

EMPLOYEE PERFORMANCE EVALUATION

DATE: _____

NAME: _____ JOB LOCATION: _____

JOB TITLE: _____ DATE OF LAST EVALUATION: _____

Please complete this form carefully and thoroughly. Remember its purpose is to:

Provide objective criteria for personnel performance evaluations on a standard basis within your organization.

Compel you to examine *all* of the individual traits affecting employee performance.

Help you to support your conclusion and recommendation for job classification and compensation improvements.

Produce fairer evaluations of employees.

PROCEDURE:

Pages 2 and 3 describe Fifteen personal traits identified with job success or failure. Decide for each, the level at which the employee performed for this rating period. Write the corresponding value number in the rating column. Add the numbers to obtain a total score.

Transfer this total to the rating scale on page 4. This will indicate, and support, your overall opinion of the employee's performance.

Refer back to pages 2 and 3 to comment on the employee's principal strengths and weaknesses. Your comments should be consistent with your rating of individual traits.

Finally, you should describe the employee's reaction to this evaluation, if you discuss it, and make your recommendation for any changes in the employee's job classification or rate of pay.

PERSONAL TRAITS		UNSATISFACTORY	SOME DEFICIENCIES EVIDENT
		0	1
KNOWLEDGE	The blending of job-related education, skills and experience.	Severely lacking in knowledge.	Noticeable deficiencies in job knowledge.
QUANTITY	Level of satisfactory output generated per unit of time.	Usually below acceptable standard.	Barely acceptable level of output. A slow worker.
ACCURACY	Absence of errors.	Constantly commits errors.	Error level too high. Needs improvement.
JUDGMENT	Capacity to make reasonable decisions.	Frequently makes irrational decisions. Poor judgment.	Too often selects wrong alternative.
INNOVATION	Imagination and creativity used to lower costs and improve profits.	Never offers a new procedure or new idea.	Rarely suggests new ideas.
APPEARANCE & HABITS	Personal habits, clothing and grooming (evaluation should consider the nature of the job).	Frequently offensive.	Occasionally sloppy appearance or display of offensive habits.
ORDERLINESS	Organization of the individual's work and work area.	Usually disorderly and chaotic.	Frequently unorganized or work area in disarray.
COURTESY	Respect for feelings of others. Politeness on the job.	Frequently rude. Causes noticeable discomfort to others.	Occasionally impolite to coworkers or others.
COOPERATION	Willingness to help others accomplish their objectives.	Usually uncooperative. A "roadblock" to coworkers, customers or suppliers.	Too often uncooperative when faced with reasonable requests for assistance.
INITIATIVE	Voluntarily starting projects. Attempting non-routine jobs and tasks.	Shows little initiative. Never volunteers. Sticks closely to job routine.	Shows some initiative. Should do more without having to be told.
RELIABILITY	Dependability and trustworthiness.	Not reliable. Often fails to deliver a complete job.	Occasionally leaves routine tasks incomplete.
PERSEVERANCE	Steadfast pursuit of job objectives when faced with unexpected obstacles.	Frequently quits when faced with unexpected obstacles.	Is sometimes deterred by obstacles which should be overcome.
STABILITY	Even temperament. Acceptance of unavoidable tension and pressure.	Volatile, inconsistent personality. Disrupts work environment.	Occasional display of temper or emotion sufficient to disrupt others and hinder own performance.
ATTENDANCE		Frequent unexcused lateness or absence from work. Very poor attendance record.	Absences or lateness below standards.
ALERTNESS	Ability to quickly understand new information and situations.	Very slow to grasp ideas and events.	Usually needs extra instruction.

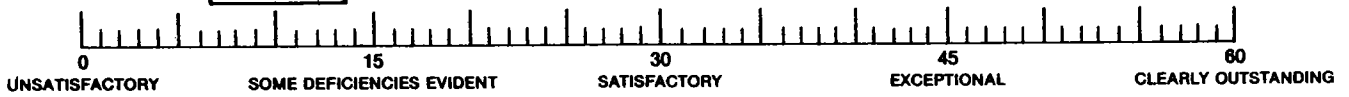
SATISFACTORY	EXCEPTIONAL	CLEARLY OUTSTANDING	INSERT NUMERICAL RATING (0 THROUGH 4)
2	3	4	
Understands job routine. Some knowledge still to be acquired.	Completely understands all aspects of the job.	Understands why all job functions are performed and inter-relationship with other jobs. An expert.	
Satisfactory. Meets expectations of average output.	Usually exceeds the norm. A fast worker.	Exceptional producer. Generates maximal output.	
Makes average number of mistakes.	Very accurate. Commits few errors.	Extremely accurate. Rarely commits an error.	
Usually exercises sound judgment.	Above average reasoning ability. Seldom errs in judgment.	Sustains high level of sound judgment. Decisions usually best under circumstances.	
Average number of suggestions for improving methods and procedures.	Often suggests beneficial changes and profit/cost improvements.	Very innovative. Constantly offers imaginative suggestions for improving operations.	
Usually properly dressed and groomed. Few poor personal habits.	Rarely exhibits poor appearance or offensive habit.	Always properly dressed for the job. Personal habits are never offensive or in poor taste.	
Work sufficiently organized to efficiently perform the job.	Highly organized and efficient worker. Few instances of poor performance from lack of order.	Exceptionally precise in organization work. Has immediate access to anything needed. Extremely efficient.	
Observes common courtesies, does not offend.	Very conscientious of other's feelings and rights. Always polite.	Extremely courteous, well mannered and polite. Always considers the comfort and ease of others.	
Generally a cooperative person on the job.	Very cooperative. Often offers assistance. Can usually be counted on to help.	Extremely cooperative. Constantly offers aid and always available to help others.	
Does not shirk. Voluntarily attempts to solve non-routine job problems as they occur.	Above average. A self starter. Will generally volunteer.	Places highest priority on getting things done. Constantly accepts difficult or unpleasant jobs to achieve goals.	
Can be relied on to complete all aspects of job.	Completes work with little supervision. Will complete occasional special projects.	Extremely dependable and trustworthy. Accepts all assignments. Always performs as expected.	
Is not stopped by most obstacles, works through them.	Displays sufficient drive to overcome unusually difficult obstacles.	Always displays extreme determination. Will rarely quit until objective is reached.	
Even tempered. Absorbs routine pressures of job.	Can tolerate unusual pressure and tension without hindering performance.	Performs consistently and effectively under extreme pressure. Never visibly falters.	
Satisfactory attendance record.	Rarely late or absent.	Almost never late or absent. Always accepts overtime work, if offered.	
Understands most new ideas and developments without excessive explanation.	Fast learner. Grasps new information quickly.	Extremely bright. Analyzes and understands with minimum of instruction.	

TOTAL TO TOP OF PAGE 4

Summary Score

TOTAL

(MARK TOTAL NUMERICAL RATING ON SCALE BELOW)



Comment on principal strengths: _____

Comment on principal weaknesses and suggestions for improvement: _____

Has this evaluation been discussed with the employee? Yes No

Comments: _____

Your recommendation for present and future job classification: _____

RATED BY (Name and Title):

APPROVED BY:

Completion of this section by employee, is optional, and subject to the policy of your organization.

I have reviewed this evaluation and I completely understand its contents.

Date _____ **Employee's signature** _____

PARALEGAL REVIEW FORM

Paralegal: _____

Reviewer: _____

Date Reviewed: _____

1. General review. A comment section is provided on the next page.

	1 Often fails to meet expectations	2 Occasionally fails to meet expectations	3 Generally meets expectations	4 Occasionally exceeds expectations	5 Usually exceeds expectations
I. Responsibility					
A. Thoroughness					
B. Timeliness					
C. Willingness to seek assistance					
D. Keeps supervisor informed					
II. Efficiency					
A. Focus and attention to work					
B. Cost effective/quality of hours					
C. Availability for work					
III. Competence					
A. Organizational skills					
B. Analytical skills					
C. Research skills					
D. Writing skills (organization, clarity, grammar and proofreading)					
E. Verbal skills (client and third-party communication)					
F. Imagination and creativity					
G. Judgment					
H. Ethics					
IV. Competence -- area of expertise development					
V. Interpersonal skills					
A. Relationship with clients					
B. Relationship with shareholders					
C. Relationship with associates					
D. Relationship with staff					

2. Comments.

A. General Comments. Please include any general comments you may have regarding the Paralegal's responsibility, efficiency, competence or interpersonal skills.

B. For what reasons do you assign work to this Paralegal?

C. For what reasons are you less likely to assign work to this Paralegal?

D. Has the Paralegal done anything this year of unusual note? If so, what?

E. Are there any items of concern based on your experience with this Paralegal?

F. What improvements do you believe are necessary for this Paralegal to perform to the best of his or her ability?

G. Are there any other factors that should be considered in this annual review or any other comments regarding the Paralegal's performance that should be considered?

H. What expectations do you have for this Paralegal in the next year?

3. Financial Considerations.

A. Salary.

1. Does past performance merit consideration for a raise? ___ Yes ___ No

B. Billing Rate.

1. Is the Paralegal fairly positioned in comparison to other Paralegal(s) in billing rate?
___ Yes ___ No
2. If you work with this Paralegal regularly, what internal billing rate would you recommend?

C. Bonus. Bonuses are discretionary. A variety of factors including quality of hours, performance during the year, and level of competence demonstrated by the Paralegal.

1. Are there any factors that should be considered regarding quality of hours, efficiency, competence or performance that should be considered in determining whether this Paralegal should receive a bonus or in determining the amount of bonus? ___ Yes ___ No. If yes, please explain.
2. Are you aware of any other extraordinary contributing factors that should be taken into account in determining whether the Paralegal should receive a bonus? ___ Yes ___ No. If so, please explain.

PARALEGAL COMMENTS

1. Please include a brief overview of your past year with _____ including any significant accomplishments.

2. What do you believe are your strengths? How can the firm better utilize those strengths?

3. What areas would you like to improve in the upcoming year? How can the firm help you to improve?

4. In what areas of practice would you like to spend more time?

Less time?

5. If you could change the firm in any way, what would you change?

ASSOCIATE REVIEW FORM

Associate: _____

Reviewer: _____

Date Reviewed: _____

1. General review. A comment section is provided on the next page.

	1 Often fails to meet expectations	2 Occasionally fails to meet expectations	3 Generally meets expectations	4 Occasionally exceeds expectations	5 Usually exceeds expectations
I. Responsibility					
A. Thoroughness and attention to detail					
B. Timeliness					
C. Willingness to seek assistance					
D. Keeps supervisor informed					
E. Takes initiative					
F. Takes direction well					
II. Efficiency					
A. Focus and attention to work					
B. Cost effective/quality of hours					
C. Organizational skills					
D. Availability for work					
III. Competence					
A. Research skills – legal					
B. Issue formulation					
C. Analytical skills					
D. Writing skills (organization, clarity, grammar and proofreading)					
E. Verbal skills (negotiation, advocacy, client communication)					
F. Imagination and creativity					
G. Judgment					
H. Ethics					
I. Integrity					
IV. Competence - area of expertise development					

V. Interpersonal skills					
A. Relationship with clients					
1. General compatibility					
2. Professional and respectful of clients					
3. Ease of working relationships					
B. Relationship with shareholders					
1. General compatibility					
2. Professional and respectful of shareholders					
3. Ease of working relationships					
4. Team player					
5. Takes initiative to integrate with shareholders					
C. Relationship with associates					
1. General compatibility					
2. Professional and respectful of associates					
3. Ease of working relationships					
4. Team player					
D. Relationship with staff					
1. General compatibility					
2. Professional and respectful of staff					
3. Ease of working relationships					
E. Relationship with judges, other attorneys, or other professionals					
1. General compatibility					
2. Professional and respectful of judges, other attorneys, or other professionals					
3. Ease of working relationships					
F. Exhibits positive leadership					
VI. Business Development Effort					
A. Community involvement					
B. Professional association development					
C. Participation in firm functions					
D. Accepts suggestions for development efforts					

2. Comments.

A. General Comments. Please include any general comments you may have regarding the Associate's responsibility, efficiency, competence, interpersonal skills or business development efforts.

B. For what reasons do you assign work to this Associate?

C. For what reasons are you less likely to assign work to this Associate?

D. Has the Associate done anything this year of unusual note? If so, what?

E. Are there any items of concern based on your experience with this Associate?

F. What improvements do you believe are necessary for this Associate to perform to the best of his or her ability?

G. Are there any other factors that should be considered in this annual review or any other comments regarding the Associate's performance that should be considered?

H. What expectations do you have for this Associate in the next year?

3. Financial Considerations.

A. Salary.

1. Is the Associate fairly positioned in comparison to other associates in salary? ___ Yes ___ No
2. Does past performance merit consideration for a significant raise? ___ Yes ___ No
3. If yes, what is your recommendation regarding a raise?

B. Billing Rate.

1. Is the Associate fairly positioned in comparison to other associates in billing rate?
___ Yes ___ No
2. Has the Associate developed an expertise that will justify an internal billing rate increase?
___ Yes ___ No
3. If you work with this Associate regularly, what internal billing rate would you recommend?

C. Bonus. An Associate starting this fiscal year is eligible only for discretionary bonuses and is not eligible for incentive bonuses. Determination of bonus amounts will be based upon two criteria.

1. Annualizing the chargeable hours since starting with the firm in comparison to the regular Associate Bonus Plan.
2. If the Associate's annualized hours do not meet the criteria of the regular plan, are you aware of any extraordinary contribution or factors (such as quality of hours, efficiency, competence or performance) that should be taken into account in determining whether the Associate should receive a bonus? ___ Yes ___ No. If so, please explain.

D. Additional Discretionary Bonuses. Associates employed by the firm prior to this fiscal year participate in the incentive bonus plan. However, additional bonuses may be awarded in the discretion of the Executive Committee. Are you aware of any extraordinary contribution or factors (such as quality of hours, efficiency, competence or performance) that should be taken into account in determining whether the Associate should receive an additional discretionary bonus? ___ Yes ___ No. If so, please explain

E. Shareholder potential. Has this Associate advanced sufficiently to be considered for shareholder status in the next 15 months?
___ Yes ___ No

1. If yes, what needs to occur before you believe it will be appropriate to offer this Associate shareholder status?
2. If no, what needs to occur before you believe it will be appropriate to consider this associate for shareholder status?
3. Do you believe this Associate is progressing at an acceptable pace? ___ Yes ___ No. If no, please explain

ASSOCIATE COMMENTS

1. Please include a brief overview of your past year with _____ including any significant accomplishments.
2. What do you believe are your strengths? How can the firm better utilize those strengths?
3. What areas would you like to improve in the upcoming year? How can the firm help you to improve?
4. In what areas of practice would you like to spend more time?

Less time?
5. Do your long term goals include becoming a shareholder? Why or why not?
6. What changes would you like the firm to consider and why?

ASSOCIATE REVIEW ALTERNATIVE

(TO BE COMPLETED IF YOU DO NOT REGULARLY ASSIGN WORK TO AN ASSOCIATE)

Associate: _____

Reviewer: _____

Date Reviewed: _____

1. Why don't you assign work to this Associate?

2. **Shareholder potential.** Has this Associate advanced sufficiently to be considered for shareholder status in the next 15 months?
___ Yes ___ No

A. If yes, what needs to occur before you believe it will be appropriate to offer this Associate shareholder status?

B. If no, what needs to occur before you believe it will be appropriate to consider this associate for shareholder status?

C. Do you believe this Associate is progressing at an acceptable pace? ___ Yes ___ No. If no, please explain