

Employee Performance Appraisal Form

Employee Name:	Job Title:	Department:
Performance Review Period:	From: JANUARY 1, 2013	To: DECEMBER 31, 2013
Written By:	Title:	Department:

PERFORMANCE STANDARDS

Complete each performance area described below and assign the appropriate performance rating and point factor. Rating descriptions are provided below. Provide supporting rationale and or examples for each area of review where applicable.

Providing supporting rationale and or examples for each area of review is optional, except in the cases of 'Exceptional', 'Improvement Required', or 'Unsatisfactory.'

Each area should be assigned one of the following ratings & assigned point factors:

Rating	Performance Point Factor
Exceptional	9 – 10
Highly Effective	7 – 8
Effective	5 – 6
Improvement Required	3 – 4
Unsatisfactory	1 – 2

****Note:** Point factors should only be assigned to category ratings. An employee's overall rating is determined by calculating the simple average of the review categories.

Exceptional – Contributions and excellent work are widely recognized. Performance consistently exceeds all defined expectations, producing important and impactful results, through superior planning, execution or creativity.

Highly Effective - Most performance objectives exceed expectations. Projects and objectives are completed in a manner that expands the day-to-day scope of position and increases the impact on the Research Foundation business. The employee is viewed as having made notable contributions to the department.

Effective – Performance is competent and effective along established expectations. Initiative, resourcefulness and good judgment are generally/consistently exercised. Employee makes a solid, reliable and meaningful contribution to the department.

Improvement Required – Performance falls below expectations of position and below the job requirements and responsibilities. A Performance Improvement Plan (PIP) may be required.

Unsatisfactory - Performance falls below expectations on several critical job requirements and responsibilities. A Performance Improvement Plan (PIP) is required. Without significant improvement within a documented timeline, reassignment or separation of employment will occur.

SUMMARY OF JOB RESPONSIBILITIES AND OBJECTIVES

(List what the employee does on a daily basis.)

AREAS OF EVALUATION

(If applicable, please list multiple examples.)

Quality/Timeliness of Work:

Accuracy, thoroughness, quality of end results, commitment to quality improvement and problem prevention. Does the employee manage their workload effectively and efficiently?

Employee completes their work or tasks in a timely manner, accurately and thoroughly. Employee produces the best possible results and integrates alternatives and options as needed. Employee follows through on projects, assignments, and commitments, and meets deliverables and timelines. Employee works within and across functional teams in a professionally collaborative and productive manner to complete work processes, projects, and programs, with solid results.

Rating: Exceptional Highly Effective Effective Improvement Required Unsatisfactory

Performance Point Factor:

Comments:

Confidentiality:

The employee exercises good judgment and discretion with respect to giving or receiving information, confidential or otherwise, throughout the course of their daily operations.

Employee appropriately exercises sound judgment and discretion with respect to information—given or received, and irrespective of level of confidentiality, in the course of their daily operations.

Rating: Exceptional Highly Effective Effective Improvement Required Unsatisfactory

Performance Point Factor:

Comments:

Job Knowledge:

Level of expertise or understanding in current position. Does the employee use his/her job knowledge effectively and appropriately?

Employee has developed and applies solid functional knowledge and proficiency within their assigned department or work unit. Employee demonstrates and applies their knowledge and expertise in undertaking their assignments and duties while applying appropriate functional processes and procedures, and while using specialized skills and equipment (where appropriate).

Rating: Exceptional Highly Effective Effective Improvement Required Unsatisfactory

Performance Point Factor:

Comments:

Initiative:

How well or consistently does the employee begin or follow through energetically with a task or assignments? Does employee the identify areas for improvement and make efforts/recommendations for changes and or improvements?

Employee is a self-starter who takes charge of assigned work, and follows through to completion. Employee also demonstrates a willingness to initiate additional actions independently, without requiring specific direction or guidance. Employee is proactive in notifying his or her supervisor of any training needed to complete job tasks.

Rating: Exceptional Highly Effective Effective Improvement Required Unsatisfactory

Performance Point Factor:

Comments:

Working Relationships:

How effective is the employee in dealing with internal/external customers? Do he/she regularly exhibit "customer service" skills? (example: Quick response time to messages or initiation of follow up on unresolved issues.)

Employee has established and maintains effective and collaborative professional relationships at all levels and across functional teams. Employee establishes and maintains effective and productive interactions and working relationships with members of management, their peers, as well as internal and external customers. Employee maintains a positive attitude, and works cooperatively and collaboratively in all situations, within and across teams and functions, exhibiting a high level of integrity, honesty, and confidence in all professional interactions.

Rating: Exceptional Highly Effective Effective Improvement Required Unsatisfactory

Performance Point Factor:

Comments:

Flexibility/Availability:

How well does the employee accept change and new responsibilities? Are personal leaves made in consideration of work priorities and deadlines? Outside of defined LOA's, has the employee maintained good attendance?

Employee demonstrates an overall positive and flexible demeanor, and accepts deviations from "normal" duties and responsibilities in a collegial, team-oriented manner. Employee takes work priorities and work deadlines into account in their requests for time off. Outside of defined leaves of absence, the employee has maintained an overall acceptable attendance record.

Rating: Exceptional Highly Effective Effective Improvement Required Unsatisfactory

Performance Point Factor:

Comments:

Communication Skills:

Does the employee express himself/herself clearly, logically, tactfully and professionally? How well does he/she keep you and others informed? How well does the employee accept/provide feedback? How well do they communicate policies & departmental guidelines?

Employee is able to present thoughts and ideas clearly, logically, tactfully, and professionally verbally and in writing, across all levels of the organization. If applicable, employee's presentation skills are also clearly and effectively applied across all levels. Employee demonstrates good listening skills by exhibiting his or her ability to understand the information that is being relayed to them, and by responding in a prompt and appropriate manner. Employee is effective in keeping their manager and others updated regarding work assignments and information.

Rating: Exceptional Highly Effective Effective Improvement Required Unsatisfactory

Performance Point Factor:

Comments:

Safety:

Staff Employees Only: Adheres to all appropriate safety guidelines. Operates and uses equipment safely and appropriately, and keeps their work area (s) neat and clear of actual or potential hazards. Employee observes good housekeeping habits and guidelines.

Management Staff Only: Properly and appropriately manages adherence to all safety work rules and guidelines within their work unit, and ensures that all employees are properly and appropriately trained in a manner that promotes and furthers the Research Foundation's safety culture. Ensures that work-related incidents or accidents are minimized by making use of preventive training and process techniques, and by demonstrating and applying professional role modeling. If and when accidents or incidents occur, ensures prompt response and reporting of same.

Rating: **Exceptional** **Highly Effective** **Effective** **Improvement Required** **Unsatisfactory**

Performance Point Factor:

Comments:

Leadership Effectiveness (If applicable):

Extent to which employee sets high performance standards for subordinates by way of skilled communications, 1:1 employee meetings and/or established department/unit meetings.

Extent to which employee recognizes his or her subordinates' contributions by providing developmental feedback and completing employee reviews in accordance with company program guidelines.

Extent to which employee fosters development, creates and communicates shared visions, designs meaningful, challenging assignments, recognizes merit and through work unit delivers results. Employee's ability to influence by way of communications and collaboration.

Employee sets high performance standards for his or her staff by way of skilled communications, one on one employee meetings, and/or established department/unit meetings.

Employee recognizes individual staff member's contributions by providing regular developmental feedback and by completing employee reviews in accordance with company program guidelines.

Employee fosters development of his or her staff, creates and clearly communicates shared visions, designs meaningful, challenging assignments, recognizes merit, and through his or her work unit, delivers quality results, on time, and in a safety-conscious manner. Employee is able to productively influence by effectively communicating, modeling, and demonstrating collaboration.

Rating: Exceptional Highly Effective Effective Improvement Required Unsatisfactory

Performance Point Factor:

Comments:

OVERALL PERFORMANCE REVIEW SUMMARY & DEVELOPMENTAL GOALS

Employee Strengths

Comments:

Employee Areas of Development

Comments:

Specific performance goals for the next review period.

TOTAL PERFORMANCE POINT FACTORS: →

OVERALL PERFORMANCE RATING: →

In determining an employee's overall performance rating, calculate the simple average of the performance point factors in the above defined categories by adding all point factors given in each category and dividing by the number of categories applicable. Individual contributors' scores are divided by 8, while people managers' total scores should be divided by 9.

- *Example: Individual Contributor receives a total of 48 points for 8 categories. $48/8 = 6$ Overall Rating: "Effective"*
- *Example: Manager receives a total of 54 points for 9 categories. $54/9 = 6$ Overall Rating: "Effective"*

EMPLOYEE COMMENTS:

Supervisor
Signature

Date

I certify that this report has been discussed with me and a copy will be placed in my employment file. I further understand my signature does not necessarily indicate agreement of said performance evaluation.

Employee Signature

Date

Director Signature

Date

Human Resources

Date