

Performance Review



Employee Name:		Employee #:	Original Date of Hire:
Position/Title:	Reviewing Manager:	Date of Last Review:	Current Review Date:

45 Day Appraisal: _____ 90 Day Appraisal: _____ Annual Appraisal: _____ Other: _____

1. Review the job description.
2. Complete all pages by checking off the appropriate box in each category or as applicable.
3. Determine appraisal rating.
4. Discuss the Appraisal with the employee as it relates to the current job description. Once discussed with the employee obtain their signature.
5. Submit the Appraisal for signatures to appropriate Director, then to Human Resources.

Quality of Work

Is capable of handling all phases and details within job description. Performs work thoroughly, effectively, and accurately. Demonstrate knowledge of basic organizational skills.

	Highest quality possible, final job virtually perfect.	5
	Quality above average with very few errors and mistakes.	4
	Quality very satisfactory; usually produces error free work.	3
	Room for improvement; frequent errors, work requires checking and re-doing.	2
	Excessive errors and mistakes, very poor quality.	1

Comments: _____

Quantity of Work

Manages time effectively by prioritizing tasks. Work output of the employee.

	High volume producer; always does more than is expected or required.	5
	Produces more than most, above average.	4
	Handles a satisfactory volume of work, occasionally does more than required.	3
	Barely acceptable, low output, below average.	2
	Low output; below expectations. .	1

Comments: _____

Exceptional: 5 Exceptional accomplishments with significant contributions to the goals of the program.
Above Average: 4 Generates results above expectations; contributes to the functionality of the program.
Average: 3. Fulfilling requirements of the position and occasionally generates above average results.
Needs Improvement: 2 Room for improvement; start Growth Plan.
Unacceptable: 1 Below minimum position requirements; review Growth Plan.

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Communication Skills

Demonstrates effective verbal, written and listening skills. Communication skills are clear, concise and courteous. Relates important information to others in a timely manner. Responds positively and appropriately to suggestions, instruction and/or constructive criticism.

	Consistently exceeds communication skills; appropriately, effectively and timely follows up with all tasks, constantly provides feedback.	5
	Very good communication skills; most of the time performs beyond assigned tasks and most of the time provides feedback.	4
	Adequate communication skills; meets the minimum communication skills necessary for the position.	3
	Needs improvement in communicating with staff, families and the public.	2
	Lacks the ability and willingness to work with staff, families and the public. Does not communicate well with parents, nor staff.	1

Comments: _____

Initiatives

Directed efforts toward personal improvement of job knowledge. Shows the ability to learn new ideas and systems. Is self-reliant, resourceful and creative. Assists others without being asked.

	Displays unusual drive and perseverance; anticipates needed actions, finds the answers to questions before asking; frequently suggests better ways of doing things.	5
	A self-starter, proceeds on own with little or no direction, progressive, makes some suggestions for improvement.	4
	Satisfactory performance; shows initiative in completing tasks.	3
	Does not proceed on own; waits for direction, routine worker.	2
	Lacks initiative, less than satisfactory performance; requires lots of supervision.	1

Comments: _____

Professionalism

Maintains professionalism (i.e. avoids confrontation, sarcasm and vulgar language). Follows dress-code policy. Projected a positive self-image to others. Practices good collaboration skills with staff, families and the public.

	Inspires and enables cooperative efforts and pride in his/her field of work through enthusiasm, disposition, and positive outlook	5
	Sets good examples in work habits, positive attitude while working with staff, families, and public	4
	Maintains professionalism	3
	Needs improvement on aspects of professionalism	2
	Demeanor used with staff, families and the public is inappropriate	1

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Attendance

Coming to work daily and conforming to scheduled work hours

	Always regular and prompt, <i>perfect attendance</i> , absent only in rare-emergencies	5
	Very prompt, regular in attendance, above average, pre-planned absences.	4
	Usually present and on time; normally pre-planned absences.	3
	Has established a pattern of absenteeism and/or tardiness, improvement needed.	2
	Regularly absent without sufficient reason and/or notice; frequently reports to work late or leaves early without notice; No call No Show.	1

Comments: _____

Job Dependability

Adhered to schedule and plans; completes assigned tasks in a timely manner; extent to which employee can be depended upon to be available for work; reliable, trustworthy and persistent.

	Highly reliable and persistent, always gets the job done on time.	5
	Very reliable, above average, usually persists in spite of difficulties.	4
	Usually gets the job done on time, works well under pressure.	3
	Sometimes unreliable, will avoid responsibility, satisfied to do the bare minimum.	2
	Usually unreliable, does not accept responsibility, gives up easily.	1

Comments: _____

Decision Making & Judgment

The ability to make sound, quality decisions in a timely manner; Makes decisions which are planned and has the ability to base decisions on fact rather than emotion.

	Consistently exhibits strong decision making abilities. Decisions are made in a timely manner. Utilizes exceptional judgment when analyzing facts and problem solving.	5
	Above average judgment and decision making abilities. Thinking is very mature and sound.	4
	Average. Handles most situations very well and makes sound decisions under normal circumstances.	3
	Needs to improve decision making and/or timeliness of decisions; uses questionable judgment at times.	2
	Unacceptable decisions and/or timeliness; uses poor judgment.	1

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Job Knowledge

Demonstrates expectations of job description; knowledge of policies and procedures in related area of expertise.

	Expert in job; has thorough grasp of all phases of job.	5
	Very well informed, seldom requires assistance and instruction.	4
	Satisfactory job knowledge; understands and performs most phases of job well, occasionally requires assistance or instruction.	3
	Limited knowledge of job, further training needed, frequently requires assistance or instruction.	2
	Lacks knowledge to perform job properly.	1

Comments: _____

Teamwork

Willingness to work harmoniously with others in getting a job done; Readiness to respond positively to instructions and procedures; Working toward the same Mission, Values and Philosophy. Creates a supportive, open environment where everyone's views are treated with respect and dignity.

	Extremely cooperative; stimulates teamwork and good attitude in others.	5
	Goes out of the way to cooperate and get along.	4
	Cooperative; gets along well with others.	3
	Indifferent, makes little effort to cooperate or is disruptive to the overall group or department.	2
	Negative and hard to get along with.	1

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Management/Supervisory Staff Only

Leadership

Ability to create a motivating climate, achieve teamwork, train and develop staff, measure work in progress, take corrective action; maintains control of all areas of responsibility, systems, policies and procedures.

	Exceptional leader; leads by example and empowers employees; others look up to this employee	5
	Above average leader. Motivates employees; delegates tasks appropriately and in a timely manner and provides corrective action for employees as needed	4
	Average leader. Meets expectations but may occasionally need to be reminded of responsibilities.	3
	Needs to improve leadership, motivational, and teamwork skills. Micromanages and does not delegate.	2
	Unacceptable; does not meet leadership abilities. Micromanages and maintains power and control.	1

Comments: _____

Financial

Tracked and followed the financial plan and budget; made sound decisions based on cost/benefit analysis. Accurately estimated expense levels and other factors. Properly prepared all financial reports and accounting forms. Maintained control over areas of accountability

	Exceptional fiscal accountability skills. Tracks and follows financial plan and budget.	5
	Above average fiscal accountability skills, Carries out assignments accurately and responsibly.	4
	Average fiscal accountability skills. Occasionally requires assistance.	3
	Room for improvement. Frequently requires assistance.	2
	Unacceptable fiscal accountability skills.	1

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Development

Adjusted teaching techniques and style when working with employees of different abilities; gave positive and negative feedback to improve subordinates performance; was respectful to his/her peers.

	Exceptional evaluation outcomes, provided for high level interactions between trainer and participants	5
	Above average, in-depth information provided with motivational activities	4
	Average, presentation skills were appropriate and interesting ,	3
	Room for improvement, good information provided, but lack developmental skills.	2
	Unacceptable; ineffective developmental skills.	1

Comments: _____

Overall Performance Summary

To determine the average appraisal rating, add points from each category and divide by the number of categories rated. Management staff will be rated on all 13 categories, if applicable; all others will be rated on the first 10 only. To round up or down use the following process:

- .0 to.4 round down
- .5 to.9 round up

Total Points _____ ÷ **# of Categories** _____ = **Appraisal Rating** _____

<p><u>Exceptional: 5.0</u> Outstanding performance that results in exceptional accomplishments with significant contributions to the goals of the program.</p> <p><u>Above Average: 4.0</u> Consistently generates results above expectations; contributes to the functionality of the program.</p> <p><u>Average: 3.0</u> Acceptable performance by fulfilling requirements of the position and occasionally generates above average results.</p> <p><u>Needs Improvement: 2.0</u> Performance leaves room for improvement; mandatory Growth Plan.</p> <p><u>Unacceptable: 1.0</u> Lowest performance level which is well below minimum position requirements. Situation requires immediate review of Growth Plan. Possible separation or reassignment is in order without significant and immediate performance improvement.</p>	
*Employee's Development Objectives	Supervisor's Comments
1.	1.
2.	2.
3.	3.

*All employees are required to have at least three developmental objectives at minimum.

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Supervisor's overall comments, recommendations:

EMPLOYEE COMMENTS:

Employee:	Date:
Supervisor:	Date:
Program Director:	Date:
Human Resources:	Date:

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