

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	2	3	4		
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	

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Competency: Networking	Rating				Score	Competency Rating (Take total score and divide by the number of Skills and Abilities)
	1	2	3	4		
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	2	3	4		
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	2	3	4		
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	2	3	4		
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	<i>Provided some great examples of how they were client focused.</i>	
3.	2.8	3.0	+2	2.8		
4.	2.7	3.1	+4	3.0	<i>Demonstrated that they had actually done more than I thought.</i>	
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		