



---

## Employee Self-Evaluation Form

**THE SAMPLE EMPLOYEE SELF-EVALUATION FORM** on the next page should be used prior to the formal performance appraisal meeting and is designed to inject a healthy dosage of self-critical insight into the process. Some companies accomplish this by distributing the performance appraisal form itself to employees and asking them to complete it prior to the interview. Other organizations encourage employees to provide feedback without necessarily providing any type of feedback mechanism. The model that follows represents a healthy compromise: It structures employees' feedback in three main topical areas, allowing individuals the discretion to provide as much or as little detail as they wish.

We generally don't recommend allowing employees to draft their own performance evaluations on the actual appraisal templates. The grading in each performance area and the overall score at the end of the review should be created by the supervisor, not by the staff member. On the flip side, not asking for employee input prior to conducting performance appraisals can be disappointing and demotivating for workers because they end up feeling like they have little control over or input into their own career development. In addition, because supervisors tend to leave out important details they may have forgotten about but that remain important to the employee, self-reviews should generally be encouraged. They also save the supervisor lots of time because it falls to the employee to gather and present the data that will make up a significant portion of the appraisal's content.

See question 7 in chapter 8 to learn more about what happens when employees occasionally overinflate their contributions or come up with pie-in-the-sky requests when drafting their own self-reviews. It's generally rare that individuals have unreasonably unbalanced personal views (especially in one-on-one meetings with their bosses), but we've provided some dialog tips to walk you through those scenarios should they surface in your department.

The sample templates and material in these appendixes can be accessed online and downloaded to your computer from [www.amacombooks.org/go/PerformanceAppraisal](http://www.amacombooks.org/go/PerformanceAppraisal).

**XYZ CORPORATION EMPLOYEE SELF-EVALUATION FORM**

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Date: \_\_\_\_\_ Supervisor: \_\_\_\_\_

The performance appraisal process is a two-way communication: Both employee and supervisor should have input regarding historical performance and future goals. To assist your supervisor in accurately assessing your achievements and performance over the past year, please complete the following questionnaire as accurately and in as much detail as possible. Your supervisor will use this information to complete your formal performance appraisal. You can complete your comments on this form or attach additional sheets. Thank you for your input!

I. Address your overall performance track record for this review period. Specifically highlight your achievements and accomplishments that have resulted in increased revenue or reduced expenses, or have saved time. Why is XYZ a better place for your having worked here? How have you had to reinvent your job in light of your department’s changing needs? And how would you grade yourself in terms of productivity, quality, consistency, interpersonal communication, safety, and other performance measures?

\_\_\_\_\_

II. In what area(s) do you feel you could benefit from additional support, structure, or direction? Specifically, what can your supervisor do to support you in terms of your own career growth and development?

\_\_\_\_\_

III. What are your performance goals for the upcoming review year? What outcomes can be measured to ensure that you’ll have reached those goals?

\_\_\_\_\_

IV. Please provide additional feedback or insights you’d like to share about your work experience or career development opportunities with XYZ overall:

\_\_\_\_\_

Thank you for participating in the performance evaluation process!

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

# B

## Sample Model Performance Appraisal Template

**THE MODEL PERFORMANCE APPRAISAL TEMPLATE** that follows can be used right off the shelf or modified using formats and content found throughout the book and in the six sample templates that follow in Appendix D. Feel free to use this as a starting point but to amend it depending on your company’s stage of development, culture, and communication style. Crafting a performance appraisal template that captures your organization’s unique style and challenges is as much an art as it is a science, so let your creative juices flow and consider developing multiple models for consideration by your senior leadership team.

Name		Review Period	
Title		Department	
Date of Hire		Location	
Time in Position		Manager	

### Overview and Instructions to Supervisors

The purpose of this report is to assess the performance competencies for each employee on your team. As part of the performance program, the job description should be reviewed and updated to be current and accurate. Discuss with your employee any position-specific areas needing improvement, and confirm areas of strength and competence.

This evaluative process is essential to the development and improvement of our organization. Providing honest, constructive, and corrective feedback can be challenging but very rewarding overall. At XYZ, we are building a culture of transparency, hard work, and recognition for successful

performance. Thank you for engaging in this process fully with your team members. Your efforts will help each employee improve and will help the organization achieve excellence and better fulfill its mission.

Review the following performance rating definitions. For each of the performance competency areas, select the level that best represents individual performance, and provide explanatory comments and examples to support your selection.

### Performance Rating Definitions

**Distinguished Performance/Role Model:** Clearly and consistently demonstrates extraordinary and exceptional accomplishment in all major areas of responsibility. Others rarely equal performance of this caliber in similar roles.

**Superior/Highly Effective Performance:** Performance is continually and consistently superior and regularly goes beyond what is expected. Performance consistently exceeds expectations.

**Fully Successful/Effective Performance:** Performance consistently meets the critical requirements of the position. The employee continually performs at a consistent and expected level.

**Partially Successful Performance/Needs Improvement:** Performance does not consistently meet or occasionally falls below what is required of the position; improvement in specific areas is required.

**Unsuccessful/Unacceptable Performance:** Performance fails to meet minimum expectations for this role, and immediate and sustained improvement is mandatory.

COMMUNICATION	
<ul style="list-style-type: none"> <li>• Cultivates a culture of openness in information sharing. Manages others' expectations appropriately, and proactively communicates any potential problems or roadblocks. Effectively feeds information upward and rarely leaves others flying blind or unaware of important updates.</li> </ul>	<input type="checkbox"/> Distinguished <input type="checkbox"/> Superior <input type="checkbox"/> Fully Successful <input type="checkbox"/> Partially Successful <input type="checkbox"/> Unsuccessful
<ul style="list-style-type: none"> <li>• Encourages open communication, cooperation, and the sharing of knowledge. Remains open-minded and willing to entertain others' ideas. Builds trust through regular, open, and honest communication. Demonstrates candor and level-headedness in all business dealings.</li> </ul>	
<ul style="list-style-type: none"> <li>• Listens actively and always responds in a respectful tone. Engages appropriately when in disagreement and pushes back respectfully and in a spirit of goodwill cooperation. Speaks persuasively and convincingly but is not afraid to say, "I don't know" and research an answer.</li> </ul>	
<i>Comments/Examples:</i>	

<b>DEPENDABILITY</b>	
<ul style="list-style-type: none"> <li>• Takes personal initiative and exhibits self-motivation without supervision.</li> </ul>	<input type="checkbox"/> Distinguished <input type="checkbox"/> Superior <input type="checkbox"/> Fully Successful <input type="checkbox"/> Partially Successful <input type="checkbox"/> Unsuccessful
<ul style="list-style-type: none"> <li>• Exhibits a decisive ability to translate organizational goals into personal action and efforts that move the organization forward.</li> </ul>	
<ul style="list-style-type: none"> <li>• Demonstrates a "can do" approach that emphasizes solving problems rather than finger-pointing.</li> </ul>	
<ul style="list-style-type: none"> <li>• Exhibits flexibility in cross training, learns new practices quickly, and adjusts to changes in assignments and working conditions.</li> </ul>	
<ul style="list-style-type: none"> <li>• Exhibits consistency and reliability and produces dependable work results. Completes work with accuracy, thoroughness, and attention to detail.</li> </ul>	
<ul style="list-style-type: none"> <li>• Goes the "extra mile" as needed to achieve extraordinary outcomes and/or customer satisfaction.</li> </ul>	
<ul style="list-style-type: none"> <li>• Meets schedules, takes responsibility, follows through, and responds predictably and admirably to special requests.</li> </ul>	
<ul style="list-style-type: none"> <li>• Demonstrates dependability, reliability, and acceptable attendance. Volunteers and is available to accomplish organizational goals as needed.</li> </ul>	
<i>Comments/Examples:</i>	

<b>TEAMWORK</b>	
<ul style="list-style-type: none"> <li>• Regularly looks for common ground and encourages collaboration among team members. Welcomes positive confrontation rather than sweeping things under the rug.</li> </ul>	<input type="checkbox"/> Distinguished <input type="checkbox"/> Superior <input type="checkbox"/> Fully Successful <input type="checkbox"/> Partially Successful <input type="checkbox"/> Unsuccessful
<ul style="list-style-type: none"> <li>• Assumes good intentions until proven otherwise, and always looks to bring out the best in others. Resolves interpersonal conflict without drama or angst.</li> </ul>	
<ul style="list-style-type: none"> <li>• Builds consensus via shared decision making. Fosters a sense of shared accountability and group responsibility. Celebrates successes and recognizes and appreciates others' contributions.</li> </ul>	
<ul style="list-style-type: none"> <li>• Confronts problems head-on but in a firm and constructive manner.</li> </ul>	
<ul style="list-style-type: none"> <li>• Creates a work environment based on inclusiveness, welcoming others' suggestions and points of view.</li> </ul>	
<i>Comments/Examples:</i>	

<b>PROFESSIONAL AND TECHNICAL KNOWLEDGE</b>	
<ul style="list-style-type: none"> <li>• Demonstrates a command and thorough knowledge of the position in all of its dimensions. Has and applies the knowledge and skills necessary to effectively perform all aspects of the position.</li> </ul>	<input type="checkbox"/> Distinguished <input type="checkbox"/> Superior <input type="checkbox"/> Fully Successful <input type="checkbox"/> Partially Successful <input type="checkbox"/> Unsuccessful
<ul style="list-style-type: none"> <li>• Maintains and grows critical knowledge or skills that meet high industry standards. Embraces technological changes and keeps up to date on developments within specialty.</li> </ul>	
<ul style="list-style-type: none"> <li>• Embodies our organization’s core principles of fostering a greater sense of respect, dignity, and professionalism in the workplace.</li> </ul>	
<ul style="list-style-type: none"> <li>• Establishes immediate credibility and demonstrates vision, ambition, and passion to succeed. Demonstrates professional expertise and inspires confidence in others.</li> </ul>	
<ul style="list-style-type: none"> <li>• Consistently displays the highest level of personal integrity. Maintains professionalism and composure when faced with crises and confidentiality with respect to others’ private affairs.</li> </ul>	
<p><i>Comments/Examples:</i></p>	

<b>INNOVATION</b>	
<ul style="list-style-type: none"> <li>• Examines the root cause of problems and suggests effective solutions. Fosters new ideas, improves processes, and suggests better ways to do things (cost and/or operational efficiency).</li> </ul>	<input type="checkbox"/> Distinguished <input type="checkbox"/> Superior <input type="checkbox"/> Fully Successful <input type="checkbox"/> Partially Successful <input type="checkbox"/> Unsuccessful
<ul style="list-style-type: none"> <li>• Demonstrates an ability to think “beyond the box.” Continuously focuses on improving personal productivity to create higher-value end results.</li> </ul>	
<ul style="list-style-type: none"> <li>• Promotes a creative climate and inspires coworkers to develop original ideas or solutions.</li> </ul>	
<ul style="list-style-type: none"> <li>• Translates creative thinking into tangible changes and solutions that improve the work unit and organization.</li> </ul>	
<ul style="list-style-type: none"> <li>• Uses ingenious methods to accomplish responsibilities. Demonstrates resourcefulness and the ability to succeed with minimal resources.</li> </ul>	
<p><i>Comments/Examples:</i></p>	

<b>CUSTOMER FOCUS</b>	
<ul style="list-style-type: none"> <li>• Demonstrates total commitment to outstanding customer service. Provides knock-your-socks-off service that consistently exceeds client expectations.</li> </ul>	<input type="checkbox"/> Distinguished <input type="checkbox"/> Superior <input type="checkbox"/> Fully Successful <input type="checkbox"/> Partially Successful <input type="checkbox"/> Unsuccessful
<ul style="list-style-type: none"> <li>• Regularly exhibits creativity and flexibility in resolving customer issues. Remains customer-oriented, flexible, and responsive to last-minute changes in plans.</li> </ul>	
<ul style="list-style-type: none"> <li>• Effectively exceeds customer expectations by providing timely feedback and follow-up in an empathetic and caring way. Looks always to surprise customers with unanticipated benefits, including lower costs and shortened delivery time frames.</li> </ul>	
<ul style="list-style-type: none"> <li>• Tactfully informs customers when their requests cannot be met and escalates matters for further review and approval as appropriate. Enjoys identifying “out-of-the-box” solutions for clients with special needs.</li> </ul>	
<ul style="list-style-type: none"> <li>• Takes pride in building relationships with even the most challenging clients. Thinks relationship first, transaction second. Pursues opportunities for cross- and up-selling to maximize the outcome of every customer interaction.</li> </ul>	
<i>Comments/Examples:</i>	

<b>WORK QUALITY</b>	
<ul style="list-style-type: none"> <li>• Establishes measurement tools and yardsticks for continuous process improvement, and adjusts regularly to accommodate changing circumstances.</li> </ul>	<input type="checkbox"/> Distinguished <input type="checkbox"/> Superior <input type="checkbox"/> Fully Successful <input type="checkbox"/> Partially Successful <input type="checkbox"/> Unsuccessful
<ul style="list-style-type: none"> <li>• Views quality as the single most essential element that allows our company to compete effectively and differentiate itself from the competition.</li> </ul>	
<ul style="list-style-type: none"> <li>• Establishes priorities, manages time, and organizes resources effectively in order to complete assignments on time and according to specifications while producing the expected quantity of work results.</li> </ul>	
<ul style="list-style-type: none"> <li>• Demonstrates resourcefulness and competent judgment (the ability to differentiate between decisions that can be made independently and those that should be escalated).</li> </ul>	
<ul style="list-style-type: none"> <li>• Exhibits consistency and reliability and produces dependable work results. Completes work with accuracy, thoroughness, and attention to detail.</li> </ul>	
<ul style="list-style-type: none"> <li>• Demonstrates best practices, and finds an appropriate balance between quality and quantity.</li> </ul>	
<i>Comments/Examples:</i>	

PRODUCTIVITY	
<ul style="list-style-type: none"> <li>• Consistently meets or exceeds productivity benchmarks and sustains peak performance.</li> </ul>	<input type="checkbox"/> Distinguished <input type="checkbox"/> Superior <input type="checkbox"/> Fully Successful <input type="checkbox"/> Partially Successful <input type="checkbox"/> Unsuccessful
<ul style="list-style-type: none"> <li>• Plans resources and timelines effectively, and consistently adheres to deadlines and production benchmarks.</li> </ul>	
<ul style="list-style-type: none"> <li>• Regularly identifies streamlining measures that eliminate or reduce system redundancies. Strictly adheres to our program values of risk reduction, timely incident response, liability minimization, and loss control.</li> </ul>	
<ul style="list-style-type: none"> <li>• Effectively utilizes job resources (finances, equipment, materials, etc.), sets goals (budgets, targets, etc.), and achieves productive results.</li> </ul>	
<ul style="list-style-type: none"> <li>• Achieves maximum results by focusing on high-payoff activities and diagnosing problems that impede productivity.</li> </ul>	
<i>Comments/Examples:</i>	

OVERALL PERFORMANCE RATING
<input type="checkbox"/> Distinguished <input type="checkbox"/> Superior <input type="checkbox"/> Fully Successful <input type="checkbox"/> Partially Successful <input type="checkbox"/> Unsuccessful
<i>Comments:</i>

Reviewed by:

Supervisor \_\_\_\_\_ Date \_\_\_\_\_

Manager \_\_\_\_\_ Date \_\_\_\_\_

<b>Employee Acknowledgment</b>	
I have reviewed my job description and this performance report with my supervisor. My signature indicates that I have read this report; however, it does not confirm that I necessarily agree with its findings. In addition, I understand that I may provide my own performance assessment and/or improvement feedback in the form of a rebuttal if I do not agree with this evaluation's contents.	
Employee _____	Date _____

## C

## Sample Employee Annual Performance Report

**MANY ORGANIZATIONS RELEASE** an annual report so that shareholders have a clear understanding of what the company has accomplished over the past year. Potential investors review this important document to determine if the company is operating in alignment with investment objectives. In the same manner, we believe that companies should develop an annual employee's performance report. This report could showcase examples of stellar performance and tie them to the relevant performance competencies. The overall strategic direction of the company and how it relates to employee performance should be tied as closely as possible. This can be used as the introductory component of the appraisal form or distributed as a separate employee document.

Here's a sample of how this might look, and this introductory "annual report" approach could be appended to any of the performance review models found within this book.

### Annual Employee Performance Report

We recognize that our employees are a crucial ingredient to the quality and success of our mission delivery. It is our commitment to support the development of our staff both professionally and personally and in doing so to create an organization with the ability to exceed the expectations of our customers and the communities we serve.

#### Organizational and/or Departmental Goals

Last year Adam Smith and his family (Adam is our lead technician based out of our Cairo Operations Center) found themselves caught in Egypt during the Arab Spring. No one could have known what was about to happen, but in just two days' time, the XYZ logistics team had developed an emergency evacuation plan to ensure the safety and well-being of Adam's family along with those of his peers. Purchasing airline tickets on multiple flights and coordinating with embassies from

other countries to get emergency visas and credit cards, the logistics group tirelessly worked out every detail to ensure the Smith family's safe return to the United States. Although not every company faces political upheaval like this at any given time, we are all so proud of the logistics team's outstanding work and selflessness. Adam and his family along with all other members of the technical operations team arrived home safe and sound, and our logistics group should be recognized and rewarded for their outstanding work and efforts.

The logistics team's performance set the bar for our organization this past year in terms of demonstrating how teamwork and selflessness make such a significant difference in our organization's and employees' success. The primary purpose of this performance review is to culminate an entire year's performance and feedback in one place in order to encourage staff development and strengthen our organization's overall effectiveness.

Each individual and role within our organization has high impact and high value. We consider each employee a partner in our business, and we strive to nurture each individual's intelligence, humanity, sense of humor, and dedication for the betterment of the entire organization and our community as a whole.

This year has had an extraordinary number of financial challenges, not just for our company and industry but also for the economy as a whole. As a result, we've focused on reducing expenses and streamlining operational costs in order to generate efficiencies in scale and to mitigate the need to lay off members of our team. We're happy to say that we were successful in our efforts and did not lay off anyone this past year. But the economy still remains a struggle, and we have additional work ahead of us.

In addition, besides stabilizing our cash flow and reducing operational expenses by 7 percent overall, we successfully incorporated into our fold EAF Company, an organization that provides us with several distinct advantages for servicing our markets and expanding our presence. Systems, policies, and cultures needed to be integrated, and members of EAF needed to feel welcome. We're happy to say that while significant additional work lies ahead of us, we consider the acquisition of EAF a significant success.

These achievements are concrete, they should be celebrated, and the organization as a whole should be proud of its efforts. On behalf of the entire senior leadership team, we wish to thank all employees for their unique contributions this past year.

### Core Values

The primary purpose of this performance review is to encourage staff development and to strengthen our organization's overall effectiveness by:

- ▶ Recognizing specific areas of achievement
- ▶ Stimulating improved performance
- ▶ Clearly defining the goals and objectives of the organization so they can be tailored to our employees' particular areas of responsibility
- ▶ Developing mutually established, employee-focused goals and objectives
- ▶ Pinpointing areas of greatest effectiveness and additional improvement
- ▶ Increasing employer-employee communications

To this end, the review itself will incorporate many of the core values we've focused on as a company this year, including:

- ▶ Innovation and creativity
- ▶ Excellence in leadership and communication
- ▶ Ethics, integrity, and trust
- ▶ Adaptability and change management
- ▶ Self-development and teamwork

Please keep these core values in mind as the framework around which your performance is evaluated and your key development areas are highlighted.

### Performance Factors

We strive to administer thoughtful and careful performance reviews to all employees. Performance review success depends on both the manager's willingness to complete a constructive and objective assessment as well as employees' willingness to respond to constructive suggestions for improvement and to work with their managers to identify and establish goals and objectives that eliminate performance barriers and heighten employee engagement and commitment.

While performance factors may change from year to year, depending on the current challenges our company may be facing at any given time, this year's most critical performance factors include:

- ▶ Productivity and volume
- ▶ Quality and safety
- ▶ Customer satisfaction
- ▶ Organizational and planning skills
- ▶ Problem-solving skills and results orientation

As you are aware, these were the critical skills identified to help us through the past year in light of the opportunities and challenges our organization was facing, and they will consequently receive the greatest emphasis in this review.

### Narrative Results

Whenever possible, supervisors have endeavored to provide concrete performance feedback, especially in terms of dollars or percentages that relate to increased revenues, decreased expenses, or saved time. These indicators, however, resulted from all employees' self-assessments, submitted prior to supervisory evaluation exercises, as well as quantified achievements shared throughout the review year, either in one-on-one interval reviews or via quarterly achievement calendars and similar tools. Therefore, if concrete and measurable assessments are not as clearly documented as you would like, you are encouraged to provide your supervisor with more quantifiable data throughout the upcoming review year.

### Career Development Plan

While the performance review looks backward in terms of assessing past performance, the goal-setting section of the review is in many ways more significant because it represents your future. We realize that career development is the glue that binds people to any company, and our goal is to help you obtain the skills, knowledge, and abilities you require to excel in your chosen career path. Please help your supervisor understand the priorities that are important to you in light of the feedback shared. We strongly believe that when you acquire skills that help you build your resume, our company benefits from the enhanced contributions you make. Every employee is primarily responsible, however, for setting the goals and trajectory of his or her own career development; company supervisors and managers, in comparison, will endeavor to act as coaches and mentors to help you get where you want to go, but they will follow your lead according to your own desires and ambitions.

### Current “Overall Impact” Evaluation

The overall score at the conclusion of the evaluation represents the general impact that each employee has had in meeting or exceeding productivity benchmarks and overall performance. Just as a reminder, we expect the workforce scores to approximate the following:

≤5%	Distinguished Performance
30%	Superior Performance
50%	Fully Successful Performance
10%	Partially Successful Performance
≤5%	Unsuccessful Performance

Clearly, therefore, the majority of employees will statistically fall under the “fully successful” category, meaning that performance consistently meets the critical requirements of the position and the individual continually performs at the level expected. In general, a “fully successful” score, or 3 in our ranking system, is something to be proud of and celebrated. We do not interpret it as the equivalent of a middle-of-the-pack C grade in school. Instead, we equate a “fully successful” score with what you would expect of an expert, similar to playing “par” golf. Barring any type of special circumstances or opportunities that might warrant a higher score of “superior” or “distinguished,” a “fully successful” score generally indicates that you are excelling in your role overall.

### Your Opportunity to Provide Feedback

We understand that full agreement is unfortunately not always the result of formalized feedback. If you disagree with the overall score or individual scores within any of the competency categories outlined in this review, you are welcome to provide your own feedback in the form of a rebuttal to your supervisor, department head, or human resources. We will be happy to discuss this with you and amend your formal performance record to include your rebuttal so that the record more accurately captures your feedback and opinion.

## Six Sample Performance Review Templates That Reflect Your Organization's Changing Needs and Priorities

**THE TEMPLATES THAT FOLLOW** are interchangeable, and elements from one sample model can easily be adopted into the template you're creating for your own company's particular needs. Keep in mind, however, the two key tenets of this book.

First, your company's performance evaluation template should match your organization's current needs, challenges, stage of growth, and areas of focus and development. Therefore, it's critical that you create a model from the many fungible parts that follow that most likely meets your company's current needs and reflects its culture. So have fun with this, be creative, and make it as eclectic an exercise as you deem appropriate in order to accurately reflect your company's style and culture and particular business imperatives.

Second, by definition this template should change every year or every other year. If you don't amend the performance review template to reflect your company's newest challenges and its desire to ratchet up performance expectations, then you're missing the whole point of the exercise! Our goal in writing this book is to provide you with varying forms and formats as well as heightened language to reflect your higher level of performance expectations over time. So be sure and design your current model with an eye toward its future modeling prospects one or two years down the road.

**Bottom Line:** Be creative, don't limit yourself only to the suggestions you see outlined here, and recommend a program that will inspire everyone in your organization to reach his or her personal best! Because every organization is unique in the performance message that needs to be delivered,

we generally recommend approaching this exercise with a “blank slate” and building the system from there. But there are not many things more unnerving than a blank sheet of paper! So the following pages contain several templates that will allow you to pick and choose the aspects that will provide the best fit for your organization today and in the future as you upgrade your template to reflect your company’s changing priorities.

## Template Guide

The templates that follow trace a typical organization’s trajectory from startup through growth mode and on to maturity. Those stages are outlined and described in chapter 2. Please note how the competencies and performance factors change below to reflect an organization’s growing needs. Startup organizations clearly have different needs than multinational, hundred-year-old enterprises, and the performance factors measured will likely have a very different emphasis and focus. It’s not uncommon, however, for large multinationals to look to reignite a spirit of creativity and innovation (typically found in startups) from time to time, and the competencies that follow can be easily customized to reflect the enterprise’s changing priorities.

These are the competencies we’ve chosen to reflect an organization’s strategic focus. Whether you’re a startup looking to establish consistent cash flow or a multinational behemoth looking to emphasize compliance and consistency, customize these modules as you deem fit and make them your own. For ideas on competency development, see Paul’s two other AMACOM books, *2600 Phrases for Effective Performance Reviews* (2005) and *2600 Phrases for Setting Effective Performance Goals* (2012). Whether you’re setting goals by company mission or type of workforce (exempt professional vs. nonexempt hourly), these phrase books may go a long way in helping you brainstorm how to best capture and describe the competencies that will make up this new version of your organizational performance appraisal template.

Template	Company Phase or Employee Group	Rating Levels	Competencies
1	Startup or renewal company	5	Strategic and Critical Thinking Skills Creativity and Innovation Culture and Values Problem-Solving Skills and Results Orientation Productivity and Volume Job Knowledge Quality Teamwork
2	Growth	4	Creativity/Innovation Professional and Technical Knowledge Teamwork and Leadership Customer-Centric Orientation

Template	Company Phase or Employee Group	Rating Levels	Competencies
			Adaptability and Flexibility Efficiency and Effectiveness Quality and Reliability Professionalism
3	Mature	5	Communication Corporate Image Teamwork Professional Development Process Improvement Policy Compliance Safety Problem Solving/Innovation
4	Hourly	3	Teamwork Quality Professional Development Customer Focus Efficiency Flexibility Safety and Health Technical Knowledge
5	Exempt/Professional	5	Judgment/Decision Making Innovation/Flexibility Job Knowledge Teamwork Initiative Productivity Corporate Image Quality/Reliability Customer Focus Cost/Expense Management
6	Senior Executive	Narrative	Strategy and Vision Financial Management Operating Skills Results-Oriented Leadership Expertise Team Building Empowerment Role Model Transparency and Communication Personal Drive

### Model Template 1: Startup or Renewal Company

This model is well-suited for startup organizations or mature companies looking to reinvent themselves by inspiring a greater sense of innovation and creativity in their workers. The template structure uses five rating categories with an overall score at the end. Please note how the narrative descriptors in each category emphasize a higher level of performance expectations from employees than are typically found in other performance review templates. The goal is to redefine performance expectations to raise the bar and drive higher levels of productivity.

This format features the following attributes:

- ▶ There are five performance rating levels.
- ▶ There are eight performance competencies.
  - ❑ Strategic and Critical Thinking Skills
  - ❑ Creativity and Innovation
  - ❑ Culture and Values
  - ❑ Problem-Solving Skills and Results Orientation
  - ❑ Productivity and Volume
  - ❑ Job Knowledge
  - ❑ Quality
  - ❑ Teamwork
- ▶ Generic competencies were “stratified” and structured to create specific activities that supervisors can rate individually.
- ▶ Commonly defined goals and objectives are required but not rated. (This is a good approach for companies that are transitioning to a management-by-objective [MBO] environment and are building capability in setting effective goals.)
- ▶ This template is particularly effective for organizations that are looking to emphasize creativity and innovation. It also lends itself to organizations that are conducting formal performance reviews for the first time where abilities to document performance may be in the developmental stages.

STARTUP OR RENEWAL COMPANY PERFORMANCE APPRAISAL MODEL			
Name		Review Period	
Title		Department	
Date of Hire		Location	
Time in Position		Manager	

The purpose of this report is to assess the performance competencies for each employee. As part of the performance program, the job description should be reviewed and updated to be current and

accurate. Discuss with employees any position-specific areas requiring improvement and confirm areas of strength and competence.

This evaluative process is essential to the development and improvement of our organization. Providing honest, constructive, and corrective feedback can be challenging but very rewarding overall. At our company, we aim to build a culture of transparency, hard work, and reward for successful performance.

Based on the following performance-level categories (i.e., 1 through 5), select the rating that most accurately describes the employee performance in each specific area. Comments regarding the work performed by the employee to clarify ratings must be completed for each factor. A minimum of two goals is required.

### Performance Rating Guide

**Exemplary:** Incumbent demonstrates unusual proficiency in obtaining results with this competency and is recognized as a leader or mentor.

**Distinguished:** Performance clearly and consistently exceeds the expectation levels of this performance area.

**Successful:** Incumbent meets the expected standards. Performance is steady, reliable, consistent, and maintained with a minimum amount of supervision.

**Emerging:** Performance in this area is inconsistent and needs alignment and/or development. Performance feedback and efforts to reinforce competency may provide the tools to achieve success.

**Unsuccessful:** Performance falls short of the minimum criteria and standards of this competency. Immediate and substantial improvement is necessary to address this area.

The competencies that follow in this performance review represent our current business strategy and the core values of our company. We believe that our success is directly related to how well our employees reflect these key performance attributes.

STRATEGIC AND CRITICAL THINKING SKILLS	
Pushes the envelope of experience in order to solve problems or create solutions.	<input type="checkbox"/> Exemplary <input type="checkbox"/> Distinguished <input type="checkbox"/> Successful <input type="checkbox"/> Emerging <input type="checkbox"/> Unsuccessful
Considers options “outside of the box” and understands decisions that should be made and those that should be deferred to others.	
Maintains a clear understanding of cause and effect, and develops recommendations that are in alignment with the organization’s strategic direction.	
Demonstrates the ability to identify the source of problems in order to recommend a decisive course of action.	
<i>Comments/Examples:</i>	

CREATIVITY AND INNOVATION	
Develops new ideas and insights that result in process improvements and product enhancements.	<input type="checkbox"/> Exemplary <input type="checkbox"/> Distinguished <input type="checkbox"/> Successful <input type="checkbox"/> Emerging <input type="checkbox"/> Unsuccessful
Promotes a creative climate and inspires coworkers to develop original ideas or solutions.	
Translates creative thinking into tangible changes and solutions that improve the work unit and organization.	
Uses ingenious methods to meet responsibilities. Demonstrates resourcefulness and has the ability to succeed with minimal resources.	
<i>Comments/Examples:</i>	

CULTURE AND VALUES	
The "good soldier" both <i>believes</i> and <i>behaves</i> as prescribed by the culture. —Peter Drucker	
Reflects the core values of the company in ethics, job performance, and personal conduct.	<input type="checkbox"/> Exemplary <input type="checkbox"/> Distinguished <input type="checkbox"/> Successful <input type="checkbox"/> Emerging <input type="checkbox"/> Unsuccessful
Inspires and motivates others with a positive attitude and passion for the organization.	
Portrays an image of professionalism in behavior and appearance.	
Exhibits a consistent commitment to high standards of customer service and overall excellence.	
Demonstrates integrity, honesty, and respect in all dealings with customers and business associates.	
Utilizes opportunities to support and promote the objectives of the company through active participation, volunteerism, and other forms of engagement within the community.	
<i>Comments/Examples:</i>	

### PROBLEM-SOLVING SKILLS AND RESULTS ORIENTATION

Takes personal initiative and exhibits self-motivation.	<input type="checkbox"/> Exemplary <input type="checkbox"/> Distinguished <input type="checkbox"/> Successful <input type="checkbox"/> Emerging <input type="checkbox"/> Unsuccessful
Exhibits a decisive ability to translate organizational goals into personal action and efforts that move the organization forward.	
Demonstrates a “can do” approach that emphasizes solving problems in a cooperative and collaborative way.	
Exhibits flexibility in cross-training, learns new practices in a timely manner, and adjusts to changes in assignments and working conditions.	
Examines the root cause of problems and suggests effective solutions. Fosters new ideas, improves processes, and finds more effective and efficient ways to accomplish tasks (cost and/or operational efficiency).	
Demonstrates an ability to think “beyond the box.”	
<i>Comments/Examples:</i>	

### PRODUCTIVITY AND VOLUME

Profit is not an objective, it is a result. —Peter Drucker	
Effectively utilizes job resources (finances, equipment, materials, etc.), sets goals for productivity and self-development, and achieves productive results.	<input type="checkbox"/> Exemplary <input type="checkbox"/> Distinguished <input type="checkbox"/> Successful <input type="checkbox"/> Emerging <input type="checkbox"/> Unsuccessful
Establishes appropriate priorities, manages time effectively, and organizes resources in order to complete assignments on time and to specifications while producing the expected quantity of work results.	
Demonstrates resourcefulness and competent judgment (the ability to differentiate between decisions that can be made independently and those that should be referred to others).	
Functions with independence and with appropriate levels of guidance or supervision.	
<i>Comments/Examples:</i>	

<b>JOB KNOWLEDGE</b>	
It's not the job you do, It's HOW you do the job. —Anonymous	
Demonstrates a command and thorough knowledge of the position in all of its dimensions.	<input type="checkbox"/> Exemplary <input type="checkbox"/> Distinguished <input type="checkbox"/> Successful <input type="checkbox"/> Emerging <input type="checkbox"/> Unsuccessful
Has and applies the knowledge and skills necessary to effectively perform all aspects of the position.	
Demonstrates expertise in the execution of work and fulfillment of position responsibilities.	
Maintains and grows critical knowledge or skills that meet high industry standards. Embraces technological changes and keeps up to date on developments within specialty.	
Exhibits professionalism and conscientiousness in work and in all dealings with others.	
<i>Comments/Examples:</i>	

<b>QUALITY</b>	
Quality is not an act, it is a habit. —Aristotle	
Performs responsibilities in a manner that supports a culture of safety, integrity, and/or credibility.	<input type="checkbox"/> Exemplary <input type="checkbox"/> Distinguished <input type="checkbox"/> Successful <input type="checkbox"/> Emerging <input type="checkbox"/> Unsuccessful
Exhibits consistency and reliability and produces dependable work results. Completes work with an appropriate amount of accuracy, thoroughness, and attention to detail.	
Goes the "extra mile" as needed to achieve extraordinary outcomes and/or customer satisfaction.	
Meets schedules, takes responsibility, follows through, and responds predictably and admirably to special requests or last-minute changes in plans.	
Demonstrates dependability, reliability, and acceptable attendance. Volunteers and is available to accomplish organizational goals as needed.	
<i>Comments/Examples:</i>	

TEAMWORK	
Individuals play the game, but teams beat the odds. —Navy Seals	
Practices open and honest communication, supporting a culture of trust and teamwork. Contributes to an environment where people cooperate (internal customer service) and give their best.	<input type="checkbox"/> Exemplary <input type="checkbox"/> Distinguished <input type="checkbox"/> Successful <input type="checkbox"/> Emerging <input type="checkbox"/> Unsuccessful
Fosters relationships, resolves conflicts, and sets a positive example for others. Exemplifies a warm, open, and approachable demeanor. Listens to the needs of others and accepts constructive feedback and ideas.	
Partners and coordinates as needed to obtain organizational results. Shares information readily and serves as a point-person and “center of excellence” for other internal departments.	
Provides leadership for special projects as needed.	
Creates an inclusive work environment where others feel free to share feedback and make recommendations and suggestions.	
<i>Comments/Examples:</i>	

GOALS AND WORK PLAN		
Goal	Description, resources, training, support needed, etc.	Completed by
1		
2		
3		

OVERALL PERFORMANCE RATING
<input type="checkbox"/> Distinguished <input type="checkbox"/> Superior <input type="checkbox"/> Fully Successful <input type="checkbox"/> Partially Successful <input type="checkbox"/> Unsuccessful
<i>Comments:</i>

Reviewed by:

Supervisor \_\_\_\_\_ Date \_\_\_\_\_

Department Manager \_\_\_\_\_ Date \_\_\_\_\_

<b>Employee Acknowledgment</b>
<p>I have reviewed my job description and this performance report with my supervisor. My signature indicates that I have read this report; however, it does not confirm that I necessarily agree with its findings. In addition, I understand that I may provide my own performance assessment and/or improvement feedback in the form of a rebuttal if I do not agree with this evaluation's contents.</p>
<p>Employee _____ Date _____</p>

### Model Template 2: Growth Company

This model is designed for organizations that have escalated beyond the startup phase and that are at a profitable stage. At this stage they continue to look for opportunities to expand but also want to build infrastructure and create guidelines and policies to ensure that communication is flowing and roles are clearly identified and aligned. The template structure below uses four qualitative rating categories spread over eight competencies, with an overall score at the end. This grading structure may lend itself to an environment that is establishing consistency and may be conducting performance reviews (or attempting to establish a pay-for-performance culture) for the first time.

This version reflects the following attributes:

- ▶ Four performance rating levels
- ▶ Eight performance competencies that support a company in the growth phase
  - Creativity/Innovation
  - Professional and Technical Knowledge
  - Teamwork and Leadership
  - Customer Centric

- Adaptability and Flexibility
  - Efficiency and Effectiveness
  - Quality and Reliability
  - Professionalism
- Scoring of professional development goal accomplishments over the past performance period

GROWTH COMPANY MODEL			
Name		Review Period	
Title		Department	
Date of Hire		Location	
Time in Position		Manager	

The purpose of this report is to assess the performance competencies for each employee. As part of the performance program the job description should be reviewed and updated to be current and accurate. Discuss with employees any position-specific areas needing improvement and confirm areas of strength and competence.

This evaluative process is essential to development and improvement of our organization. Providing honest, constructive, and corrective feedback can be challenging but very rewarding overall. At XYZ, we aim to build a culture of transparency, hard work, and recognition for successful performance. Thank you for engaging this process fully with the employees. Your efforts will help each employee improve and succeed and will help the cooperative achieve excellence and better fulfill its mission.

Select the level that most closely reflects performance and conduct. Comments should explain why a particular value has been selected and will assist in clarifying performance expectations for the next period.

PERFORMANCE RATING SCALING GUIDE	
Performance Rating	Definition
Distinguished	Performance clearly and consistently exceeds the expectation levels of this performance area.
Successful	Incumbent meets the expected standards. Performance is steady, reliable, consistent, and maintained with a minimum amount of supervision.
Emerging	Performance in this area is emerging or inconsistent and needs development. Performance feedback and efforts to reinforce competency may provide the tools to achieve success.
Unsuccessful	Performance falls short of the minimum criteria and standards of this competency. Immediate and substantial improvement is necessary to address this area.

<b>CREATIVITY/INNOVATION</b>	
<ul style="list-style-type: none"> <li>• Views all employees as leaders, innovators, and change agents.</li> <li>• Recognizes that innovation is the number one performance competency that will help our company differentiate itself from the competition.</li> <li>• Regularly gains new perspectives from peers and team members and likewise provides constructive input relative to others’ ideas and suggestions.</li> <li>• Fosters a spirit of creative collaboration, and questions common practices in an effort to reinvent the routine.</li> <li>• Encourages others to be inventive and take appropriate risks. Values creativity, productivity, and efficiency as the keys to career development.</li> <li>• Generates creative and constructive ideas, concepts, and techniques to improve products and processes.</li> <li>• Identifies and solves problems by offering suggestions and solutions.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Distinguished</li> <li><input type="checkbox"/> Successful</li> <li><input type="checkbox"/> Emerging</li> <li><input type="checkbox"/> Unsuccessful</li> </ul>
<p><i>Comments/Examples:</i></p>	

<b>PROFESSIONAL AND TECHNICAL KNOWLEDGE</b>	
<ul style="list-style-type: none"> <li>• Views all employees as leaders, innovators, and change agents.</li> <li>• Demonstrates a command and thorough knowledge of the position in all its dimensions. Has and applies the knowledge and skills necessary to effectively perform all aspects of the position.</li> <li>• Maintains and grows critical knowledge or skills that meet high industry standards. Embraces technological changes and keeps up to date on developments within specialty.</li> <li>• Embodies our organization’s core principles of fostering a greater sense of respect, dignity, and professionalism in the workplace.</li> <li>• Establishes immediate credibility and demonstrates vision, ambition, and passion to succeed. Demonstrates professional expertise, and inspires confidence in others.</li> <li>• Consistently displays the highest level of personal integrity. Maintains professionalism and composure when faced with crises and confidentiality with respect to others’ private affairs.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Distinguished</li> <li><input type="checkbox"/> Successful</li> <li><input type="checkbox"/> Emerging</li> <li><input type="checkbox"/> Unsuccessful</li> </ul>
<p><i>Comments/Examples:</i></p>	

### TEAMWORK AND LEADERSHIP

- Practices open and honest communication, supporting a culture of trust and teamwork. Contributes to an environment where people cooperate (internal customer service) and give their best.
- Regularly looks for common ground and encourages collaboration among team members.
- Welcomes positive confrontation and remains open to constructive feedback.
- Assumes good intentions until proven otherwise and always looks to bring out the best in others. Resolves interpersonal conflict without drama or angst.
- Builds consensus via shared decision making. Fosters a sense of shared accountability and group responsibility. Celebrates successes and recognizes and appreciates others' contributions.
- Confronts problems head-on but in a firm and constructive manner.

- Distinguished
- Successful
- Emerging
- Unsuccessful

*Comments/Examples:*

### CUSTOMER-CENTRIC ORIENTATION

- Demonstrates integrity, honesty, and respect in dealings with customers and business associates.
- Exhibits total commitment to outstanding customer service. Provides knock-your-socks-off service that consistently exceeds client expectations.
- Consistently exhibits creativity and flexibility in resolving customer issues. Remains customer-oriented, flexible, and responsive to last-minute changes in plans.
- Regularly puts the human relationship above the transaction. Looks always to surprise customers with unanticipated benefits, including lower costs and shortened delivery time frames.
- Effectively exceeds customer expectations by providing timely feedback and follow-up in an empathetic and caring way. Tactfully informs customers when their requests cannot be met and escalates matters for further review and approval as appropriate.
- Takes pride in building relationships with even the most challenging clients. Enjoys identifying "out-of-the-box" solutions for clients with special needs. Develops a loyal customer base as evidenced by a high rate of repeat business.

- Distinguished
- Successful
- Emerging
- Unsuccessful

*Comments/Examples:*

ADAPTABILITY AND FLEXIBILITY	
<ul style="list-style-type: none"> <li>• Willing to take on new tasks, processes, and technologies.</li> <li>• Demonstrates the ability to multitask and handle pressure or crisis situations. Adjusts priorities to meet team or company needs.</li> <li>• Remains resolute and calm when faced with challenges or seemingly inadequate resources.</li> <li>• Identifies unique ways of creating value, and encourages others to employ their curiosity and imagination.</li> <li>• Encourages team members to take appropriate risks and embrace change. Regularly combines natural curiosity and gut intuition with sound analysis and reasoning to strengthen our “organizational forecasting ability.”</li> <li>• Readily develops strategies to reflect our changing business priorities.</li> <li>• Effectively translates strategies into objectives and action plans.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Distinguished</li> <li><input type="checkbox"/> Successful</li> <li><input type="checkbox"/> Emerging</li> <li><input type="checkbox"/> Unsuccessful</li> </ul>
<p><i>Comments/Examples:</i></p>	

EFFICIENCY AND EFFECTIVENESS	
<ul style="list-style-type: none"> <li>• Continuously strives for maximum effectiveness and efficiency. Appreciates the critical nature of well-honed organization and planning skills.</li> <li>• Effectively manages multiple projects on parallel tracks. Views unexpected delays as opportunities to demonstrate preparedness and flexibility.</li> <li>• Refuses to sacrifice quality for volume. Asks high-quality questions and anticipates and communicates potential problems before they occur. Demonstrates a reasonable balance between rules and regulations vs. flexibility and responsiveness.</li> <li>• Readily anticipates and escalates potential bottlenecks, roadblocks, and pitfalls.</li> <li>• Demonstrates the appropriate amount of patience, flexibility, and wise guidance in helping others manage projects through to completion.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Distinguished</li> <li><input type="checkbox"/> Successful</li> <li><input type="checkbox"/> Emerging</li> <li><input type="checkbox"/> Unsuccessful</li> </ul>
<p><i>Comments/Examples:</i></p>	

### QUALITY AND RELIABILITY

- Effectively utilizes job resources (finances, equipment, materials, etc.), sets goals (budgets, targets, etc.), and achieves productive results.
- Establishes priorities, manages time, and organizes resources to complete assignments on time and to specifications while producing the expected quantity of work results.
- Demonstrates resourcefulness and competent judgment. Follows all standard operating procedures and protocols as necessary.
- Functions with independence and with appropriate levels of guidance or supervision.
- Performs responsibilities in a manner that supports a culture of integrity and credibility.
- Exhibits consistency and reliability and produces dependable work results. Completes work with accuracy, thoroughness, and attention to detail.

- Distinguished
- Successful
- Emerging
- Unsuccessful

*Comments/Examples:*

### PROFESSIONALISM

- Motivates others, always leading by example. Embodies our organization's core principles of fostering a greater sense of respect, dignity, and professionalism in the workplace.
- Establishes immediate credibility and demonstrates vision, ambition, and passion to succeed. Demonstrates professional expertise, and inspires confidence in others.
- Consistently displays the highest level of personal integrity. Communicates proactively when changes in plans occur, and justifies exceptions to policies or practices.
- Maintains professionalism and composure when faced with crises and confidentiality with respect to others' private affairs. Follows ethical business practices at all times and tolerates no exceptions.

- Distinguished
- Successful
- Emerging
- Unsuccessful

*Comments/Examples:*

PROFESSIONAL DEVELOPMENT GOALS	
<ul style="list-style-type: none"> <li>• Goal A</li>   <li>• Goal B</li>   <li>• Goal C</li> </ul>	
<p><i>Comments:</i></p>	

OVERALL PERFORMANCE SUMMARY	
<p><i>Comments:</i></p>	<input type="checkbox"/> Distinguished <input type="checkbox"/> Successful <input type="checkbox"/> Emerging <input type="checkbox"/> Unsuccessful

Reviewed by:

Supervisor \_\_\_\_\_

Date \_\_\_\_\_

Manager \_\_\_\_\_

Date \_\_\_\_\_

<b>Employee Acknowledgment</b>	
<p>I have reviewed my job description and this performance report with my supervisor. My signature indicates that I have read this report; however, it does not confirm that I necessarily agree with its findings. In addition, I understand that I may provide my own performance assessment and/or improvement feedback in the form of a rebuttal if I do not agree with this evaluation's contents.</p>	
<p>Employee _____</p>	<p>Date _____</p>

### Model Template 3: Mature Company

Mature companies are marked by stable sales and a more defensive posturing in the marketplace. (After all, they have a lot to protect!) Organizations that might benefit from elements of the model below tend to be more conservative and policy-oriented with the intention of maintaining the status quo. Companies at this stage emphasize cost controls, budget adherence, and documented performance measures. The model below is more of a traditional template in that it captures a rounded

and holistic picture of employee performance and behavior. Elements of this broad-based model can easily be transferred into any of the other models outlined in the book.

This version reflects the following attributes:

- ▶ Five performance rating levels
- ▶ Eight performance competencies that support a company in the growth phase
  - Communication
  - Corporate Image
  - Teamwork
  - Professional Development
  - Process Improvement
  - Policy Compliance
  - Safety
  - Problem Solving/Innovation
- ▶ Overall, cumulative five-level performance rating

MATURE COMPANY PERFORMANCE MANAGEMENT PROGRAM			
Name		Review Period	
Title		Department	
Date of Hire		Location	
Time in Position		Manager	

## Overview and Instructions

The purpose of this report is to assess the performance competencies for each employee. As part of the performance program the job description should be reviewed and updated to be current and accurate. Discuss with employees any position-specific areas needing improvement and confirm areas of strength and competence.

This evaluative process is essential to development and improvement of our organization. Providing honest, constructive, and corrective feedback can be challenging but very rewarding overall. At XYZ, we are building a culture of transparency, hard work, and recognition for successful performance. Thank you for engaging this process fully with the employees. Your efforts will help each employee improve and succeed and will help the company achieve excellence and better fulfill its mission.

Review the following performance rating definitions. For each of the performance competency areas there is a section for completion by employees and managers. Select the level that best represents individual performance. Explanatory comments will help to support your selection.

### Performance Rating Definitions

**Distinguished Performance and Role Model:** Clearly and consistently demonstrates extraordinary and exceptional accomplishment in all major areas of responsibility. Others rarely equal performance of this caliber in similar roles.

**Superior/Highly Effective Performance:** Performance is continually and consistently superior and regularly goes beyond what is expected. Performance consistently exceeds expectations.

**Fully Successful/Effective Performance:** Performance consistently meets the critical requirements of the position. The employee continually performs at a steady and expected level.

**Partially Successful Performance/Needs Improvement:** Performance does not consistently meet or occasionally falls below what is required of the position; improvement in specific areas is required.

**Unsuccessful/Unacceptable Performance:** Performance fails to meet minimum expectations for this role, and immediate and sustained improvement is mandatory.

### COMMUNICATION

Cultivates a culture of openness in information sharing. Regularly solicits constructive feedback, builds consensus, and asks well-thought-out and well-prepared questions. Encourages open communication, cooperation, and the sharing of knowledge. Remains open-minded and willing to entertain others' ideas. Builds trust through regular, open, and honest communication. Demonstrates candor and level-headedness in all business dealings. Listens actively and always responds in a respectful tone. Engages appropriately when in disagreement, and pushes back respectfully and in a spirit of goodwill cooperation. Speaks persuasively and convincingly but is not afraid to say, "I don't know" and research an answer. Manages others' expectations appropriately and proactively communicates any potential problems or roadblocks. Effectively feeds information upward and rarely leaves others flying blind or unaware of important updates.

- Distinguished
- Superior
- Fully Successful
- Partially Successful
- Unsuccessful

*Comments/Examples:*

### CORPORATE IMAGE

Looks beyond immediate, short-term responsibilities to the greater good of others in the organization and the overall community. Strives to strengthen our organization's mission in terms of what our company stands for and will uphold to our customers. Recognizes the link between corporate goals and public purpose and becomes part of the solution. Embraces responsibility for our company's actions and encourages a positive impact through activities affecting the environment, consumers, employees, communities, and stakeholders. Recognizes that corporate success and social welfare are interdependent, and participates in external philanthropic and volunteer activities to help the community as appropriate.

- Distinguished
- Superior
- Fully Successful
- Partially Successful
- Unsuccessful

*Comments/Examples:*

### TEAMWORK

Regularly looks for common ground and encourages collaboration among team members. Welcomes positive confrontation, and accepts and provides constructive feedback in a spirit of goodwill and cooperation. Assumes good intentions until proven otherwise, and always looks to bring out the best in others. Resolves interpersonal conflict without drama or angst. Builds consensus via shared decision making. Fosters a sense of shared accountability and group responsibility. Celebrates successes and recognizes and appreciates others' contributions. Confronts problems head-on but in a firm and constructive manner. Creates a work environment based on inclusiveness, welcoming others' suggestions and points of view.

- Distinguished
- Superior
- Fully Successful
- Partially Successful
- Unsuccessful

*Comments/Examples:*

PROFESSIONAL DEVELOPMENT	
<ul style="list-style-type: none"> <li>• Demonstrates a command and thorough knowledge of the position in all its dimensions. Has and applies the knowledge and skills necessary to effectively perform all aspects of the position.</li> <li>• Maintains and grows critical knowledge or skills that meet high industry standards. Embraces technological changes and keeps up to date on developments within specialty.</li> <li>• Studies and shares best practices garnered from network alliance and affinity groups.</li> <li>• Establishes immediate credibility and demonstrates vision, ambition, and passion to succeed. Demonstrates professional expertise and inspires confidence in others.</li> <li>• Sets performance and productivity goals as well as measurable outcomes to ensure those goals are reached.</li> <li>• Always separates the people from the problem and assumes good intentions.</li> <li>• Models the behaviors that encourage openness and transparency and, when in doubt, errs on the side of compassion.</li> <li>• Consistently displays the highest level of personal integrity. Maintains professionalism and composure when faced with crises and confidentiality with respect to others' private affairs.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Distinguished</li> <li><input type="checkbox"/> Superior</li> <li><input type="checkbox"/> Fully Successful</li> <li><input type="checkbox"/> Partially Successful</li> <li><input type="checkbox"/> Unsuccessful</li> </ul>
<p><i>Comments/Examples:</i></p>	

PROCESS IMPROVEMENT	
<p>Always looks for new ways of increasing revenue, decreasing costs, and saving time. Creates new and more effective ways of adding value to the customer experience. Examines the root cause of problems and suggests effective solutions. Fosters new ideas, improves processes, and constantly looks for better ways to do things (cost and/or operational efficiency). Demonstrates an ability to think "beyond the box." Promotes a creative climate, and inspires coworkers to develop original ideas or solutions. Translates creative thinking into tangible changes and solutions that improve the work unit and organization. Uses ingenious methods to accomplish responsibilities.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Distinguished</li> <li><input type="checkbox"/> Superior</li> <li><input type="checkbox"/> Fully Successful</li> <li><input type="checkbox"/> Partially Successful</li> <li><input type="checkbox"/> Unsuccessful</li> </ul>
<p><i>Comments/Examples:</i></p>	

### POLICY COMPLIANCE

Establishes measurement tools and yardsticks for continuous process improvement, and adjusts regularly to accommodate changing priorities. Demonstrates best practices and finds an appropriate balance between quality and quantity. Plans resources and timelines effectively, and gains appropriate budget signoff before committing to a deadline. Readily adheres to deadlines and production benchmarks. Regularly identifies streamlining measures that eliminate or reduce system redundancies. Strictly adheres to our program values of risk reduction, timely incident response, liability minimization, and loss control. Views quality as the single most essential element that allows our company to compete effectively and differentiate itself from the competition. Recognizes and assumes full responsibility for the obligation to disclose potential conflicts of interest.

- Distinguished
- Superior
- Fully Successful
- Partially Successful
- Unsuccessful

*Comments/Examples:*

### SAFETY

Performs responsibilities in a manner that supports a culture of safety. Remains dedicated to improving safety performance within the company. Offers suggestions and ideas for improving safety and preventing accidents. Consistently adheres to standard operating procedures and gains advance permission before making exceptions to policy. Encourages fellow employees to work safely. Complies with all safety recommendations, postings, and requirements, and never sacrifices safety for productivity. Attends, supports, and participates in required safety training. Stringently follows all injury and illness reporting and record-keeping requirements. Reports accidents, injuries, and infractions in a timely manner.

- Distinguished
- Superior
- Fully Successful
- Partially Successful
- Unsuccessful

*Comments/Examples:*

PROBLEM SOLVING/INNOVATION	
<p>Turns ideas into action, puts creativity to work, and develops strategies for innovation. Rethinks routine processes and finds unique solutions for adding customer value. Funnels creative recommendations into practical applications. Employs right-brain imagination, creativity, and intuition with left-brain logic and planning. Searches constantly for new innovation methods, techniques, and tools. Regularly encourages greater collaboration and open discussion with peers and team members to foster a culture of innovation. Participates in and/or leads diverse product teams to cultivate a broader range of knowledge, thought, and creativity. Seeks improvement through original thought, and strives to initiate new ideas and better ways to do things (cost and/or operational efficiency). Uses ingenious methods and demonstrates resourcefulness as well as an ability to think beyond usual methods.</p>	<input type="checkbox"/> Distinguished <input type="checkbox"/> Superior <input type="checkbox"/> Fully Successful <input type="checkbox"/> Partially Successful <input type="checkbox"/> Unsuccessful
<p><i>Comments/Examples:</i></p>	

OVERALL PERFORMANCE RATING
<input type="checkbox"/> Distinguished <input type="checkbox"/> Superior <input type="checkbox"/> Fully Successful <input type="checkbox"/> Partially Successful <input type="checkbox"/> Unsuccessful
<p><i>Comments:</i></p>

Reviewed by:

Supervisor \_\_\_\_\_ Date \_\_\_\_\_

Manager \_\_\_\_\_ Date \_\_\_\_\_

<b>Employee Acknowledgment</b>	
<p>I have reviewed my job description and this performance report with my supervisor. My signature indicates that I have read this report; however, it does not confirm that I necessarily agree with its findings. In addition, I understand that I may provide my own performance assessment and/or improvement feedback in the form of a rebuttal if I do not agree with this evaluation's contents.</p>	
Employee _____	Date _____

#### Model Template 4: Hourly and/or Union Workforce Emphasis

The model that follows is designed for organizations that have large hourly workforces. The performance categories emphasize areas of compliance and adherence to policy, including timekeeping, dress code standards, and professional conduct. Basic expectations regarding communication and respect in the workplace round out the key performance areas. This model, along with the competency elements contained within it, clearly works well with nonexempt employees who have more of a tactical and operational (as opposed to strategic) focus in terms of their contribution to company performance.

This format features the following attributes:

- ▶ Three levels of performance per competency. (Reducing the level of differentiation among hourly workers may better reflect the work environment, which is very often unionized.)
- ▶ Cumulative five-level scoring section. Having a different cumulative scale than the competency scaling will avoid a simplistic averaging to achieve a cumulative ranking. In this template, managers will be required to weigh all the individual competencies as they relate to the entire job and translate them into a narrative equivalent using a five-level score.
- ▶ Eight performance competencies
  - Teamwork
  - Quality
  - Professional Development
  - Customer Focus
  - Efficiency
  - Flexibility
  - Safety and Health
  - Technical Knowledge
- ▶ Focus on setting career development goals

HOURLY/UNION EMPHASIS TEMPLATE			
Name		Review Period	
Title		Department	
Date of Hire		Location	
Time in Position		Manager	

## Overview and Instructions to Supervisors

The purpose of this report is to assess the performance competencies for each employee. As part of the performance program, the job description should be reviewed and updated to be current and accurate. Discuss with your employee any position-specific areas needing improvement and confirm areas of strength and competence.

This evaluative process is essential to development and improvement of our organization. Providing honest, constructive, and corrective feedback can be challenging but very rewarding overall. At XYZ, we are building a culture of transparency, hard work, and recognition for successful performance. Thank you for engaging this process fully with your team members. Your efforts will help each employee improve and succeed and will help the organization achieve excellence and better fulfill its mission.

Review the following performance rating definitions. Select the level that best represents individual performance, and provide explanatory comments to support your selection. Consider how each competency impacts this particular position and then select a cumulative rating to represent overall performance.

### Performance Rating Definitions

---

**Exemplary:** Employee demonstrates unusual proficiency in obtaining results with this competency and is recognized as a leader or mentor. Performance clearly and consistently exceeds the expectation levels of this performance area.

**Skilled:** Employee meets the expected standards. Performance is steady, reliable, consistent, and maintained with a minimum amount of supervision.

**Reinforcement Needed:** Performance in this area is emerging or inconsistent and needs development. Performance feedback and efforts to reinforce competency may provide the tools to achieve success, but demonstration of heightened performance is necessary to achieve proficiency in role.

## TEAMWORK

- Goes the “extra mile” as needed to achieve extraordinary outcomes and/or customer satisfaction.
- Regularly builds strong, supportive, and constructive relationships with peers and company leaders.
- Fosters relationships throughout the company, welcomes constructive criticism and suggestions, and effectively resolves conflicts. Brings out the best in people by demonstrating care and concern about their well-being.
- Remains sensitive to others’ needs, and assumes good intentions unless and until proven otherwise. Exercises an appropriate amount of discretion, diplomacy, and tact when working with peers and customers alike.
- Effectively manages coworkers’ expectations, and engages in constructive debate when disagreement arises. Sets others up for success, and creates win-win opportunities for coworkers and clients alike.
- Demonstrates effectiveness in mentoring and sharing institutional knowledge and information to enhance the ability of others to reach their developmental goals.

- Exemplary
- Skilled
- Reinforcement Needed

*Comments/Examples:*

## QUALITY

- Establishes measurement tools and yardsticks for continuous process improvement, and adjusts regularly to accommodate changing circumstances. Demonstrates best practices and finds an appropriate balance between quality and quantity.
- Plans resources and timelines effectively, and gains appropriate approval before committing to a deadline. Readily adheres to deadlines and production benchmarks.
- Views quality as the single most essential element that allows our company to compete effectively and differentiate itself from the competition. Recognizes and assumes full responsibility for the obligation to disclose potential conflicts of interest.
- Sustains peak performance. Manages successfully through frequent interruptions, and remains focused when unexpected events challenge best-laid plans.
- Regularly completes work ahead of schedule, and communicates proactively regarding potential roadblocks or delays.

- Exemplary
- Skilled
- Reinforcement Needed

*Comments/Examples:*

<b>PROFESSIONAL DEVELOPMENT</b>	
<ul style="list-style-type: none"> <li>• Demonstrates a command and thorough knowledge of the position in all of its dimensions. Has and applies the knowledge and skills necessary to effectively perform all aspects of the position.</li> <li>• Maintains and grows critical knowledge or skills that meet high industry standards. Embraces technological changes and keeps up to date on developments within specialty.</li> <li>• Embodies our organization’s core principles of fostering a greater sense of respect, dignity, and professionalism in the workplace.</li> <li>• Establishes immediate credibility and demonstrates vision, ambition, and passion to succeed. Demonstrates professional expertise and inspires confidence in others.</li> <li>• Consistently displays the highest level of personal integrity. Maintains professionalism and composure when faced with crises and confidentiality with respect to others’ private affairs.</li> </ul>	<input type="checkbox"/> Exemplary <input type="checkbox"/> Skilled <input type="checkbox"/> Reinforcement Needed
<i>Comments/Examples:</i>	

<b>CUSTOMER FOCUS</b>	
<ul style="list-style-type: none"> <li>• Demonstrates integrity, honesty, and respect in all dealings with customers and business associates.</li> <li>• Demonstrates total commitment to outstanding customer service. Provides knock-your-socks-off service that consistently exceeds client expectations.</li> <li>• Consistently exhibits creativity and flexibility in resolving customer issues. Remains customer-oriented, flexible, and responsive to last-minute changes in plans.</li> <li>• Regularly puts the human relationship above the transaction. Looks always to surprise customers with unanticipated benefits, including lower costs and shortened delivery time frames.</li> <li>• Effectively exceeds customer expectations by providing timely feedback and follow-up in an empathetic and caring way. Tactfully informs customers when their requests cannot be met, and escalates matters for further review and approval as appropriate.</li> <li>• Takes pride in building relationships with even the most challenging clients. Enjoys identifying “out-of-the-box” solutions for clients with special needs. Develops a loyal customer base as evidenced by a high rate of repeat business.</li> </ul>	<input type="checkbox"/> Exemplary <input type="checkbox"/> Skilled <input type="checkbox"/> Reinforcement Needed
<i>Comments/Examples:</i>	

## EFFICIENCY

- Continuously strives for maximum effectiveness and efficiency. Appreciates the critical nature of well-honed organization and planning skills.
- Effectively manages multiple projects on parallel tracks. Views unexpected delays as opportunities to demonstrate preparedness and flexibility.
- Refuses to sacrifice quality for volume. Asks high-quality questions and anticipates and communicates potential problems before they occur. Demonstrates a reasonable balance between rules and regulations vs. flexibility and responsiveness.
- Readily anticipates and escalates potential bottlenecks, roadblocks, and pitfalls.
- Demonstrates the appropriate amount of patience, flexibility, and wise guidance in helping others manage projects through to completion.

- Exemplary
- Skilled
- Reinforcement Needed

*Comments/Examples:*

## FLEXIBILITY

- Willing to take on new tasks, processes, or technologies.
- Demonstrates the ability to multitask and handle pressure or crisis situations. Adjusts priorities to meet team or company needs.
- Remains resolute and calm when faced with challenges or seemingly inadequate resources.
- Identifies unique ways of creating value, and encourages others to employ their curiosity and imagination.
- Encourages team members to take appropriate risks and embrace change. Regularly combines natural curiosity and gut intuition with sound analysis and reasoning to strengthen our "organizational forecasting ability."
- Readily develops strategies to reflect our changing business priorities.
- Effectively translates strategies into objectives and action plans.

- Exemplary
- Skilled
- Reinforcement Needed

*Comments/Examples:*

SAFETY AND HEALTH	
<ul style="list-style-type: none"> <li>• Performs responsibilities in a manner that supports a culture of safety.</li> <li>• Displays dedication and resolve to improving safety performance within the company.</li> <li>• Offers suggestions and ideas for improving safety and preventing accidents.</li> <li>• Dresses appropriately and maintains professional standards of conduct in attendance and punctuality.</li> <li>• Encourages fellow employees to work safely.</li> <li>• Attends, supports, and participates in required safety training.</li> <li>• Reports accidents, injuries, and infractions in a timely manner.</li> </ul>	<input type="checkbox"/> Exemplary <input type="checkbox"/> Skilled <input type="checkbox"/> Reinforcement Needed
<i>Comments/Examples:</i>	

TECHNICAL KNOWLEDGE	
<ul style="list-style-type: none"> <li>• Demonstrates a command and thorough knowledge of the position in all of its dimensions.</li> <li>• Has and applies the knowledge and skills necessary to effectively perform all aspects of the position.</li> <li>• Shows expertise in the execution of work and fulfillment of position responsibilities.</li> <li>• Attends all training programs and maintains certifications as required.</li> <li>• Exhibits professionalism and conscientiousness in work and dealings with others.</li> </ul>	<input type="checkbox"/> Exemplary <input type="checkbox"/> Skilled <input type="checkbox"/> Reinforcement Needed
<i>Comments/Examples:</i>	

Please outline the Professional Development Goals for this next performance period.

PROFESSIONAL DEVELOPMENT GOALS
Goal A
Goal B
Goal C

OVERALL PERFORMANCE RATING LEVELS	
<p><b>Distinguished:</b> Clearly and consistently demonstrates extraordinary and exceptional accomplishment in all major areas of responsibility. Others rarely equal performance of this caliber in similar roles.</p> <p><b>Superior:</b> Performance is continually and consistently superior and regularly goes beyond what is expected. Performance consistently exceeds expectations.</p> <p><b>Fully Successful:</b> Performance consistently meets the critical requirements of the position. The employee continually performs at a steady and expected level.</p> <p><b>Partially Successful:</b> Performance does not consistently meet or occasionally falls below what is required of the position; improvement in specific areas is required.</p> <p><b>Unsuccessful:</b> Performance fails to meet minimum expectations for this role, and immediate and sustained improvement is mandatory.</p>	<input type="checkbox"/> Distinguished <input type="checkbox"/> Superior <input type="checkbox"/> Fully Successful <input type="checkbox"/> Partially Successful <input type="checkbox"/> Unsuccessful
<p><i>Comments:</i></p>	

Reviewed by:

Supervisor \_\_\_\_\_ Date \_\_\_\_\_

Manager \_\_\_\_\_ Date \_\_\_\_\_

<b>Employee Acknowledgment</b>	
<p>I have reviewed my job description and this performance report with my supervisor. My signature indicates that I have read this report; however, it does not confirm that I necessarily agree with its findings. In addition, I understand that I may provide my own performance assessment and/or improvement feedback in the form of a rebuttal if I do not agree with this evaluation's contents.</p>	
Employee _____	Date _____

### Model Template 5: Exempt/Professional Workforce

Professional work environments like those found in consulting, legal, finance, research, and engineering organizations require a different set of soft skills and emotional intelligence indicators than in other environments. This model demonstrates real-life examples of model individual and group behavior to make the review process more relevant to employees and reflects the following key attributes:

- ▶ Five performance rating levels
- ▶ Ten key employee competencies
  - Judgment/Decision Making
  - Innovation/Flexibility
  - Job Knowledge

- Teamwork
  - Initiative
  - Productivity
  - Corporate Image
  - Quality/Reliability
  - Customer Focus
  - Cost/Expense Management
- ▶ Scoring of goal accomplishments over the past performance period
  - ▶ Future-looking, jointly designed goals
  - ▶ Overall performance rating

EXEMPT/PROFESSIONAL PERFORMANCE SYSTEM			
Name		Review Period	
Title		Department	
Date of Hire		Location	
Time in Position		Manager	

The following levels represent five plateaus of performance that are attainable by each employee. Your performance for each competency will be rated so you will have direct feedback on specific areas of strength or areas for improvement. A separate cumulative score at the end will provide an overall rating. Notice the personalized success stories to each of the competency areas as a “style twist” to the template.

### Performance-Rating Definitions

**Distinguished Performance and Role Model:** Clearly and consistently demonstrates extraordinary and exceptional accomplishment in all major areas of responsibility. Others rarely equal performance of this caliber in similar roles.

**Superior/Highly Effective Performance:** Performance is continually and consistently superior and regularly goes beyond what is expected. Performance consistently exceeds expectations.

**Fully Successful/Effective Performance:** Performance consistently meets the critical requirements of the position. The employee continually performs at a steady and expected level.

**Partially Successful Performance/Needs Improvement:** Performance does not consistently meet or occasionally falls below what is required of the position; improvement in specific areas is required.

**Unsuccessful/Unacceptable Performance:** Performance fails to meet minimum expectations for this role, and immediate and sustained improvement is mandatory.

The competencies that follow in this performance review represent XYZ’s current business strategy and the core values of our company. We believe that XYZ’s success is directly related to how well our employees reflect these key performance attributes.

## JUDGMENT/DECISION MAKING

Over the past year, we have experienced severe weather-related outages at our Northern communications systems. Faced with subzero temperatures and extreme blizzard conditions, the Northern field service team resorted to nontraditional measures to ensure that our critical satellite uplink at the top of Bowers Peak (10,000 feet) remained operational. One morning the roads were impassable. Rather than face defeat, the engineering team enlisted the support of the local dog-sledding club that carried repair parts and equipment for the team. The uplink was operational and service was restored by noon.

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Examines the root cause of problems and suggests effective solutions.</li> <li>• Identifies situations where decisions can be made and those that should be deferred to others.</li> <li>• Utilizes a strong, rational decision-making process. Gathers facts and key information to make assessments and solid recommendations.</li> <li>• Displays sensitivity in obtaining support and reconciling conflicting views.</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Distinguished</li> <li><input type="checkbox"/> Superior</li> <li><input type="checkbox"/> Fully Successful</li> <li><input type="checkbox"/> Partially Successful</li> <li><input type="checkbox"/> Unsuccessful</li> </ul> |
|--|--|

*Comments/Examples:*

## INNOVATION/FLEXIBILITY

Last year our product designers launched a product that eliminated the need for paper cores in our consumer roll products (toilet paper, paper towels, etc.), saving more than 20,000 trees a year and lowering costs of production by 1.5 percent. This type of innovation demonstrates our commitment to the environment, the community, and to being an innovative leader in the industry.

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Fosters a spirit of collaboration and innovation by contributing ideas and alternatives that “push the envelope” and reinvent the workflow.</li> <li>• Funnel creative recommendations into practical applications. Turns ideas into action, puts creativity to work, and develops strategies for innovation.</li> <li>• Displays originality in thought and contributes fresh ideas. Translates creative thinking into tangible solutions that add value to the company, but gains advance approval before changing established procedures or SOPs.</li> <li>• Maintains and grows critical knowledge or skills that meet high industry standards. Embraces technological changes and keeps up to date on developments within specialty.</li> <li>• Exhibits flexibility in cross-training, quickly adapts to new practices, and adjusts to changes in assignments and working conditions.</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Distinguished</li> <li><input type="checkbox"/> Superior</li> <li><input type="checkbox"/> Fully Successful</li> <li><input type="checkbox"/> Partially Successful</li> <li><input type="checkbox"/> Unsuccessful</li> </ul> |
|---|--|

*Comments/Examples:*

JOB KNOWLEDGE	
<p>During this year's National Technician's Rodeo, our construction and engineering teams placed first in class in the areas of technical troubleshooting and systems build-out. The competition was stiff, with companies from all over the nation represented. Our team went the extra mile to learn and apply the latest techniques and troubleshooting protocols to deliver the correct infrastructure solution in record time. Our construction and engineering teams also placed first in speed, safety, and efficiency. Great job!</p>	
<ul style="list-style-type: none"> <li>• Demonstrates a deep command and thorough knowledge of the position in all of its dimensions. Serves as a subject matter expert in terms of troubleshooting, and takes a "strategic business partner" approach to solving clients' challenges.</li> <li>• Forecasts business needs based on emerging trends and new technologies. Develops goals based on a deep level of understanding of clients' needs and changing technologies.</li> <li>• Exhibits expertise in the execution of work and fulfillment of position responsibilities. Demonstrates a natural curiosity about where the business is heading and how to help it get there faster.</li> <li>• Volunteers to participate in cross-functional task force opportunities to broaden exposure to other functions, disciplines, and roles within the organization.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Distinguished</li> <li><input type="checkbox"/> Superior</li> <li><input type="checkbox"/> Fully Successful</li> <li><input type="checkbox"/> Partially Successful</li> <li><input type="checkbox"/> Unsuccessful</li> </ul>
<p><i>Comments/Examples:</i></p>	

## TEAMWORK

Last year we put together a multidisciplinary team to create a retrievable records solution that would streamline research and eliminate the mountains of paperwork that get generated each month. The New Directions team came up with a plan that digitized and indexed our records, eliminating paper costs and making information available at our fingertips. That system is estimated to save us \$125,000 a year and reduce our average design time by 8 percent. This is the power of working together to come up with creative ways to make our company more competitive and sustainable.

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Practices open and honest communication, supporting a culture of trust and teamwork. Contributes to an environment where people cooperate (internal customer service) and give their best.</li> <li>• Fosters relationships, resolves conflicts, and sets a positive example for others. Exemplifies a professional, open, and approachable demeanor. Listens to the needs of others, and accepts constructive feedback and suggestions.</li> <li>• Partners and coordinates as needed to obtain organizational results. Looks to a group's collective powers to accelerate solutions.</li> <li>• Shares successes and uses postmortems to learn and grow from failures. Resolves team conflict without drama or angst. Fosters a sense of shared accountability and group responsibility.</li> <li>• Finds creative ways of working toward consensus. Bonds normally conflicting departments by searching for common ground and shared understanding. Creates a common mindset for learning, growing, and acquiring new skills.</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Distinguished</li> <li><input type="checkbox"/> Superior</li> <li><input type="checkbox"/> Fully Successful</li> <li><input type="checkbox"/> Partially Successful</li> <li><input type="checkbox"/> Unsuccessful</li> </ul> |
|--|--|

*Comments/Examples:*

<b>INITIATIVE</b>	
<p>The logistics team in our South Central distribution hub saw an opportunity to make a positive difference this year. Hundreds of trucks are loaded and unloaded during the graveyard shift. The logistics team noted that at peak times, truck drivers could queue in the yard idling for up to two hours. They observed that there was a vacant area of the warehouse and devised a plan to create a preprocessing area where drivers could input their hours and truck specifications, thereby relieving peak congestion and expediting loading. This new model will be replicated at two additional facilities this year. Thank you, logistics team, for demonstrating such initiative!</p>	
<ul style="list-style-type: none"> <li>• Takes personal initiative and exhibits self-motivation. Regularly looks for opportunities to reinvent the workflow in light of our department’s changing needs.</li> <li>• Exhibits an ability to translate organizational goals into personal action and efforts that move the organization forward.</li> <li>• Demonstrates a “can do” approach that emphasizes solving problems through mutual cooperation. Constructively challenges assumptions of how we operate and suggests creative alternatives.</li> <li>• Demonstrates an ability to think “beyond the box” by finding new ways of adding value to role. Serves as a valuable business partner to clients, vendors, and coworkers.</li> <li>• Keeps abreast of trends and changes in our industry and demonstrates an interest in professional development opportunities.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Distinguished</li> <li><input type="checkbox"/> Superior</li> <li><input type="checkbox"/> Fully Successful</li> <li><input type="checkbox"/> Partially Successful</li> <li><input type="checkbox"/> Unsuccessful</li> </ul>
<p><i>Comments/Examples:</i></p>	

## PRODUCTIVITY

The midwestern sales team has consistently led the company in new customer growth and retention despite severe economic challenges in our service area. They have accomplished this with a consistent and methodic system of lead generation, timely responses, and teamwork. Team, your productivity shows!

<ul style="list-style-type: none"> <li>• Effectively utilizes job resources (finances, equipment, materials, etc.), sets goals (budgets, targets, etc.), and achieves productive results.</li> <li>• Creates efficient work flows and processes and regularly provides feedback to departmental leadership. Overcomes internal barriers to productivity.</li> <li>• Establishes priorities, manages time, and organizes resources in order to complete assignments on time and to specifications while producing the expected quantity of work results.</li> <li>• Demonstrates resourcefulness and competent judgment. Sets appropriate priorities and designs work processes that maximize productivity without compromising quality. Creates new and more effective ways of adding value to the customer experience.</li> <li>• Functions with independence and with appropriate levels of guidance and supervision. Contributes to an environment of flexibility and diversity that allows for self-regulation, variety, and challenge.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Distinguished</li> <li><input type="checkbox"/> Superior</li> <li><input type="checkbox"/> Fully Successful</li> <li><input type="checkbox"/> Partially Successful</li> <li><input type="checkbox"/> Unsuccessful</li> </ul>
--	--

*Comments/Examples:*

## CORPORATE IMAGE

Last year during Hurricane Janet, our company not only processed insurance claims quickly and fairly, but we had agents on the ground helping victims record and document the damage and giving their children stuffed animals to help comfort them. This is an example of our commitment to our customers and making a difference in their lives.

<ul style="list-style-type: none"> <li>• Exhibits a consistent commitment to high standards of customer service and overall excellence.</li> <li>• Inspires and motivates others with a positive attitude and passion for the organization.</li> <li>• Portrays an image of professionalism in behavior and appearance.</li> <li>• Demonstrates integrity, honesty, and respect in dealings with customers and business associates.</li> <li>• Utilizes opportunities to support and promote the objectives of the company through active participation, volunteerism, and other forms of engagement within the community.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Distinguished</li> <li><input type="checkbox"/> Superior</li> <li><input type="checkbox"/> Fully Successful</li> <li><input type="checkbox"/> Partially Successful</li> <li><input type="checkbox"/> Unsuccessful</li> </ul>
---	--

*Comments/Examples:*

QUALITY/RELIABILITY	
<p>The line inspectors over the circuit assembly group are responsible for ensuring that our control systems function flawlessly in our customer applications. This past year the group identified several flaws during an offsite professional development meeting that pointed to the need to modify specifications for our sub-assembly suppliers. The group's tenaciousness and out-of-the-box approach to resolving an ongoing problem helped us improve product quality tremendously. Way to go, line inspectors!</p>	
<ul style="list-style-type: none"> <li>• Exhibits consistency and reliability and produces dependable work results. Completes work with accuracy, thoroughness, and attention to detail.</li> <li>• Establishes and maintains yardsticks and measurement tools for continuous quality improvement. Implements quality assurance standards to maximize effectiveness and efficiency. Remains customer-oriented, flexible, and responsive.</li> <li>• Meets schedules, takes responsibility, follows through, and responds predictably and admirably to special requests.</li> <li>• Demonstrates dependability, reliability, and consistency by conducting self-audits to maintain maximum efficiency. Benchmarks best practices by looking to industry trade associations and agencies that track and trend quality standards.</li> <li>• Views quality as the single most essential element that allows our company to compete effectively and to differentiate itself from the competition.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Distinguished</li> <li><input type="checkbox"/> Superior</li> <li><input type="checkbox"/> Fully Successful</li> <li><input type="checkbox"/> Partially Successful</li> <li><input type="checkbox"/> Unsuccessful</li> </ul>
<p><i>Comments/Examples:</i></p>	

## CUSTOMER FOCUS

Susan Charles is a customer service rep in our Denver call center. In her normal course of work, she adjusts bills for over- or underutilization. During a routine call, the customer indicated signs of respiratory distress. Recognizing the severity of the situation, Susan kept the customer on the line and notified emergency responders until they arrived. That level of care and concern exemplifies our commitment to our customers and who we are as an organization and corporate citizen. Way to go the extra mile for our customers, Susan!

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Provides knock-your-socks-off customer care, and goes the extra mile as needed to achieve extraordinary outcomes and exceed customer expectations. Looks for creative ways of surprising and awarding customers.</li> <li>• Fosters long-term relationships with external and internal customers. Anticipates customer needs by providing timely feedback and follow-up and finds creative ways of staying in touch by providing value-added information that helps them do their jobs better.</li> <li>• Recognizes that repeat business equals consistent cash flow and directly links to our organization's long-term strategy. Understands and appreciates the link between profit and growth and customer satisfaction and repeat business.</li> <li>• Distinguishes between features and benefits, and presents our products on a problem-to-solution basis. Looks for new and creative ways of differentiating our organization from the competition.</li> <li>• Modifies approaches and solutions to put the customer first. Looks for ways to provide added value to customers, and manages contacts with tact and diplomacy.</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Distinguished</li> <li><input type="checkbox"/> Superior</li> <li><input type="checkbox"/> Fully Successful</li> <li><input type="checkbox"/> Partially Successful</li> <li><input type="checkbox"/> Unsuccessful</li> </ul> |
|--|--|

*Comments/Examples:*

COST/EXPENSE MANAGEMENT	
<p>Our logistics team in the Northwest production facility recognized a serious challenge to operations last year. The team ensures that our production facilities have the right amount of materials needed to produce the final assembly units. Too much supply increases holding costs and too little reduces throughput. Last year, the logistics team noticed that two of our material carriers were facing imminent labor interruptions. Recognizing the severity of the situation, the team responded by contacting regional authorities and acquiring secondary carrier contracts to avert a disaster. It's that type of organizational forecasting ability and creative preplanning that positioned us to weather a potential storm that could have had dire consequences for our operations.</p>	
<ul style="list-style-type: none"> <li>• Generates creative suggestions that focus on decreasing expenses and saving time. Streamlines work processes and increases efficiency. Avoids marginally productive activities and focuses on achieving critical priorities.</li> <li>• Volunteers constructive suggestions for improving operations. Embraces new technology in an effort to think long-term and reduce cost-per-product life cycle expenses. Demonstrates a high level of awareness regarding cost containment as well as a cost-conscious approach to conserving company resources.</li> <li>• Questions common practices and thinks of imaginative alternatives when confronted with obstacles and roadblocks. Coaches others on being both effective and efficient. Recognizes personal productivity as a key career development goal.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Distinguished</li> <li><input type="checkbox"/> Superior</li> <li><input type="checkbox"/> Fully Successful</li> <li><input type="checkbox"/> Partially Successful</li> <li><input type="checkbox"/> Unsuccessful</li> </ul>
<p><i>Comments/Examples:</i></p>	

GOALS ACHIEVED OVER THE PAST PERFORMANCE PERIOD					
1	<table border="1" style="width: 100%; height: 100%;"> <tr><td style="height: 20px;"></td></tr> <tr><td style="height: 20px;"></td></tr> <tr><td style="height: 20px;"></td></tr> </table>				<ul style="list-style-type: none"> <li><input type="checkbox"/> Distinguished</li> <li><input type="checkbox"/> Superior</li> <li><input type="checkbox"/> Fully Successful</li> <li><input type="checkbox"/> Partially Successful</li> <li><input type="checkbox"/> Unsuccessful</li> </ul>
2	<table border="1" style="width: 100%; height: 100%;"> <tr><td style="height: 20px;"></td></tr> <tr><td style="height: 20px;"></td></tr> <tr><td style="height: 20px;"></td></tr> </table>				
3	<table border="1" style="width: 100%; height: 100%;"> <tr><td style="height: 20px;"></td></tr> <tr><td style="height: 20px;"></td></tr> <tr><td style="height: 20px;"></td></tr> </table>				

NEW GOALS (NEXT PERFORMANCE PERIOD)	
Name, description, resources, training, support needed, etc.	Milestone
1	
2	
3	

OVERALL PERFORMANCE RATING
<input type="checkbox"/> Distinguished <input type="checkbox"/> Superior <input type="checkbox"/> Fully Successful <input type="checkbox"/> Partially Successful <input type="checkbox"/> Unsuccessful
<i>Comments:</i>

Reviewed by:

Supervisor \_\_\_\_\_ Date \_\_\_\_\_

Manager \_\_\_\_\_ Date \_\_\_\_\_

Employee Acknowledgment	
<p>I have reviewed my job description and this performance report with my supervisor. My signature indicates that I have read this report; however, it does not confirm that I necessarily agree with its findings. In addition, I understand that I may provide my own performance assessment and/or improvement feedback in the form of a rebuttal if I do not agree with this evaluation's contents.</p>	
Employee _____	Date _____

### Model Template 6: Senior Executive Focus

The challenges and pressures faced by the C-suite (CEOs, COOs, and CFOs) as well as other members of a company's executive leadership team require a different performance measurement emphasis, one that includes a hefty dose of strategic-level considerations. Use this model

as a starting point to craft an evaluation form for the VPs and above in your company who are responsible for both strategic and tactical activities that move your organization forward and in new directions.

A key component of this format is the inclusion of *performance indicators* (e.g., operational or financial metrics) that will provide a common reference point for both the rater and the rated. In this format, there is a space for incumbents to provide an initial report on their performance in addition to the rater feedback. There are no individual or overall numerical scores. The focus here is to create a qualitative feedback and dialogue that is meaningful for senior executives.

Features of this template include the following:

- ▶ Open, “free flow” narrative design
- ▶ Ten performance competency areas
  - ❑ Strategy and Vision
  - ❑ Financial Management
  - ❑ Operating Skills
  - ❑ Results-Oriented Leadership
  - ❑ Expertise
  - ❑ Team Building
  - ❑ Empowering
  - ❑ Role Model
  - ❑ Transparency and Communication
  - ❑ Personal Drive
- ▶ Incumbent self-evaluation feature
- ▶ Predefined performance indicators (metrics whenever possible)

EXECUTIVE TEAM FOCUS PERFORMANCE SYSTEM			
Name		Review Period	
Title		Department	
Date of Hire		Time in Position	

## STRATEGY AND VISION

Successfully defines and communicates a vision and strategy for future growth. Aligns department's tactical metrics with the organization's broader business and productivity goals. Processes complex issues and concepts at a high level and translates them into practical tactics and initiatives. Applies keen strategic analytical skills to assess business challenges and opportunities, and establishes clear and effective plans. Successfully translates strategies into objectives and action plans that reflect our changing business priorities. Makes appropriate risk assumptions and uses predictive analytics to forecast future business needs. Uses forecasts and models effectively to project budget variances and cost overruns. Anticipates future trends accurately and creates pivotal and productive approaches to continuously grow market share. Resilient and capable of adapting to changing conditions and requirements.

Performance Indicators:	
Incumbent Assessment:	
CEO/Sr. Leader Assessment:	

## FINANCIAL MANAGEMENT

Oversees budgets, capital, and operational expenditures to ensure that operating units contribute to overall company goals. Forecasts operational requirements and ensures that policies and plans are in place to achieve monthly targets. Creates metrics that accurately capture financial, capital, and manpower staffing needs. Works closely with the financial planning and analysis team to identify inefficiencies, redundancies, and duplicative processes. Evaluates recurring monthly expenses looking for opportunities to streamline costs, and adheres to all internal cost-control reporting requirements.

Performance Indicators:	
Incumbent Assessment:	
CEO/Sr. Leader Assessment:	

### OPERATING SKILLS

Successfully orchestrates an ensemble of functional areas through outstanding leadership and communication. Creates dynamic work systems that achieve divisional and organizational goals. Develops practices, processes, and policies that sustain order, stimulate productivity, and provide accountability. Makes good and timely decisions even when dealing with ambiguity. Independently identifies risks and solves problems, marshaling key resources (personnel, material, financial) and solutions needed for success. Effectively manages multiple projects on parallel tracks. Negotiates effectively with tact and diplomacy. Delegates as a means of growing and developing staff, and focuses on succession planning and bench strength development. Demonstrates an appropriate amount of patience, flexibility, and wise guidance in helping others manage projects through to completion.

Performance Indicators:	
Incumbent Assessment:	
CEO/Sr. Leader Assessment:	

### RESULTS-ORIENTED LEADERSHIP

Drives results and expects to reach or exceed goals. Offers a keen focus on meeting customer needs and maintaining relationships in the pursuit of bottom-line results. Seizes opportunities and faces challenges squarely, addressing problematic performance or behavior challenges head-on. Successfully works through ambiguity and chaos, keeping focus on the end goal. Perseveres through difficulties until challenges are overcome. Facilitates brainstorming and fosters an innovative environment. Willing to face conflict or unpopular issues, while striving to optimize common ground. Involves diverse groups from diverse functions, levels, and disciplines to brainstorm and generate solutions to organizational challenges.

Performance Indicators:	
Incumbent Assessment:	
CEO/Sr. Leader Assessment:	

## EXPERTISE

Provides top-quality guidance and information pertaining to area of responsibility; maintains critical knowledge in areas of expertise; ensures others in the division maintain the latest in industry knowledge and advances. Keeps other leaders informed of advances and new approaches required. Benchmarks industry best practices, and demonstrates a keen awareness of competitors' products and services. Fosters an inclusive and positive work environment, and projects an image of professionalism that others can model. Effectively uses training opportunities to develop creative people, innovative teams, and profitable revenue streams. Equates high-quality leadership with greater employee engagement and retention. Practices turnaround leadership, salvaging problem units suffering from low productivity or poor morale. Successfully turns theoretical vision into workable practice.

Performance Indicators:	
Incumbent Assessment:	
CEO/Sr. Leader Assessment:	

## TEAM BUILDING

Adept at building teams and establishing a culture of productivity and trust. Inspires others with vision and purpose. Creates a climate where people are giving their best with a strong sense of morale, teamwork, and commitment. Communicates effectively, setting clear expectations and informing regularly about the overall picture and details that are pertinent to all team members. Finds creative ways of working toward consensus. Views individual differences of opinion as value-adds to group thought, and creates an inclusive work environment where others feel encouraged to share their opinions. Recognizes diversity as a critical business issue, and works to attract, develop, and retain a diverse workforce as a key strategic imperative.

Performance Indicators:	
Incumbent Assessment:	
CEO/Sr. Leader Assessment:	

<b>EMPOWERMENT</b>	
<p>Coaches and develops others to exhibit greater competence, confidence, commitment, and responsibility. Communicates a compelling and inspired vision. Creates and sustains a culture of open information sharing and increased accountability. Offers concrete actionable feedback and gives people room to grow. Effectively listens to others, demonstrating patience to hear disparate points of view. Maintains a caring and proactive disposition toward others. Creates a work environment in which staff members can motivate themselves, and recognizes and rewards exemplary behavior. Focuses on developing a caring leadership culture based on ethics, integrity, and selflessness. Fosters a culture that respects individual, customer, and organizational needs.</p>	
Performance Indicators:	
Incumbent Assessment:	
CEO/Sr. Leader Assessment:	

<b>ROLE MODEL</b>	
<p>Inspires others by being a dynamic role model and leader; exhibits poise under fire and grace through criticism. Conducts activities ethically and acts consistently in accordance with company principles, policies, and practices. Makes integrity and authenticity the cornerstones of a leadership style that inspires respect and admiration. Embraces excellence and demonstrates wisdom by practicing selfless leadership. Expresses appreciation and recognition of a job well done, and fosters a greater sense of community and inclusion. Remains widely trusted and respected both in the division and throughout the organization. Exemplifies a welcoming, warm, and approachable demeanor. Inspires company loyalty by sharing the vision of our future growth.</p>	
Performance Indicators:	
Incumbent Assessment:	
CEO/Sr. Leader Assessment:	

## TRANSPARENCY AND COMMUNICATION

Successfully communicates the organization's strategic plans and its alignment with our corporate mission and values. Interacts with peers and superiors in a manner that is transparent and nondefensive. Speaks objectively and withholds judgment when called upon to assess situations or performance. Readily admits mistakes and shortcomings and assumes responsibility for things gone wrong, and provides recognition and praise to others when things go right. Exhibits wisdom and emotional maturity when facing politically sensitive situations. Remains consistent and predictable in terms of handling people and problems. Forms trusting relationships via regular, open, and honest communication. Looks for opportunities to tie diversity and inclusion to our business strategy in order to increase performance, productivity, and customer retention.

Performance Indicators:	
Incumbent Assessment:	
CEO/Sr. Leader Assessment:	

## PERSONAL DRIVE

Displays a healthy sense of ambition, energy, and drive in the vocation. Demonstrates a strong commitment to the organization and to the community through active participation, volunteerism, or other forms of engagement. Exhibits the core values of ethics, conduct, and professionalism. Serves as a facilitator of progressive change within our organization, and creates a culture of open information sharing and increased accountability. Serves as a visionary strategist and futurist as well as change agent, willing to assess, reinvent, and rebrand our vision for future growth and development.

Performance Indicators:	
Incumbent Assessment:	
CEO/Sr. Leader Assessment:	

<b>PREVIOUS PERFORMANCE OBJECTIVES</b>	
Description	Result
<b>A.</b>	
<b>B.</b>	
<b>C.</b>	
<b>D.</b>	

Reviewed by:

Incumbent \_\_\_\_\_ Date \_\_\_\_\_

CEO \_\_\_\_\_ Date \_\_\_\_\_

**Employee Acknowledgment**

I have reviewed my job description and this performance report with my supervisor. My signature indicates that I have read this report; however, it does not confirm that I necessarily agree with its findings. In addition, I understand that I may provide my own performance assessment and/or improvement feedback in the form of a rebuttal if I do not agree with this evaluation's contents.

Employee \_\_\_\_\_ Date \_\_\_\_\_