



Employee Performance Evaluation

Appraisal Period _____ to _____

Employee Name _____

Department/Title _____ Supervisor _____

Date of Employment _____ Date of Last Evaluation _____

Type of Review 6 Month 1 Year Anniversary Annual Special (Explain)

Purpose of Evaluation
To enable supervisor to objectively coach employees, showing them how to capitalize on their strengths and overcome their weaknesses. Realizing the value of a good employee, this evaluation should be used as a tool to build good will between the employee and the Company as a whole.

Instructions
Inside is a list of eight characteristics, each with five behavior statements. Carefully read through each statement and check the one that most closely approximates the behavior of the employee you are evaluating. *Cross out any word or words that do not apply.*
After you have completed all eight characteristics and their statements, add up the point values of your choices and enter the sum in the Total Point Score blank. The total point score will provide you with a specific figure which you can use to determine the overall rating.
Two common mistakes in rating are: (1) A tendency to rate nearly everyone as "average" on every characteristic instead of being more critical in judgment. The evaluator should use the ends of the scale as well as the middle. (2) The "halo effect," i.e., a tendency to rate the same individual "excellent" on every characteristic based on the overall picture one has of the person being evaluated. However, each person has strong and weak points and these should be indicated on the rating scales.

- | | | |
|----------------|--------------------------------|--|
| Ratings | 656-740 <i>Excellent:</i> | Outstanding; unquestionably above acceptable standards; performance consistently exceeds job requirements. |
| | 527-655 <i>Very Good:</i> | Above acceptable standards; performance usually exceeds job requirements. |
| | 371-526 <i>Good:</i> | Meets acceptable standards; performance of job requirements is consistent. |
| | 253-370 <i>Fair:</i> | Improvement is needed to meet acceptable standards; performance of job requirements is inconsistent. |
| | 168-252 <i>Unsatisfactory:</i> | Definitely below acceptable standards; performance of job requirements is consistently deficient. |

Check statement which most closely describes employee being rated and enter that point value in the Subtotal blank. Cross out any word or words that don't apply.

CHARACTERISTICS

1. Quality & Quantity of Work

Departmental Standards _____ (if applicable)
 Performance Attained _____ (if applicable)

- a. Generally below expected quality and output. Frequently makes errors. Unacceptable amount of work produced. 20 _____
- b. Frequently below our standards. Moderate amount of errors. Produces less than normal amount expected. 40 _____
- c. Usually meets our standards. Work is accomplished within the time frame set. Regularly produces expected amount of work. 60 _____
- d. Consistently accurate. Frequently above expected output. 80 _____
- e. Consistently exceeds our standards. Work is accomplished ahead of schedule and needs little or no correction. Turns out exceptional amount of work. 100 _____

SUBTOTAL

2. Job Knowledge

- a. Has difficulty with present work. Frequently requires basic instructions. Would need extensive additional training to handle any related work. 30 _____
- b. Gets by with present work. Could handle related work with careful training. 60 _____
- c. Understands most phases of work well. Has some knowledge of related work. Seldom requires instruction. 90 _____
- d. Handles job very well and has also handled related work on occasion. Receptive to suggestions of further training. 120 _____
- e. Extensive knowledge of own job and related jobs. Eager to learn more and improve on present knowledge. 150 _____

SUBTOTAL

3. Work Adjustment & Adaptability

- a. Hasn't adapted well to present job. Short attention span. Frequently requires different jobs. Cannot adjust from one job to another. 15 _____
- b. Uncertain adjustment to present job. Dissatisfied with own progress. Doesn't adapt well to change. 30 _____
- c. Responds neutrally to job. Seems satisfied with present niche. Seems uninterested in future job growth. 45 _____
- d. Fits well into present job environment. Adjusts and adapts easily to new people and situations. 60 _____
- e. Enjoys present job and does excellent work. Asks for and readily assumes new responsibilities. 75 _____

SUBTOTAL

4. Cooperativeness

- a. Causes friction among the workers. Blames others for own mistakes. Changeable attitude. Uncooperative. 15 _____
- b. Occasionally difficult to work with. Is easily annoyed by others' behavior. Prefers to work alone. Slow to help others and does so only when asked. 30 _____
- c. Willing to meet others half way. Generally follows instructions without having to be reminded. 45 _____
- d. Cooperates well with others and actively participates in the group without supervisory prodding. Good team worker. 60 _____
- e. Very willing to cooperate with others. Doesn't complain under pressure. Friendly, courteous manner. Always does more than expected in following instructions and working with others. 75 _____

SUBTOTAL

5. Work Effort & Initiative

- a. Makes very little effort to get work done. Needs constant supervision to start and complete task. Frequently has to be told what to do. 15 _____
- b. Requires extra supervision to finish tasks. Is concerned mainly with doing as much work as the others do. Performs only routine work. 30 _____
- c. Normal supervision required. Can follow a designated task through to completion. A self starter. 45 _____
- d. Diligent work habits. Needs some help at the start of the new task, then can complete it with minimal help. 60 _____
- e. Takes on and completes new tasks on own initiative. Well defined plan for own future. Takes job seriously. Consistently develops/recommends improvements. 75 _____

SUBTOTAL

6. Attitude Towards Company, Superior & Associates As It Affects Job

- a. Antagonistic towards authority. Holds the Company in low regard. Tries to influence co-workers' thinking. 15 _____
- b. Has an uneven attitude towards authority. Is impulsive and temperamental when disagreeing with orders. 30 _____
- c. Accepts authority in a passive manner. Is helpful to others when needed. 45 _____
- d. Enjoys job; accepts authority easily. Not unduly influenced by co-workers' opinions. Friendly; considered good team worker. 60 _____
- e. Keeps the department on an even keel. Knows the value of good human relations. Earnest, sincere, cheerful, enthusiastic. 75 _____

SUBTOTAL

7. Judgment

- | | | |
|---|-----|-------|
| a. Generally fails to solve job problems. Often uses poor logic. | 30 | _____ |
| b. Learns slowly. Occasionally fails to get complete facts and decide correctly. | 60 | _____ |
| c. Average learning ability. Can arrive at sound solutions if given time. Not sufficiently decisive. | 90 | _____ |
| d. Is able to think an action through before going ahead with it. Conclusions reflect fairly careful reasoning. | 120 | _____ |
| e. Reasoning logical, clear and concise. Comes to sound conclusions quickly and acts decisively on them. Rarely misjudges situations. | 150 | _____ |

SUBTOTAL

8. Punctuality & Attendance

- | | | |
|--|----|-------|
| a. Unreliable. Excessive absenteeism and/or tardiness. Record _____ | 8 | _____ |
| b. Frequently absent or tardy. Returns from lunch late and/or leaves work before quitting time. Record _____ | 16 | _____ |
| c. Not frequently absent or tardy. Usually has a good explanation. Makes an effort to improve. Record _____ | 24 | _____ |
| d. Rarely absent or tardy. Always has a good reason. Record _____ | 32 | _____ |
| e. Exceptional attendance and punctuality. Totally reliable and dependable in this respect. Record _____ | 40 | _____ |

SUBTOTAL

TOTAL POINT SCORE

COMMENTS

1. Additional Comments?:

2. Extra training recommended?:

3. Would employee fit better in or prefer some other type of work?:

OVERALL EVALUATION IN PRESENT POSITION

The supervisor should discuss employee's strong points as well as limitations with a view toward improving performance. Objectives--concentrating on the fundamentals, skills, methods and procedures required in the present job--should be presented and accepted as challenges, and should be *clearly* understood by supervisor and employee through effective *face-to-face* discussion.

Major Strengths:

Major Weaknesses:

Past Objectives and Accomplishments: (The specific major challenges that were set with the employee for the past evaluation period and the corresponding accomplishments. Indicate any factors outside the employee's control that affected accomplishments):

Objectives:

Accomplishments:

Future Objectives: (Specific major challenges agreed with the employee for the next period):

SUPERVISOR'S REPORT

Date Discussed With Employee:

Comments:

Recommendations:

Signature _____

EMPLOYEE'S REPORT

Date Discussed with Supervisor:

Additional Comments:

Signature _____