

# MANAGEMENT PERFORMANCE APPRAISAL

<b>MANAGER</b>		<b>REVIEW BY</b>
NAME		NAME
POSITION		POSITION
<b>TIME PERIOD OF REVIEW</b>		DATE OF REVIEW
FROM	TO	REVIEW DUE DATE

<p><b>DEFINITION OF PERFORMANCE LEVEL RATINGS</b></p> <p>1 = Far exceeds job standards and expectations  2 = Consistently exceeds job standards and expectations  3 = Meets the job standards and expectations  4 = Sometimes meets the job standards and expectations  5 = Overall work does not meet the minimum job standards</p> <p>To determine overall ratings, total the ratings in each section then divide by 5. Round that number to the nearest whole number based on the following scale.</p> <p>1.0 to 1.5 = 1, 1.6 to 2.5 = 2, 2.6 to 3.5 = 3, 3.6 to 4.5 = 4, 4.6 to 5.0 = 5</p>
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<b>JOB SKILLS &amp; KNOWLEDGE</b>	<b>PERFORMANCE LEVEL</b>
Has practical, technical and professional skills required for the job	1 2 3 4 5
Has sufficient knowledge and experience of all aspects of business operations to make informed decisions within the scope of responsibility	1 2 3 4 5
Keeps up to date with best practices and new developments	1 2 3 4 5
Ensures hiring and training procedures, including EEO, are followed	1 2 3 4 5
Ensures safety and security practices and procedures are followed	1 2 3 4 5
<b>STRENGTHS</b>	
<b>GOALS</b>	
<b>OVERALL PERFORMANCE</b>	
1 2 3 4 5	

# MANAGEMENT PERFORMANCE APPRAISAL

PLANNING AND ORGANIZATION	PERFORMANCE LEVEL
Sets precise, measurable goals that are realistic, challenging and compatible with company goals	1 2 3 4 5
Manages time effectively	1 2 3 4 5
Anticipates problems and plans accordingly; acts versus reacts	1 2 3 4 5
Delegates responsibility appropriately	1 2 3 4 5
Able to prioritize work. Sets realistic deadlines for self and others and ensures deadlines are met	1 2 3 4 5
<b>STRENGTHS</b>	
<b>GOALS</b>	
<b>OVERALL RATING</b>	
1 2 3 4 5	

BUDGET ADMINISTRATION	PERFORMANCE LEVEL
Ability to develop, manage and critique budget	1 2 3 4 5
Utilizes forecasting in planning, staffing and cost control	1 2 3 4 5
Assumes leadership for increasing sales in own area and with others	1 2 3 4 5
Identifies and implements cost reduction measures without detracting from service, operational or quality level	1 2 3 4 5
Observes early signs of changing conditions; responds effectively	1 2 3 4 5
<b>STRENGTHS</b>	
<b>GOALS</b>	
<b>OVERALL RATING</b>	
1 2 3 4 5	

# MANAGEMENT PERFORMANCE APPRAISAL

TRAINING AND DEVELOPMENT	PERFORMANCE LEVEL
Ensures new employees are fully trained on all aspects of the job	1 2 3 4 5
Provides clear, objective and timely feedback to employees	1 2 3 4 5
Identifies promotable employees and provides necessary training	1 2 3 4 5
Follows up and integrates training received	1 2 3 4 5
Takes responsibility for his/her own training and development	1 2 3 4 5
<b>STRENGTHS</b>	
<b>GOALS</b>	
<b>OVERALL RATING</b>	
1 2 3 4 5	

PROBLEM SOLVING	PERFORMANCE LEVEL
Observes early signs of changing conditions	1 2 3 4 5
Offers creative and effective solutions	1 2 3 4 5
Uses all available and appropriate resources, including employees	1 2 3 4 5
Follows up to ensure that appropriate actions have been taken	1 2 3 4 5
Open to new ideas, allows and supports employees to make decisions	1 2 3 4 5
<b>STRENGTHS</b>	
<b>GOALS</b>	
<b>OVERALL RATING</b>	
1 2 3 4 5	

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COMMUNICATIONS	PERFORMANCE LEVEL
Presents ideas and information in a concise, well organized way	1 2 3 4 5
Listens; concentrates on information presented; takes action	1 2 3 4 5
Informs supervisor, peers and employees in a timely manner	1 2 3 4 5
Holds well organized and effective meetings	1 2 3 4 5
Participates actively in meetings; makes meaningful contributions	1 2 3 4 5
STRENGTHS	
GOALS	
OVERALL RATING	
1 2 3 4 5	

LEADERSHIP & MANAGEMENT	PERFORMANCE LEVEL
Takes charge of people/events; assumes leadership in a positive way	1 2 3 4 5
Asks for and is responsive to feedback on own management style	1 2 3 4 5
Identifies and resolves conflict/dissatisfaction issues	1 2 3 4 5
Treats all employees with fairness and respect	1 2 3 4 5
Meets customer satisfaction and employee turnover goals	1 2 3 4 5
STRENGTHS	
GOALS	
OVERALL RATING	
1 2 3 4 5	

# MANAGEMENT PERFORMANCE APPRAISAL

ENTREPRENEURIAL SKILLS	PERFORMANCE LEVEL
Manages as if it were his/her own business	1 2 3 4 5
Works independently; does not wait to be told what to do	1 2 3 4 5
Is progressive in outlook; initiates new approaches and ideas	1 2 3 4 5
Makes good decisions, can think on feet; avoids reliance on rules	1 2 3 4 5
Avoids getting caught up in work that shortchanges personal contact	1 2 3 4 5
<b>STRENGTHS</b>	
<b>GOALS</b>	
<b>OVERALL RATING</b>	
1 2 3 4 5	

TEAMWORK	PERFORMANCE LEVEL
Motivates others; creates enthusiasm for team effort	1 2 3 4 5
Sets a model for teamwork that encourages common goals	1 2 3 4 5
Is an effective team builder promoting strong working relationships	1 2 3 4 5
Periodically plans activities to develop teamwork and pride	1 2 3 4 5
Sets a positive example for the team	1 2 3 4 5
<b>STRENGTHS</b>	
<b>GOALS</b>	
<b>OVERALL RATING</b>	
1 2 3 4 5	

# MANAGEMENT PERFORMANCE APPRAISAL

CUSTOMER SERVICE AND SALES	PERFORMANCE LEVEL
Takes initiative to inquire about customer needs and opinions	1 2 3 4 5
Interacts with customers frequently including attending functions	1 2 3 4 5
Encourages and develops customer service skills in employees	1 2 3 4 5
Actively involved in sales calls	1 2 3 4 5
Effectively handles and responds to customer complaints	1 2 3 4 5
<b>STRENGTHS</b>	
<b>GOALS</b>	
<b>OVERALL RATING</b>	
1 2 3 4 5	

TRANSFER PERFORMANCE LEVEL RATINGS FROM ABOVE	OVERALL RATINGS
Job skills and knowledge	1 2 3 4 5
Planning and organization	1 2 3 4 5
Budget administration	1 2 3 4 5
Training and development	1 2 3 4 5
Problem solving	1 2 3 4 5
Communications	1 2 3 4 5
Leadership and management	1 2 3 4 5
Entrepreneurial skills	1 2 3 4 5
Teamwork	1 2 3 4 5
Customer service and sales	1 2 3 4 5
<b>OVERALL PERFORMANCE LEVEL</b>	
<b>OVERALL PERFORMANCE RATING</b> Instructions: Sum of above overall ratings divided by 10, then round to nearest whole number based on scale provided	1 2 3 4 5