitions of Applicability to Job**

- (A) Very Important:** Essential to the performance of the job.
- (B) Important:** Significant in the performance of the job.
- (C) Somewhat Applicable:** Not essential to the performance of the job.
- (D) Not Applicable:** Not required in the performance of the job.

**Please return completed form to the Human Resources Department**

**Performance Factors**

	Applicability to Job (A-D)	Excellent	Exceeds Expectations	Meets Expectations	Needs Improvement	Unsatisfactory
<b>1. Professional Knowledge</b> – Applies technical or professional competency to work situations.		5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
<b>2. Quality of Work</b> – Applies job knowledge effectively and thoroughly. Demonstrates reliability and accuracy in work performance.		5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
<b>3. Initiative</b> – Identifies and resolves problems without prompting.		5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
<b>4. Innovation/Creativity</b> – Develops and implements new solutions, new procedures, concepts and designs and/or new applications of existing designs or procedures, demonstrating imagination and originality.		5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
<b>5. Judgment</b> – Makes well-reasoned and sound decisions, accurately interprets events and develops appropriate courses of action.		5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
<b>6. Planning/Organization</b> – Organizes time and resources effectively to achieve goals; sets appropriate priorities.		5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
<b>7. Dependability</b> – Meets schedules consistently including deadlines and project requirements.		5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
<b>8. Written Communications</b> – Writes concise, organized and clear communications that meet appropriate objectives.		5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
<b>9. Oral Communications</b> – Conveys ideas persuasively, either speaking ad hoc or in a prepared presentation.		5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
<b>10. Team Building</b> – Cooperates with and supports others within the department and in other departments; works effectively with others to achieve Foundation goals.		5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
<b>11. Productivity/Quantity of Work</b> – Volume of work done in relation to the job performed.		5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
<b>12. Customer Service</b> – Procedures and attitude that effect external and internal customers.		5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
<i>The section below is reserved for appraising/evaluating supervisory personnel only. Please complete numbers 13-16 if applicable.</i>						
<b>13. Leadership</b> – Guides a group or an individual toward task accomplishment. Effective in getting work accomplished through others.		5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
<b>14. Development of Self and Staff</b> – Coaches, counsels, and provides on-the-job development of staff; encourages career development; targets areas for own professional growth.		5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
<b>15. Supervision</b> – Directs personnel in a way that generates respect, loyalty and enthusiasm; is eager to enable staff to achieve successes; delegates effectively.		5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>
<b>16. Affirmative Action</b> – Takes affirmative action in recruiting, hiring and promoting employees.		5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>

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