

Performance Appraisal

Please complete this form

Signature: _____ Today's Date: _____

Employee Name: _____

Direct Supervisor: _____

Manager: _____

Client Name: _____ Number: _____

Hire Date: _____

Date of previous appraisal: _____ Current appraisal date: _____ Next planned appraisal date: _____

Did employment complete a self appraisal?
Yes *(Please attach original to performance appraisal)* No

Type of performance review

- New hire/probationary or training performance appraisal
- Interim performance appraisal
- Performance improvement plan
- Annual performance appraisal
- Review requested by employee

Is wage adjustment being considered at this time?
Yes *(Please attach original to performance appraisal)* No

X PLEASE RETURN THE ORIGINAL SIGNED PERFORMANCE APPRAISAL, SELF-APPRAISAL, AND ANY DOCUMENTATION TO THE HR DEPARTMENT FOR PLACEMENT IN THE EMPLOYEE'S PERSONNEL FILE.

X PLEASE PROVIDE THE EMPLOYEE WITH A COPY OF THIS PERFORMANCE APPRAISAL.

Employee Initials: _____

PART I – DEVELOPMENT REVIEW

Please select the rating (1–7) that most closely reflects your employee’s development during this review period and comment as appropriate. Select NR for any category that you’re unable to rate for this position at this time.

I. Attitude/Cooperation: One’s disposition toward the job and co-workers ability to work effectively within the team.

NR	1	2	3	4	5	6	7
Difficult to work with, often uncooperative. Dwells on the negative.			Generally cooperative and agreeable. Sometimes questions in a non-constructive manner.		Cooperative and interested in his/her work and the work of others. Quick to offer assistance.		Projects a very positive and cooperative spirit. Enthusiastic, and willing to assist. Has high level of interest in work and fellow workers. Team player.
Additional Comments							

II. Drive/Initiate: Energy and motivation brought to task.

NR	1	2	3	4	5	6	7
Not a self-starter. Requires prompting to begin or complete tasks. Requires constant monitoring.			Has sufficient motivation to accomplish most tasks on time. Requires some monitoring.		A true self starter. A step ahead on most tasks.		High level of energy put forth on all projects. A true sense of urgency which allows him/her to preserve. Always goes the extra mile.
Additional Comments							

III. Productivity/Efficiency: The amount of work accomplished and level of efficiency with which tasks are completed.

NR	1	2	3	4	5	6	7
Produces a marginal amount of work in a given time frame. Expend large amounts of resources in doing his/her work.			Produces minimum amounts of work. Sometimes incomplete.		Produces good quality work in a quick and efficient manner. Makes good use of Available resources.		Expert utilization of resources in accomplishing a large amount of work. Consistently exceeds requirements.
Additional Comments							

IV. Planning/Organization: The ability to evaluate, anticipate and implement work in an organized fashion.

NR	1	2	3	4	5	6	7
Lacks organization. Tends to be very reactive. Everything is a “crisis”. Often misses Deadlines.			Realizes importance and necessity of systematic approach. Has some problems establishing priorities.		Anticipates well; usually prepared. Handles majority of work in an organized fashion. Meets majority of the deadlines given.		Excellent time manager. Operation is smooth and well-conceived. Work flows easily and deadlines are always met.
Additional Comments							

Employee Initials: _____

V. Quality of Work: The degree of thoroughness, completeness, and accuracy in the work accomplished.

NR	1	2	3	4	5	6	7
Marginal quality of work with questionable accuracy and reliability. Careless and often incomplete.			Meets the minimum requirements of completeness and accuracy. Needs regular monitoring. Very few errors.		Exceeds standards. Carries out projects well with little supervision and resultant work is thorough and complete.		Superior work with a high degree of excellence and accuracy.

Additional Comments

VI. Job knowledge / Technical skill: The perception, comprehension, and understanding of the tasks at hand.

NR	1	2	3	4	5	6	7
Has limited knowledge or technical skill in current position. Requires assistance in completing work.			Has general knowledge or skill in current position. Seeks additional information from appropriate sources.		Has a solid grasp of the job and is generally informed of new developments.		Excellent knowledge. Comprehends fully the nature of the position. Seeks to expand knowledge and/or technical skills.

Additional Comments

VII. Judgment / Problem solving: Assessment and decision making skills.

NR	1	2	3	4	5	6	7
Has difficulty screening the facts. Is not a decision maker or problem solver.			Screens and analyzes fairly well. Needs help in decision making and/or problem solving.		Accurately assesses facts and situation and most often makes good decisions. Able to problem solve.		Very perceptive. Sees facts others may miss. Makes difficult decisions with ease and clarity. Very good problem solving abilities.

Additional Comments

VIII. Creativity: The ability to discover or affect unique ways to do things better.

NR	1	2	3	4	5	6	7
Occasionally suggests new ideas but is comfortable when things remain unchanged. Satisfied with the traditional ways of doing things.			Suggests new ideas which are sometimes valuable but without a constant flow.		Often presents new ways of doing things and generally has good depth and insights.		Very creative; a leader in thoughts and actions. Provides unique solutions to problems, issues, and concerns.

Additional Comments

IX. Dependability / Responsibility: The degree of dependability and level of responsibility shown.

NR	1	2	3	4	5	6	7
Sporadic reliability. Cannot rely on him/her to "deliver".			Usually reliable. Accepts responsibility when given but needs monitoring.		Very reliable. Seeks greater responsibility. Always dependable. You can "count on" him/her.		High degree of accountability and dependability. Enjoys responsibility. Always delivers as promised.

Additional Comments

Employee Initials: _____

X. Communication / Approachability: The ability to perceive thoughts and generate understanding. Use of appropriate written and verbal communications, body language, and listening skills.

NR	1	2	3	4	5	6	7
Listens but does not “hear”. Perception is weak and has difficulty expressing oneself in spoken and written communication. Communication is often unclear and confusing to others.		Occasional difficulty in speaking and writing. Makes genuine effort to facilitate understanding. Sometimes fails to recognize others’ needs.		Good ability to speak and write. Recognizes others’ needs for the most part. Organized in thinking and easily understood and approachable.		Excellent communicator. Strong powers of observation and perception. Facilitates understanding in a simple and concise manner. Open to providing assistance at any time.	
Additional Comments							

XI. Interpersonal Relations: The ability to deal effectively with customers, vendors, and other employees.

NR	1	2	3	4	5	6	7
Inconsistent in dealing with people. Finds it difficult to empathize with others. Evokes resentment or negativity.		Gets along with most people. Sometimes fails to appreciate other ideas and concerns. Generally pleasant. Works within the team.		Gets along well with all. Well thought of by others. Promotes teamwork and a positive work environment		A natural leader. Team player. Portrays a positive attitude and works to increase the morale of those around him/her. Commands respect and instills confidence in others. Uses tact and diplomacy. Can say “no” without causing hard feelings.	
Additional Comments							

XII. Co-worker Development: The ability to bring out the best in others whether peers or subordinates.

NR	1	2	3	4	5	6	7
Attempts to do everything himself/herself. Unwilling to delegate. Tends to stifle creativity and accountability.		Attempts to delegate, but micromanages the tasks. Lacks in the “educator” role.		Generally successful in delegating, educating, and assisting individuals for the future. Provides appropriate guidelines as needed.		Brings out the best in others. Distributes responsibilities. Gives people the tools and resources to perform. Measures own success in the terms of the performance of others.	
Additional Comments							

XIII. Attendance/Punctuality: Faithfully comes to work each day in accordance with scheduled work hours.

NR	1	2	3	4	5	6	7
Often absent, tardy, or leaves early without a good excuse. Disregards notice requirements of company attendance policies.		Lax in attendance and/or reporting to work on time. Sometimes leaves early without approval.		Usually present and on time. May volunteer to come in early or stay late when necessary.		Always regular, prompt, and at work station, ready to work at start of shift. Always willing to come in early or stay late to get the job done.	
Additional Comments							

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XIV. Appearance: Adheres to company dress code, dresses appropriately for the business, and reflects a good image of self and the company to co-workers, customers, and vendors.

NR	1	2	3	4	5	6	7
Rarely wears the appropriate attire and leaves a poor impression. Sloppy, untidy or unkempt. Poor personal hygiene.			Sometimes wears clothing that fits the occasion but often inconsistent.		Usually wears appropriate clothing befitting of the department image. Professional.		Always appears in appropriate attire and sets a good example for others. Impeccable.

Additional Comments

XV. Computer Skills: Possesses the computer skills necessary to complete the job with proficiency and efficiency.

NR	1	2	3	4	5	6	7
Has minimal or no computer skills. Requires constant help and monitoring in computer applications or data entry.			Possesses some computer skills. Requires further development or training to increase skill level and efficiency.		Possesses good computer skills and sufficient knowledge of microsoft office products. Able to complete computer-related tasks efficiently.		Proficient computer skills. Able to help educate others on various software applications such as various microsoft office products.

Additional Comments

XVI. Goal Achievement: Degree to which employee met or completed the goals and objectives set forth for current review period in part II of this appraisal.

NR	1	2	3	4	5	6	7
Employee met less than 10% of the goals and objectives assigned. Performance was unacceptable.			Met 10%-50% of goals and objectives assigned. Somewhat acceptable performance. Some improvement needed.		Met 51%-95% of goals and objectives. Good, solid overall performance. Has been successful in meeting or exceeding goals.		Met 96%-100% of goals and objectives. Exceeded performance expectations in nearly all respects. Consistently accomplished more than was expected on an ongoing basis.

Additional Comments

Employee Initials: _____

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Part II — Goal achievement for current review period.

Please select the rating (u, 1, 2, 3) as described below that most closely reflects your employee's goal achievement during this review period and comment as appropriate.

U	Unacceptable performance. Immediate improvement is required in this area.
1	Generally acceptable performance. Some improvement is needed.
2	Good solid overall performance. Has been successful in meeting or sometimes exceeding performance expectations in this area.
3	Exceeded performance expectations in nearly all respects. Consistently accomplished more than was expected on an ongoing basis.

Goal/objective #1

U	1	2	3
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Additional comments or details:

Goal/objective #2

U	1	2	3
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Additional comments or details:

Goal/objective #3

U	1	2	3
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Additional comments or details:

Goal/objective #4

U	1	2	3
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Additional comments or details:

Goal/objective #5

U	1	2	3
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Additional comments or details:

Goal/objective #6

U	1	2	3
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Additional comments or details:

Employee Initials: _____

Part III – Performance goals & objectives for next review period

Please identify two to five (or more if necessary based on position) functional expectations to be accomplished by the employee during the next review period. Goals and objectives should be clear, concise, specific, quantifiable, measurable, and include target completion dates where applicable.

Goal/Objective #1

Target completion date:	By end of next review period	By specific date listed to the right	
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Additional comments or details:

Goal/objective #2

Target completion date:	By end of next review period	By specific date listed to the right	
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Additional comments or details:

Goal/objective #3

Target completion date:	By end of next review period	By specific date listed to the right	
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Additional comments or details:

Goal/objective #4

Target completion date:	By end of next review period	By specific date listed to the right	
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Additional comments or details:

Goal/objective #5

Target completion date:	By end of next review period	By specific date listed to the right	
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Additional comments or details:

Goal/objective #6

Target completion date:	By end of next review period	By specific date listed to the right	
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Additional comments or details:

Employee Initials: _____

Performance Appraisal

Part IV – Overall performance appraisal score.

A. Add the individual ratings (1 – 7) together for each of the 16 sections in part I.

B. Enter the total number of sections that were rated in part I. Do not count the sections that received a score of “NR”.

A	Total score for all rated sections (112 points possible):	
B	Number of sections rated (16 sections if all were rated):	
C	Total average overall rating for this review (divide by section B):	

Select the appropriate overall performance appraisal rating below based on the employee’s total average overall score shown on line c above.

Overall performance appraisal rating	Rating	Score range For each rating
	Exceeded performance expectations in nearly all respects. Consistently accomplished more than was expected on an ongoing basis.	6.81 – 7.00
	Good solid performance. Has been successful in consistently meeting or sometimes exceeding performance expectations.	5.51 – 6.80
	Acceptable performance. Results are acceptable and satisfactory. May need a bit more development to get to the next level.	4.00 – 5.50
	Improving performance. Employee is moving toward acceptable performance.	2.76 – 3.99
	Progressing performance. Employee may need more direction or training to get to the next level.	2.01 – 2.75
	Developmental performance. Employee may be new or may need more direction or training to get to the next level. Employee not currently meeting basic requirements for the position.	1.51 – 2.00
	Overall performance was unacceptable. Results were below the basic requirements and standards expected for the position.	1.00 – 1.50

Supervisor / Manager comments in support of overall rating:

	Name (printed)	Signature	Date
Supervisor			
Manager			
Employee			

Employee Initials: _____

Part V – Employee comments.

We want to hear from you. Please feel free to comment on your performance appraisal, your developmental progress, career interests, etc., or anything else that you would like your supervisor or manager to know. Attach additional sheets if necessary.

	I do not wish to make any comments at this time.
	My comments were included on my self appraisal.
	Please see my comments below.

Comments

	Name (printed)	Signature	Date
Employee			

EMAIL TO HUMAN CAPITAL: HR@human-capital.com

Employee Initials: _____