

# EMPLOYEE PERFORMANCE REVIEW

## [EPR Links Document](#)

### GENERAL INFORMATION

Type of Report:

Employee Name:

Personnel Number:

Agency:

Class Title:

Organization:

Supervisor

Civil Service

Union

Non-Supervisor:

Non-Civil Service:

Non-Union:

Rating Period:

From: (MM/DD/YYYY)

To: (MM/DD/YYYY)

Supervisor Name:

Supervisor Position Number:

### GENERAL INSTRUCTIONS

- Verify/complete General Information
- Review with the employee the employee's position description, performance standards (expectations/objectives/duties) for the evaluation period to ensure the appraisal relates to the specific responsibilities, job assignments, and standards that were conveyed to the employee for the evaluation period

#### [Online Position Description Application](#)

- Base the appraisal on the employee's performance during the entire evaluation period, not isolated incidents or performance prior to the current evaluation period. Obtain/review necessary input and supporting data.
- Rate each factor in relation to the standards established and the guidelines listed on the form.
- Provide an overall rating based on the rating of the individual factors, adherence to significant performance standards, and accomplishment of essential functions. Each factor need not be of equal weight but comments should justify significant differences impacting on the overall rating.
- Assess employee strengths and identify opportunities where the employee could improve or requires additional knowledge or skill. Include projected development needs to meet anticipated assignments during the next evaluation period. Obtain employee input regarding their training needs. When rating employees, consider their participation and willingness to participate in employee development opportunities.
- The comments sections should be used to: support performance ratings, indicate problem areas, and provide guidance to employees on how to improve performance. Comments MUST be provided for all ratings given. Supervisor, reviewing officer, and employee comments are to be relevant and job related. (Additional comments for any sections should be placed on Page 5 of this form if completing the form electronically or by attaching additional 8 and half by 11 paper in similar format.)
- Discuss/obtain comments and signature/date of reviewing officer before discussion with employee
- Sign/date the form, meet with employee to discuss the rating, and obtain the employee's signature/date/comments. Arrange for reviewing officer discussion if requested.
- Update with the employee position description, essential job functions, and performance standards/objectives for the next evaluation period.

## COMMUNICATION OF PERFORMANCE STANDARDS

Indicate when you conveyed performance standards to the employee and when progress review(s) was conducted:

1. Performance standards (objectives, duties, expectations, etc.) for this evaluation period were conveyed to employee on \_\_\_\_\_ .
2. Progress Review(s) was conducted on \_\_\_\_\_ (at least one during rating period).

## JOB FACTORS

### 1. JOB KNOWLEDGE/SKILLS

Measures employee's demonstrated job relevant knowledge and essential skills, such as work practices, policies, procedures, resources, laws, customer service, and technical information, as well as the relationship of work to the organization's mission. Also measured are the employee's self-improvement efforts to enhance skills and knowledge and to stay current with changes impacting the job.

<b>Outstanding</b>	<ul style="list-style-type: none"><li>• Possesses superior job skills and knowledge; effectively applies them to work assignments</li><li>• Willingly mentors staff; shares knowledge.</li><li>• Seeks/applies innovative and relevant techniques.</li></ul>
<b>Commendable</b>	<ul style="list-style-type: none"><li>• Work reflects thorough and current knowledge/ skill of job and impact on agency activities/related resources.</li><li>• seeks opportunities to expand knowledge/skills, sharing information with staff.</li></ul>
<b>Satisfactory</b>	<ul style="list-style-type: none"><li>• Work reflects adequate knowledge/skills for job.</li><li>• Has some knowledge of related work.</li><li>• Stays current with major changes impacting on knowledge or skill.</li><li>• Accepts change.</li></ul>
<b>Needs Improvement</b>	<ul style="list-style-type: none"><li>• Often demonstrates a lack of basic or sufficient job knowledge/skills to perform routine functions of the job.</li><li>• Occasionally is resistant to changing knowledge and/or skill requirements or processes, including opportunities for knowledge/skill enhancement.</li></ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"><li>• Consistently demonstrates a lack of basic job knowledge and/or skills to perform job.</li><li>• Rarely takes advantage of available skill enhancement or training opportunities.</li><li>• Often is resistant to changing requirements</li></ul>

**Job Knowledge Comments:**

## 2. WORK RESULTS

Measures employee's results in meeting established objectives/expectations/standards of quality, quantity, customer service, and timeliness both individually and in a team

<b>Outstanding</b>	<ul style="list-style-type: none"><li>• Work consistently exceeds expectations of quality, quantity, customer service, and timeliness.</li></ul>
<b>Commendable</b>	<ul style="list-style-type: none"><li>• Work frequently exceeds expected quality, quantity, customer service, and timeliness standards.</li></ul>
<b>Satisfactory</b>	<ul style="list-style-type: none"><li>• Work usually meets expectations of quality, quantity, customer service, and timeliness</li></ul>
<b>Needs Improvement</b>	<ul style="list-style-type: none"><li>• Often has difficulty meeting expected quality, quantity, customer service, and/or timeliness standards.</li></ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"><li>• Consistently fails to meet expected quality, quantity, customer service, and/or timeliness standards</li></ul>

**Work Results Comments:**

### 3. COMMUNICATIONS

Measures employee's performance in exchanging information with others in an effective, timely, clear, concise, logical, and organized manner. Communications include listening, speaking, writing, presenting, and sharing of information. Consideration is given to client/data complexity/sensitivity.

<b>Outstanding</b>	<ul style="list-style-type: none"><li>• Consistently communicates in clear, effective, timely, concise, and organized manner.</li><li>• Is articulate and persuasive in presenting, soliciting complex or sensitive data</li></ul>
<b>Commendable</b>	<ul style="list-style-type: none"><li>• Frequently communicates in an effective, timely, clear, concise, and organized manner.</li><li>• Proficiently organizes and presents difficult facts and ideas orally and in writing.</li><li>• Seeks/provides feedback.</li></ul>
<b>Satisfactory</b>	<ul style="list-style-type: none"><li>• Usually communicates effectively and exchanges relevant information in a timely manner.</li><li>• Speaks and writes clearly.</li><li>• Keeps others informed.</li><li>• Listens with understanding</li></ul>
<b>Needs Improvement</b>	<ul style="list-style-type: none"><li>• Often fails to communicate effectively or in a timely manner.</li><li>• Lacks clarity of expression orally or in writing.</li><li>• Is inconsistent in keeping others informed.</li><li>• At times, fails to listen effectively.</li></ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"><li>• Consistently fails to communicate effectively or timely.</li><li>• Often does not keep others informed.</li><li>• Is an ineffective listener and/or frequently interrupts</li></ul>

**Communications Comments:**

#### 4. INITIATIVE/PROBLEM SOLVING

Measures the extent to which the employee is self-directed, resourceful, and creative in performing job duties individually or in a team. Also measures employee's performance in identifying and resolving problems; following through on assignments; and initiating or modifying ideas, methods, or procedures to provide improved customer service, redesign business processes, and accomplish duties.

<b>Outstanding</b>	<ul style="list-style-type: none"><li>• Consistently resolves unit/team problems and promotes improvements.</li><li>• Maximizes resources, innovation/technology to streamline/improve</li><li>• Analyzes full dimension of complex problems.</li><li>• Requires minimal supervision</li></ul>
<b>Commendable</b>	<ul style="list-style-type: none"><li>• Prevents/resolves unit/team problems.</li><li>• Suggests innovations to improve operations or streamline procedures.</li><li>• Defines and analyzes complex problems.</li><li>• Develops/implements solutions with moderate supervision.</li></ul>
<b>Satisfactory</b>	<ul style="list-style-type: none"><li>• Addresses existing and significant potential problems.</li><li>• Suggest or assists in developing solutions individually or in a team.</li><li>• Carries through solution implementation with routine supervision or follow-up.</li></ul>
<b>Needs Improvement</b>	<ul style="list-style-type: none"><li>• Resolves routine problems.</li><li>• Exhibits little initiative in identifying problems, solutions, or improvements and/or working proactively as part of a team to address issues of concern</li><li>• Requires more than routine supervision.</li></ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"><li>• Consistently fails to recognize or seek help in resolving routine problems.</li><li>• Demonstrates inability to work individually or in a team.</li><li>• Rarely suggests improvements.</li><li>• Requires frequent reminders and supervision</li></ul>

**Initiative/Problem Solving Comments:**

## 5. INTERPERSONAL RELATIONS/EQUAL EMPLOYMENT OPPORTUNITY (EEO)

Measures employee's development and maintenance of positive and constructive internal/external relationships. Consideration should be given to the employee's demonstrated willingness to function as a team player, give and receive constructive criticism, accept supervision, resolve conflicts, recognize needs and sensitivities of others, and treat others in a fair and equitable manner. Supervisors and team leaders also are to be assessed on their demonstrated commitment to Equal Employment Opportunity, diversity and proactive actions to prevent/address all forms of discrimination.

<b>Outstanding</b>	<ul style="list-style-type: none"> <li>• Consistently promotes and maintains a harmonious/productive work environment.</li> <li>• Is respected and trusted and often viewed as a role model.</li> <li>• Actively promotes EEO/diversity programs.</li> </ul>
<b>Commendable</b>	<ul style="list-style-type: none"> <li>• Frequently fosters teamwork, cooperation, and positive work relationships.</li> <li>• Handles conflict constructively.</li> <li>• Promotes and adheres to EEO/diversity program requirements.</li> </ul>
<b>Satisfactory</b>	<ul style="list-style-type: none"> <li>• Usually interacts in a cooperative manner.</li> <li>• Avoids disruptive behavior. Deals with conflict, frustration appropriately</li> <li>• Treats others equitably. Adheres to EEO/diversity program requirements</li> </ul>
<b>Needs Improvement</b>	<ul style="list-style-type: none"> <li>• Often has difficulty getting along with others. Allows personal bias to affect job relationships</li> <li>• Requires reminders regarding needs and sensitivities of others.</li> <li>• Inconsistently adheres to EEO/ diversity program requirements</li> </ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"> <li>• Interpersonal relationships are counter-productive to work unit or team functions.</li> <li>• Often ignores EEO/ diversity program requirements.</li> </ul>

**Interpersonal relations/equal employment opportunity Comments:**

## 6. WORK HABITS

Measures employee's performance relative to efficient methods of operation, customer service, proper conduct, speech ethical behavior, and Commonwealth/agency/work unit policies and procedures, such as attendance, punctuality, safety, security, proper care and maintenance of assigned equipment, and economical use of office supplies.

<b>Outstanding</b>	<ul style="list-style-type: none"><li>• Work reflects maximum innovative use of time and resources to consistently surpass expectations and improve operations.</li><li>• Serves as a role model with regard to work policies and safety standards.</li></ul>
<b>Commendable</b>	<ul style="list-style-type: none"><li>• Frequently plans/organizes work to timely and effectively accomplish job duties with appropriate use of resources.</li><li>• Suggests/implements improvements and exceeds organizational work/safety rules and standards.</li></ul>
<b>Satisfactory</b>	<ul style="list-style-type: none"><li>• Work is planned to meet routine volume and timeliness and usually fulfills operational and customer service needs.</li><li>• Adheres to organizational work policies/safety rules and procedures with few exceptions.</li></ul>
<b>Needs Improvement</b>	<ul style="list-style-type: none"><li>• Frequently lacks organization and planning of work and does not adequately use available resources.</li><li>• Often does not meet standards in complying with work policies/safety rules and/or care of equipment.</li></ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"><li>• Consistently fails to meet expected standards due to lack of effective organization, use of equipment/resources, or inattention to customer service needs.</li><li>• Resists established work policies/safety rules and procedures.</li></ul>

**Work Habits Comments:**

## 7. SUPERVISION/MANAGEMENT

**\*\* (Required for all supervisors/managers) \*\*** Measures leadership, judgment, initiative, and achievement of expectations. Effectively managers program/projects, employees, budget, technology, and organizational change to produce positive results. Engages in strategic planning and measurement, performance management, teamwork, staff development, and recognition of accomplishments. Promotes customer service, diversity, inclusiveness, collaboration, effective communication, and positive labor/management relations. Uses innovation and fulfills administrative requirements.

<p style="text-align: center;"><b>Outstanding</b></p>	<ul style="list-style-type: none"> <li>• Regularly exceeds expectations.</li> <li>• Implements innovative policies, resources, and technology to maximize efficiency and service.</li> <li>• Committed to and promotes excellence; leads by example energizing performance and teamwork.</li> <li>• Uses and encourages creative decisions and solutions.</li> <li>• Acts a positive change agent.</li> </ul>
<p style="text-align: center;"><b>Commendable</b></p>	<ul style="list-style-type: none"> <li>• Meets and frequently exceeds expectations.</li> <li>• Improves efficiency and customer service.</li> <li>• Provides staff with innovative and constructive direction, delegation, feedback, mentoring, and recognition.</li> <li>• Adheres to performance management/ administrative policies.</li> <li>• Makes sound decisions.</li> <li>• Promotes and maintains teamwork, inclusiveness, respect, and creativity.</li> </ul>
<p style="text-align: center;"><b>Satisfactory</b></p>	<ul style="list-style-type: none"> <li>• Meets most expectations timely and effectively.</li> <li>• Maintains acceptable efficiency and customer service.</li> <li>• Provides staff necessary direction, feedback, development, and recognition.</li> <li>• Makes decisions that usually reflect sound judgment.</li> <li>• Usually adheres to administrative policies.</li> <li>• Encourages innovation, teamwork, and inclusiveness.</li> </ul>
<p style="text-align: center;"><b>Needs Improvement</b></p>	<ul style="list-style-type: none"> <li>• Often fails to meet expectations timely and effectively.</li> <li>• Efficiency and customer service occasionally fall below standards.</li> <li>• Inadequately directs, trains, monitors, and recognizes staff.</li> <li>• Inadequately fulfills administrative and performance management functions.</li> <li>• Often lacks good judgment in decisions.</li> <li>• Lacks leadership in promoting innovation, teamwork, and inclusiveness.</li> </ul>
<p style="text-align: center;"><b>Unsatisfactory</b></p>	<ul style="list-style-type: none"> <li>• Consistently fails to meet expectations timely or effectively.</li> <li>• Delivers unacceptable customer service or operational efficiency.</li> <li>• Disregards or ineffectively provides staff direction, monitoring, and development.</li> <li>• Often ignores performance management or administrative policies.</li> <li>• Is indecisive or lacks good judgment.</li> <li>• Resists change.</li> </ul>
<p style="text-align: center;"><b>Not Applicable</b></p>	<ul style="list-style-type: none"> <li>• The employee is not a supervisor</li> </ul>

**SUPERVISION/MANAGEMENT Comments:**

## OVERALL RATING

### INSTRUCTIONS:

Provide an overall rating based on the rating of the individual factors, adherence to significant performance standards, and accomplishment of essential functions. This rating provides an overall impression of job performance that is *supported* by the job factor ratings, not necessarily an *average* of those ratings. Thus, each factor need not be of equal weight but comments should justify significant differences on the overall rating.

<b>Outstanding</b>	<ul style="list-style-type: none"><li>Employee consistently and significantly exceeds job expectations and standards and demonstrates a high degree of initiative, customer service, and quality of work.</li></ul>
<b>Commendable</b>	<ul style="list-style-type: none"><li>Employee meets and frequently exceeds job expectations and standards and demonstrates a high degree of initiative, customer service, and quality of work.</li></ul>
<b>Satisfactory</b>	<ul style="list-style-type: none"><li>Employee meets the expectations and standards of the employee's job in a fully adequate way.</li></ul>
<b>Needs Improvement</b>	<ul style="list-style-type: none"><li>Employee meets many of the expectations of the job in a satisfactory manner but often fails to adequately meet some of the expectations or standards. Improvement is required</li></ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"><li>Employee fails to meet many job expectations and standards. Performance deficiencies must be corrected.</li></ul>

### Overall Comments

### EMPLOYEE STRENGTHS

(Identify strong attributes, abilities, or proficiency in an area, to maximize the employee's contribution to the organization in utilizing these abilities and skills and to identify potential mentor relationships.)

## OPPORTUNITIES FOR DEVELOPMENT

(Identify knowledge, skills, and abilities that may need improvement. Address developmental activities to assist the employee in addressing either areas of concern or opportunities for professional growth.)

Rater's Signature

Date

## REVIEWER'S COMMENTS

Reviewer's Signature

Date

## Employee's Comments

I Agree with this rating

I disagree with this rating

I would like to discuss this rating with my reviewing officer

Discussion with reviewing officer occurred on

**I acknowledge that I have read this report and I have been given an opportunity to discuss it with the evaluator; my signature does not necessarily mean that I agree with the report.**

## Employee's Comments

Employee's Signature

Date