

# CONFIDENTIAL

## EMPLOYEE JOB PERFORMANCE EVALUATION

Employee Name \_\_\_\_\_ Position \_\_\_\_\_  
Department \_\_\_\_\_ Review Date \_\_\_\_\_

### GENERAL INSTRUCTIONS

1. Review the job description of the person being appraised before completing the appraisal.
2. Indicate your appraisal of the person's performance with respect to each of the factors specified on page 2 by circling the appropriate number. Use the following definitions:
  - a) **Outstanding**-Performance is exceptional and of the highest quality.
  - b) **Above Average**-Performance is significantly higher than required, but not sufficient to justify a rating of "outstanding".
  - c) **Average**-Performance meets reasonable standards for someone with the incumbent's tenure. Requires only normal or routine guidance. No significant deficiencies noted.
  - d) **Below Average**-Performance is minimally acceptable, but leaves significant room for improvement. Employees who receive this rating are "just getting by".
  - e) **Unsatisfactory**-Performance does not meet the minimum requirements for the position.
  - f) **Not Applicable**-Due to the nature of the position, this employee is not evaluated based on this factor.
3. After all factors have been appraised, determine the employee's overall rating as directed on page 2.
4. Use the Comments section (page 3) to:
  - a) Elaborate on specific reasons why certain factors were rated less than average.
  - b) Identify new goals, objectives, commitments, etc.
  - c) Allow the employee the opportunity to make any comments (in writing) that he/she desires regarding this evaluation.
5. The supervisor, evaluator and employee must sign and date the performance appraisal.
6. File the completed evaluation in the employee's personnel file.

### PERFORMANCE EVALUATION GUIDELINES

In order to ensure consistent and fair performance evaluations, follow these simple guidelines:

1. Appraise the performance of this individual as it relates to his/her performance of the essential functions of the position as listed in the applicable job description.
2. Compare each employee to the same standard. At no time should prejudice or partiality influence the rating.
3. Rate the employee's performance based on the entire review period. Do not base the rating on isolated incidents or recent accomplishments only.
4. Do not let your ratings on one factor be influenced by ratings on other factors.
5. Avoid the tendency to rate "Average" on all factors.
6. Make the comments accompanying your appraisal relate to **actual** performance to facilitate discussion and to help the appraised understand: 1) How well he/she is doing; 2) Where his/her strengths lie and how he/she can use them to the best advantage; 3) What his/her weaknesses are, and 4) How he/she can improve performance.

FACTOR	PERFORMANCE EVALUATION SCALE						SCORE
	Not Applicable	Unsatisfactory	Below Average	Average	Above Average	Outstanding	Enter no. circled or NA
<b>QUALITY OF WORK</b> Accuracy, neatness, thoroughness, economy	NA	0 1	2 3	4 5 6	7 8	9 10	
<b>QUANTITY OF WORK</b> Productivity, timeliness	NA	0 1	2 3	4 5 6	7 8	9 10	
<b>DEPENDABILITY</b> Follows instructions, judgment, punctuality, attendance record	NA	0 1	2 3	4 5 6	7 8	9 10	
<b>COOPERATION</b> With supervisor, fellow employees	NA	0 1	2 3	4 5 6	7 8	9 10	
<b>COMMUNICATION</b> With supervisor, fellow employees, patients/residents/clients	NA	0 1	2 3	4 5 6	7 8	9 10	
<b>INITIATIVE</b> Ingenuity, self-reliance, planning, ambition	NA	0 1	2 3	4 5 6	7 8	9 10	
<b>SELF-IMPROVEMENT</b> Interest, observation, questions, study	NA	0 1	2 3	4 5 6	7 8	9 10	
<b>PERSONALITY</b> Appearance, courtesy, friendliness, expression	NA	0 1	2 3	4 5 6	7 8	9 10	
<b>SUPERVISORY SKILLS</b> Effective management and direction of subordinates, training, support	NA	0 1	2 3	4 5 6	7 8	9 10	
<b>OVERALL RATING</b>						<b>A. TOTAL POINTS</b>	
90 + - Outstanding						<b>B. POINTS POSSIBLE</b> (No. Factors rated x 10)	
70 - 89 - Above Average							
40 - 69 - Average							
20 - 39 - Below Average							
0 - 19 - Unsatisfactory						<b>C. OVERALL RATING</b> (A/B x 100)	

