

**PERFORMANCE  
APPRAISAL  
PROCESS**

**THE 2016 EDITION**



Tim Peckham

# PERFORMANCE APPRAISAL UPDATES

- No self evaluation
- PDF fillable forms
- Three rating scale instead of five
  - “One third” rule still applies

# WHERE CAN THE FORM BE LOCATED?

- HR Website
- HR public folder
- [T:\Faculty & Staff Shared Folders\Human Resources\Public](#)



# Elizabethtown College

## CURRENT GOALS

**2015-2016**  
**Employee Goals Accomplished Over the Current Appraisal Period**  
**(July 1, 2015 – June 30, 2016)**  
*(Not Required for Hourly Employees)*

Goals/Objectives	Unsatisfactory	Satisfactory	Outstanding	Results Achieved & Comments
<b>Overall Goals Achievement</b>				
<input type="checkbox"/> <b>Unsatisfactory (1)</b> <input type="checkbox"/> <b>Satisfactory (2)</b> <input type="checkbox"/> <b>Outstanding (3)</b>				



# Elizabethtown College

## CURRENT GOALS

**2015-2016**  
**Employee Goals Accomplished Over the Current Appraisal Period**  
 (July 1, 2015 – June 30, 2016)  
 (Not Required for Hourly Employees)

Goals/Objectives	Unsatisfactory	Satisfactory	Outstanding	Results Achieved & Comments

**Overall Goals Achievement**

**Unsatisfactory (1)**
 **Satisfactory (2)**
 **Outstanding (3)**



# Elizabethtown College

## CURRENT GOALS

**2015-2016**  
**Employee Goals Accomplished Over the Current Appraisal Period**  
*(July 1, 2015 – June 30, 2016)*  
*(Employees)*

Goals/Objectives	Unsatisfactory	Satisfactory	Outstanding	Results Achieved & Comments

**Overall Goals Achievement**

**Unsatisfactory (1)**                       **Satisfactory (2)**                       **Outstanding (3)**



# Elizabethtown College

## CURRENT GOALS

**2015-2016**  
**Employee Goals Accomplished Over the Current Appraisal Period**  
(July 1, 2015 – June 30, 2016)  
*(Not Required for Hourly Employees)*

Goals/Objectives	Unsatisfactory	Satisfactory	Outstanding	Results Achieved & Comments

**Overall Goals Achievement**

Unsatisfactory (1)                       Satisfactory (2)                       Outstanding (3)





# Elizabethtown College

## CURRENT GOALS

**2015-2016**  
**Employee Goals Accomplished Over the Current Appraisal Period**  
**(July 1, 2015 – June 30, 2016)**  
*(Not Required for Hourly Employees)*

Goals/Objectives	Unsatisfactory	Satisfactory	Outstanding	Results Achieved & Comments

### Overall Goals Achievement

Unsatisfactory (1)

Satisfactory (2)

Outstanding (3)



## Performance Appraisal

EMPLOYEE: \_\_\_\_\_

POSITION: \_\_\_\_\_ (Supervisor) \_\_\_\_\_

Evaluation Period: \_\_\_\_\_ Type of Evaluation:  Regular  Probationary  Interim

**GENERAL PERFORMANCE FACTORS- All employees should be evaluated on the first seven factors.**

	UNSATISFACTORY (1)	SATISFACTORY (2)	OUTSTANDING (3)	Comments
<b>GENERAL PERFORMANCE FACTORS – All employees should be evaluated on the first seven factors.</b>				
1. <b>JOB KNOWLEDGE/SKILLS</b> - Demonstrated relevant job knowledge and essential skills; such as- work practices, policies, procedures, resources, laws, customer service, and technical information.				
2. <b>WORK RESULTS</b> – Met established objectives/expectations/standards of quality, quantity, customer service, and timeliness both individually and in a team.				
3. <b>WORK HABITS</b> – Practiced efficient methods of operation, customer service, proper conduct, speech, ethical behavior, planning and organization of work, proper care and maintenance of assigned equipment, and economical use of supplies.				
4. <b>INTERPERSONAL RELATIONS</b> - Developed and maintained positive and constructive internal/external relationships. Recognized needs and sensitivities, diversity, inclusiveness, collaboration of others, and treated others in a fair and equitable manner. Demonstrated effectiveness as a team player & ability to give and receive constructive criticism, accept supervision, and resolve conflicts.				
5. <b>DEPENDABILITY</b> - Degree to which employee can be relied upon to work steadily and effectively; attendance, punctuality.				
6. <b>COMMUNICATION</b> Exchanged information with others in an effective, timely, clear, concise, logical, and organized manner; includes listening, speaking, & writing.				
7. <b>SAFETY &amp; SECURITY</b> -Application of accident prevention techniques and unit's safety.				
8. <b>INITIATIVE</b> - (If applicable) the extent to which the employee is self-directed, resourceful, and creative in performing job duties individually or in a team. Also measured are the employee's self-improvement efforts to enhance skills and knowledge to stay current with changes impacting the job.				
9. <b>MANAGEMENT OF PERSONNEL &amp; RESOURCES</b> (Required for all supervisors) Effectively manages program/projects, employees, budget, technology, and organizational change to produce positive results. Engages in performance management, teamwork, staff development, and recognition of accomplishments. Promotes customer service, effective communication, and positive employee relations. Uses innovation and fulfills administrative requirements.				
<b>OVERALL GOAL ACHIEVEMENT (From Current Goals Sheet)</b>				
<b>OVERALL RATING</b>				
<b>SPECIAL PERFORMANCE FACTORS</b> - List below. Define and rate employee on any appropriate factors not listed above.				
<b>COMMENTS</b> – (Continue additional comments on a separate Word document)				

### DEFINITIONS OF RATINGS

**UNSATISFACTORY** – Employee's performance with respect to the factor under consideration is below acceptable standards.

**SATISFACTORY** – Employee's performance with respect to the factor under consideration occasionally exceeds acceptable standards.

**OUTSTANDING** – Employee's performance with respect to the factor under consideration consistently exceeds acceptable standards.

### OVERALL EVALUATION

\_\_\_\_\_  
EMPLOYEE'S SIGNATURE Date

\_\_\_\_\_  
EVALUATOR'S SIGNATURE/TITLE (Employee's immediate supervisor) Date

\_\_\_\_\_  
REVIEWING OFFICER'S SIGNATURE/TITLE (Evaluator's immediate supervisor) Date

I would like to discuss this report with the reviewing officer:  YES  NO

As requested, reviewing officer discussed report.

\_\_\_\_\_  
REVIEWING OFFICER'S SIGNATURE/TITLE (Evaluator's immediate supervisor) Date

**Each factor rated OUTSTANDING or UNSATISFACTORY should be documented in the comments section**

**Performance Appraisal**



**EMPLOYEE:** \_\_\_\_\_

**POSITION:** \_\_\_\_\_

**Evaluation Period:** \_\_\_\_\_

Supervisor) \_\_\_\_\_

**Type of Evaluation:**  Regular  Probationary  Interim

*should be evaluated on the first seven factors.*

RY (2) OUTSTANDING (3)

Factors	1	2	3	Comments
1. <b>JOB KNOWLEDGE/SKILLS</b> - Demonstrated relevant job knowledge and essential skills, such as- work practices, policies, procedures, resources, laws, customer service, and technical information.				
2. <b>WORK RESULTS</b> - Met established objectives/expectations/standards of quality, quantity, customer service, and timeliness both individually and in a team.				
3. <b>WORK HABITS</b> - Practiced efficient methods of operation, customer service, proper conduct, speech, ethical behavior, planning and organization of work, proper care and maintenance of assigned equipment, and economical use of supplies.				
4. <b>INTERPERSONAL RELATIONS</b> - Developed and maintained positive and constructive internal/external relationships. Recognized needs and sensitivities, diversity, inclusiveness, collaboration of others, and treated others in a fair and equitable manner. Demonstrated effectiveness as a team player & ability to give and receive constructive criticism, accept supervision, and resolve conflicts.				
5. <b>DEPENDABILITY</b> - Degree to which employee can be relied upon to work steadily and effectively; attendance, punctuality.				
6. <b>COMMUNICATION</b> - Exchanged information with others in an effective, timely, clear, concise, logical, and organized manner; includes listening, speaking, & writing.				
7. <b>SAFETY &amp; SECURITY</b> - Application of accident prevention techniques and unit's safety.				
8. <b>INITIATIVE</b> - (If applicable) the extent to which the employee is self-directed, resourceful, and creative in performing job duties individually or in a team. Also measured are the employee's self-improvement efforts to enhance skills and knowledge to stay current with changes impacting the job.				
9. <b>MANAGEMENT OF PERSONNEL &amp; RESOURCES</b> (Required for all supervisors) Effectively manages program/projects, employees, budget, technology, and organizational change to produce positive results. Engages in performance management, teamwork, staff development, and recognition of accomplishments. Promotes customer service, effective communication, and positive employee relations. Uses innovation and fulfills administrative requirements.				
<b>OVERALL GOAL ACHIEVEMENT (From Current Goals Sheet)</b>				
<b>OVERALL RATING</b>				
<b>SPECIAL PERFORMANCE FACTORS</b> - List below. Define and rate employee on any appropriate factors not listed above.				
<b>COMMENTS</b> - (Continue additional comments on a separate Word document)				

**DEFINITIONS OF RATINGS**

**UNSATISFACTORY** - Employee's performance with respect to the factor under consideration is below acceptable standards.

**SATISFACTORY** - Employee's performance with respect to the factor under consideration occasionally exceeds acceptable standards.

**OUTSTANDING** - Employee's performance with respect to the factor under consideration consistently exceeds acceptable standards.

**OVERALL EVALUATION**

EMPLOYEE'S SIGNATURE \_\_\_\_\_ Date \_\_\_\_\_

EVALUATOR'S SIGNATURE/TITLE (Employee's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

REVIEWING OFCR'S SIGNATURE/TITLE (Evaluator's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

I would like to discuss this report with the reviewing officer:  YES  NO

As requested, reviewing officer discussed report.

REVIEWING OFCR'S SIGNATURE/TITLE (Evaluator's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

*Each factor rated OUTSTANDING or UNSATISFACTORY should be documented in the comments section*

## Performance Appraisal

EMPLOYEE: \_\_\_\_\_

POSITION: \_\_\_\_\_

Evaluation Period: \_\_\_\_\_

(Supervisor) \_\_\_\_\_

GENERAL PERFORMANCE FACTORS- All employees

UNSATISFACTORY (1)

SATISFACTORY

Type of Evaluation:  Regular  Probationary  Interim

GENERAL PERFORMANCE FACTORS – All employees should be evaluated on the first seven factors.	1	2	3	Comments
1. <b>JOB KNOWLEDGE/SKILLS</b> - Demonstrated relevant job knowledge and essential skills; such as- work practices, policies, procedures, resources, laws, customer service, and technical information.				
2. <b>WORK RESULTS</b> – Met established objectives/expectations/standards of quality, quantity, customer service, and timeliness both individually and in a team.				
3. <b>WORK HABITS</b> – Practiced efficient methods of operation, customer service, proper conduct, speech, ethical behavior, planning and organization of work, proper care and maintenance of assigned equipment, and economical use of supplies.				
4. <b>INTERPERSONAL RELATIONS</b> - Developed and maintained positive and constructive internal/external relationships. Recognized needs and sensitivities, diversity, inclusiveness, collaboration of others, and treated others in a fair and equitable manner. Demonstrated effectiveness as a team player & ability to give and receive constructive criticism, accept supervision, and resolve conflicts.				
5. <b>DEPENDABILITY</b> - Degree to which employee can be relied upon to work steadily and effectively; attendance, punctuality.				
6. <b>COMMUNICATION</b> Exchanged information with others in an effective, timely, clear, concise, logical, and organized manner; includes listening, speaking, & writing.				
7. <b>SAFETY &amp; SECURITY</b> -Application of accident prevention techniques and unit's safety.				
8. <b>INITIATIVE</b> - (If applicable) the extent to which the employee is self-directed, resourceful, and creative in performing job duties individually or in a team. Also measured are the employee's self-improvement efforts to enhance skills and knowledge to stay current with changes impacting the job.				
9. <b>MANAGEMENT OF PERSONNEL &amp; RESOURCES</b> (Required for all supervisors) Effectively manages program/projects, employees, budget, technology, and organizational change to produce positive results. Engages in performance management, teamwork, staff development, and recognition of accomplishments. Promotes customer service, effective communication, and positive employee relations. Uses innovation and fulfills administrative requirements.				
<b>OVERALL GOAL ACHIEVEMENT (From Current Goals Sheet)</b>				
<b>OVERALL RATING</b>				
<b>SPECIAL PERFORMANCE FACTORS</b> - List below. Define and rate employee on any appropriate factors not listed above.				
<b>COMMENTS</b> – (Continue additional comments on a separate Word document)				

### DEFINITIONS OF RATINGS

UNSATISFACTORY – Employee's performance with respect to the factor under consideration is below acceptable standards.

SATISFACTORY – Employee's performance with respect to the factor under consideration occasionally exceeds acceptable standards.

OUTSTANDING – Employee's performance with respect to the factor under consideration consistently exceeds acceptable standards.

### OVERALL EVALUATION

EMPLOYEE'S SIGNATURE \_\_\_\_\_ Date \_\_\_\_\_

EVALUATOR'S SIGNATURE/TITLE (Employee's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

REVIEWING OFFICER'S SIGNATURE/TITLE (Evaluator's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

I would like to discuss this report with the reviewing officer:  YES  NO

As requested, reviewing officer discussed report.

REVIEWING OFFICER'S SIGNATURE/TITLE (Evaluator's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

Each factor rated OUTSTANDING or UNSATISFACTORY should be documented in the comments section



## Performance Appraisal

EMPLOYEE: \_\_\_\_\_

POSITION: \_\_\_\_\_ (Supervisor) \_\_\_\_\_

**GENERAL PERFORMANCE FACTORS- All employees should be evaluated on the first seven factors.**

GENERAL PERFORMANCE FACTORS – All employees should be evaluated on the first seven factors.	1	2	3	Comments
1. <b>JOB KNOWLEDGE/SKILLS</b> - Demonstrated relevant job knowledge and essential skills; such as- work practices, policies, procedures, resources, laws, customer service, and technical information.				
2. <b>WORK RESULTS</b> – Met established objectives/expectations/standards of quality, quantity, customer service, and timeliness both individually and in a team.				
3. <b>WORK HABITS</b> – Practiced efficient methods of operation, customer service, proper conduct, speech, ethical behavior, planning and organization of work, proper care and maintenance of assigned equipment, and economical use of supplies.				
4. <b>INTERPERSONAL RELATIONS</b> - Developed and maintained positive and constructive internal/external relationships. Recognized needs and sensitivities, diversity, inclusiveness, collaboration of others, and treated others in a fair and equitable manner. Demonstrated effectiveness as a team player & ability to give and receive constructive criticism, accept supervision, and resolve conflicts.				
5. <b>DEPENDABILITY</b> - Degree to which employee can be relied upon to work steadily and effectively; attendance, punctuality.				
6. <b>COMMUNICATION</b> Exchanged information with others in an effective, timely, clear, concise, logical, and organized manner; includes listening, speaking, & writing.				
7. <b>SAFETY &amp; SECURITY</b> -Application of accident prevention techniques and unit's safety.				
8. <b>INITIATIVE</b> - (If applicable) the extent to which the employee is self-directed, resourceful, and creative in performing job duties individually or in a team. Also measured are the employee's self-improvement efforts to enhance skills and knowledge to stay current with changes impacting the job.				
9. <b>MANAGEMENT OF PERSONNEL &amp; RESOURCES</b> (Required for all supervisors) Effectively manages program/projects, employees, budget, technology, and organizational change to produce positive results. Engages in performance management, teamwork, staff development, and recognition of accomplishments. Promotes customer service, effective communication, and positive employee relations. Uses innovation and fulfills administrative requirements.				
<b>OVERALL GOAL ACHIEVEMENT (From Current Goals Sheet)</b>				
<b>OVERALL RATING</b>				
<b>SPECIAL PERFORMANCE FACTORS</b> - List below. Define and rate employee on any appropriate factors not listed above.				
<b>COMMENTS</b> – (Continue additional comments on a separate Word document)				

### DEFINITIONS OF RATINGS

**UNSATISFACTORY** – Employee's performance with respect to the factor under consideration is below acceptable standards.

**SATISFACTORY** – Employee's performance with respect to the factor under consideration occasionally exceeds acceptable standards.

**OUTSTANDING** – Employee's performance with respect to the factor under consideration consistently exceeds acceptable standards.

### OVERALL EVALUATION

EMPLOYEE'S SIGNATURE \_\_\_\_\_ Date \_\_\_\_\_

EVALUATOR'S SIGNATURE/TITLE (Employee's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

REVIEWING OFFICER'S SIGNATURE/TITLE (Evaluator's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

I would like to discuss this report with the reviewing officer:  YES  NO

As requested, reviewing officer discussed report.

REVIEWING OFFICER'S SIGNATURE/TITLE (Evaluator's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

*Each factor rated OUTSTANDING or UNSATISFACTORY should be documented in the comments section*

## Performance Appraisal

EMPLOYEE: \_\_\_\_\_

POSITION: \_\_\_\_\_ (Supervisor) \_\_\_\_\_

UNSATISFACTORY (1)

SATISFACTORY (2)

OUTSTANDING (3)

GENERAL PERFORMANCE FACTORS – All employees should be evaluated on the first seven factors.	1	2	3	Comments
1. <b>JOB KNOWLEDGE/SKILLS</b> - Demonstrated relevant job knowledge and essential skills; such as- work practices, policies, procedures, resources, laws, customer service, and technical information.				
2. <b>WORK RESULTS</b> – Met established objectives/expectations/standards of quality, quantity, customer service, and timeliness both individually and in a team.				
3. <b>WORK HABITS</b> – Practiced efficient methods of operation, customer service, proper conduct, speech, ethical behavior, planning and organization of work, proper care and maintenance of assigned equipment, and economical use of supplies.				
4. <b>INTERPERSONAL RELATIONS</b> - Developed and maintained positive and constructive internal/external relationships. Recognized needs and sensitivities, diversity, inclusiveness, collaboration of others, and treated others in a fair and equitable manner. Demonstrated effectiveness as a team player & ability to give and receive constructive criticism, accept supervision, and resolve conflicts.				
5. <b>DEPENDABILITY</b> - Degree to which employee can be relied upon to work steadily and effectively; attendance, punctuality.				
6. <b>COMMUNICATION</b> Exchanged information with others in an effective, timely, clear, concise, logical, and organized manner; includes listening, speaking, & writing.				
7. <b>SAFETY &amp; SECURITY</b> -Application of accident prevention techniques and unit's safety.				
8. <b>INITIATIVE</b> - (If applicable) the extent to which the employee is self-directed, resourceful, and creative in performing job duties individually or in a team. Also measured are the employee's self-improvement efforts to enhance skills and knowledge to stay current with changes impacting the job.				
9. <b>MANAGEMENT OF PERSONNEL &amp; RESOURCES</b> (Required for all supervisors) Effectively manages program/projects, employees, budget, technology, and organizational change to produce positive results. Engages in performance management, teamwork, staff development, and recognition of accomplishments. Promotes customer service, effective communication, and positive employee relations. Uses innovation and fulfills administrative requirements.				
<b>OVERALL GOAL ACHIEVEMENT (From Current Goals Sheet)</b>				
<b>OVERALL RATING</b>				
<b>SPECIAL PERFORMANCE FACTORS</b> - List below. Define and rate employee on any appropriate factors not listed above.				
<b>COMMENTS</b> – (Continue additional comments on a separate Word document)				

### DEFINITIONS OF RATINGS

**UNSATISFACTORY** – Employee's performance with respect to the factor under consideration is below acceptable standards.

**SATISFACTORY** – Employee's performance with respect to the factor under consideration occasionally exceeds acceptable standards.

**OUTSTANDING** – Employee's performance with respect to the factor under consideration consistently exceeds acceptable standards.

### OVERALL EVALUATION

EMPLOYEE'S SIGNATURE \_\_\_\_\_ Date \_\_\_\_\_

EVALUATOR'S SIGNATURE/TITLE (Employee's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

REVIEWING OFFICER'S SIGNATURE/TITLE (Evaluator's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

I would like to discuss this report with the reviewing officer:  YES  NO

As requested, reviewing officer discussed report.

REVIEWING OFFICER'S SIGNATURE/TITLE (Evaluator's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

*Each factor rated OUTSTANDING or UNSATISFACTORY should be documented in the comments section*

### Performance Appraisal

EMPLOYEE: \_\_\_\_\_  
 POSITION: \_\_\_\_\_ (Supervisor) \_\_\_\_\_  
 Evaluation Period: \_\_\_\_\_ Type of Evaluation:  Regular  Probationary  Interim

*GENERAL PERFORMANCE FACTORS- All employees should be evaluated on the first seven factors.*

UNSATISFACTORY (1)

SATISFACTORY (2)

OUTSTANDING (3)

GENERAL PERFORMANCE FACTORS – All employees should be evaluated on the first seven factors.	1	2	3	Comments
1. <b>JOB KNOWLEDGE/SKILLS</b> - Demonstrated relevant job knowledge and essential skills; such as- work practices, policies, procedures, resources, laws, customer service, and technical information.				
2. <b>WORK RESULTS</b> – Met established objectives/expectations/standards of quality, quantity, customer service, and timeliness both individually and in a team.				
3. <b>WORK HABITS</b> – Practiced efficient methods of operation, customer service, proper conduct, speech, ethical behavior, planning and organization of work, proper care and maintenance of assigned equipment, and economical use of supplies.				
4. <b>INTERPERSONAL RELATIONS</b> - Developed and maintained positive and constructive internal/external relationships. Recognized needs and sensitivities, diversity, inclusiveness, collaboration of others, and treated others in a fair and equitable manner. Demonstrated effectiveness as a team player & ability to give and receive constructive criticism, accept supervision, and resolve conflicts.				
5. <b>DEPENDABILITY</b> - Degree to which employee can be relied upon to work steadily and effectively; attendance, punctuality.				
6. <b>COMMUNICATION</b> Exchanged information with others in an effective, timely, clear, concise, logical, and organized manner; <i>includes listening, speaking, &amp; writing.</i>				
7. <b>SAFETY &amp; SECURITY</b> --Application of accident prevention techniques and unit's safety.				

**DEFINITIONS OF RATINGS**

UNSATISFACTORY – Employee's performance with respect to the factor under consideration is below acceptable standards.

SATISFACTORY – Employee's performance with respect to the factor under consideration occasionally exceeds acceptable standards.

OUTSTANDING – Employee's performance with respect to the factor under consideration consistently exceeds acceptable standards.

**OVERALL EVALUATION**

EMPLOYEE'S SIGNATURE \_\_\_\_\_ Date \_\_\_\_\_

EVALUATOR'S SIGNATURE/TITLE (Employee's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

REVIEWING OFFICER'S SIGNATURE/TITLE (Evaluator's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

I would like to discuss this report with the reviewing officer:  YES  NO

As requested, reviewing officer discussed report.

REVIEWING OFFICER'S SIGNATURE/TITLE (Evaluator's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

*Each factor rated OUTSTANDING or UNSATISFACTORY should be documented in the comments section*



## Performance Appraisal

EMPLOYEE: \_\_\_\_\_  
 POSITION: \_\_\_\_\_ (Supervisor) \_\_\_\_\_  
 Evaluation Period: \_\_\_\_\_ Type of Evaluation:  Regular  Probationary  Interim

**GENERAL PERFORMANCE FACTORS- All employees should be evaluated on the first seven factors.**

	UNSATISFACTORY (1)	SATISFACTORY (2)	OUTSTANDING (3)	Comments
<b>GENERAL PERFORMANCE FACTORS – All employees should be evaluated on the first seven factors.</b>				
1. <b>JOB KNOWLEDGE/SKILLS</b> - Demonstrated relevant job knowledge and essential skills; such as- work practices, policies, procedures, resources, laws, customer service, and technical information.				
2. <b>WORK RESULTS</b> – Met established objectives/expectations/standards of quality, quantity, customer service, and timeliness both individually and in a team.				
3. <b>WORK HABITS</b> – Practiced efficient methods of operation, customer service, proper conduct, speech, ethical behavior, planning and organization of work, proper care and maintenance of assigned equipment, and economical use of supplies.				
4. <b>INTERPERSONAL RELATIONS</b> - Developed and maintained positive and constructive internal/external relationships. Recognized needs and sensitivities, diversity, inclusiveness, collaboration of others, and treated others in a fair and equitable manner. Demonstrated effectiveness as a team player & ability to give and receive constructive criticism, accept supervision, and resolve conflicts.				

8. <b>INITIATIVE-</b> (if applicable) the extent to which the employee is self-directed, resourceful, and creative in performing job duties individually or in a team. Also measured are the employee’s self-improvement efforts to enhance skills and knowledge to stay current with changes impacting the job.				
9. <b>MANAGEMENT OF PERSONNEL &amp; RESOURCES</b> (Required for all supervisors) Effectively manages program/projects, employees, budget, technology, and organizational change to produce positive results. Engages in performance management, teamwork, staff development, and recognition of accomplishments. Promotes customer service, effective communication, and positive employee relations. Uses innovation and fulfills administrative requirements.				

OVERALL RATING				
SPECIAL PERFORMANCE FACTORS- List below. Define and rate employee on any appropriate factors not listed above.				
COMMENTS – (Continue additional comments on a separate Word document)				

**DEFINITIONS OF RATINGS**  
 UNSATISFACTORY – Employee’s performance with respect to the factor under consideration is below acceptable standards.  
 SATISFACTORY – Employee’s performance with respect to the factor under consideration occasionally exceeds acceptable standards.  
 OUTSTANDING – Employee’s performance with respect to the factor under consideration consistently exceeds acceptable standards.

**OVERALL EVALUATION**  
 EMPLOYEE’S SIGNATURE \_\_\_\_\_ Date \_\_\_\_\_  
 EVALUATOR’S SIGNATURE/TITLE (Employee’s immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_  
 REVIEWING OFCR’S SIGNATURE/TITLE (Evaluator’s immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_  
 I would like to discuss this report with the reviewing officer:  YES  NO  
 As requested, reviewing officer discussed report.  
 REVIEWING OFCR’S SIGNATURE/TITLE (Evaluator’s immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

**Each factor rated OUTSTANDING or UNSATISFACTORY should be documented in the comments section**

## Performance Appraisal

EMPLOYEE: \_\_\_\_\_

POSITION: \_\_\_\_\_ (Supervisor) \_\_\_\_\_

Evaluation Period: \_\_\_\_\_ Type of Evaluation:  Regular  Probationary  Interim

**GENERAL PERFORMANCE FACTORS- All employees should be evaluated on the first seven factors.**

	UNSATISFACTORY (1)	SATISFACTORY (2)	OUTSTANDING (3)	
<b>GENERAL PERFORMANCE FACTORS – All employees should be evaluated on the first seven factors.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>Comments</b>
1. <b>JOB KNOWLEDGE/SKILLS</b> - Demonstrated relevant job knowledge and essential skills; such as- work practices, policies, procedures, resources, laws, customer service, and technical information.				
2. <b>WORK RESULTS</b> – Met established objectives/expectations/standards of quality, quantity, customer service, and timeliness both individually and in a team.				
3. <b>WORK HABITS</b> – Practiced efficient methods of operation, customer service, proper conduct, speech, ethical behavior, planning and organization of work, proper care and maintenance of assigned equipment, and economical use of supplies.				
4. <b>INTERPERSONAL RELATIONS</b> - Developed and maintained positive and constructive internal/external relationships. Recognized needs and sensitivities, diversity, inclusiveness, collaboration of others, and treated others in a fair and equitable manner. Demonstrated effectiveness as a team player & ability to give and receive constructive criticism, accept supervision, and resolve conflicts.				
5. <b>DEPENDABILITY</b> - Degree to which employee can be relied upon to work steadily and effectively; attendance, punctuality.				
6. <b>COMMUNICATION</b> Exchanged information with others in an effective, timely, clear, concise, logical, and organized manner; includes listening, speaking, & writing.				
7. <b>SAFETY &amp; SECURITY</b> -Application of accident prevention techniques and unit's safety.				
8. <b>INITIATIVE</b> - (If applicable) the extent to which the employee is self-directed, resourceful, and creative in performing job duties individually or in a team. Also measured are the employee's self-improvement efforts to enhance skills and knowledge to stay current with changes impacting the job.				
9. <b>MANAGEMENT OF PERSONNEL &amp; RESOURCES</b> (Required for all supervisors) Effectively manages program/projects, employees, budget, technology, and organizational change to produce positive results. Engages in performance management, teamwork, staff development, and recognition of accomplishments. Promotes customer service, effective communication, and positive employee relations. Uses innovation and				

### OVERALL GOAL ACHIEVEMENT (From Current Goals Sheet)

**SPECIAL PERFORMANCE FACTORS**- List below. Define and rate employee on any appropriate factors not listed above.

**COMMENTS** – (Continue additional comments on a separate Word document)

#### DEFINITIONS OF RATINGS

**UNSATISFACTORY** – Employee's performance with respect to the factor under consideration is below acceptable standards.

**SATISFACTORY** – Employee's performance with respect to the factor under consideration occasionally exceeds acceptable standards.

**OUTSTANDING** – Employee's performance with respect to the factor under consideration consistently exceeds acceptable standards.

#### OVERALL EVALUATION

EMPLOYEE'S SIGNATURE \_\_\_\_\_ Date \_\_\_\_\_

EVALUATOR'S SIGNATURE/TITLE (Employee's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

REVIEWING OFFICER'S SIGNATURE/TITLE (Evaluator's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

I would like to discuss this report with the reviewing officer:  YES  NO

As requested, reviewing officer discussed report.

REVIEWING OFFICER'S SIGNATURE/TITLE (Evaluator's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

**Each factor rated OUTSTANDING or UNSATISFACTORY should be documented in the comments section**

## Performance Appraisal

EMPLOYEE: \_\_\_\_\_

POSITION: \_\_\_\_\_ (Supervisor) \_\_\_\_\_

Evaluation Period: \_\_\_\_\_ Type of Evaluation:  Regular  Probationary  Interim

**GENERAL PERFORMANCE FACTORS- All employees should be evaluated on the first seven factors.**

	UNSATISFACTORY (1)	SATISFACTORY (2)	OUTSTANDING (3)	Comments
<b>GENERAL PERFORMANCE FACTORS – All employees should be evaluated on the first seven factors.</b>				
1. <b>JOB KNOWLEDGE/SKILLS</b> - Demonstrated relevant job knowledge and essential skills; such as- work practices, policies, procedures, resources, laws, customer service, and technical information.				
2. <b>WORK RESULTS</b> – Met established objectives/expectations/standards of quality, quantity, customer service, and timeliness both individually and in a team.				
3. <b>WORK HABITS</b> – Practiced efficient methods of operation, customer service, proper conduct, speech, ethical behavior, planning and organization of work, proper care and maintenance of assigned equipment, and economical use of supplies.				
4. <b>INTERPERSONAL RELATIONS</b> - Developed and maintained positive and constructive internal/external relationships. Recognized needs and sensitivities, diversity, inclusiveness, collaboration of others, and treated others in a fair and equitable manner. Demonstrated effectiveness as a team player & ability to give and receive constructive criticism, accept supervision, and resolve conflicts.				
5. <b>DEPENDABILITY</b> - Degree to which employee can be relied upon to work steadily and effectively; attendance, punctuality.				
6. <b>COMMUNICATION</b> Exchanged information with others in an effective, timely, clear, concise, logical, and organized manner; includes listening, speaking, & writing.				
7. <b>SAFETY &amp; SECURITY</b> -Application of accident prevention techniques and unit's safety.				
8. <b>INITIATIVE</b> - (If applicable) the extent to which the employee is self-directed, resourceful, and creative in performing job duties individually or in a team. Also measured are the employee's self-improvement efforts to enhance skills and knowledge to stay current with changes impacting the job.				
9. <b>MANAGEMENT OF PERSONNEL &amp; RESOURCES</b> (Required for all supervisors) Effectively manages program/projects, employees, budget, technology, and organizational change to produce positive results. Engages in performance management, teamwork, staff development, and recognition of accomplishments. Promotes customer service, effective communication, and positive employee relations. Uses innovation and fulfills administrative requirements.				
<b>OVERALL GOAL ACHIEVEMENT (From Current Goals Sheet)</b>				

**SPECIAL PERFORMANCE FACTORS- List below. Define and rate employee on any appropriate factors not listed above.**

### DEFINITIONS OF RATINGS

**UNSATISFACTORY** – Employee's performance with respect to the factor under consideration is below acceptable standards.

**SATISFACTORY** – Employee's performance with respect to the factor under consideration occasionally exceeds acceptable standards.

**OUTSTANDING** – Employee's performance with respect to the factor under consideration consistently exceeds acceptable standards.

### OVERALL EVALUATION

EMPLOYEE'S SIGNATURE \_\_\_\_\_ Date \_\_\_\_\_

EVALUATOR'S SIGNATURE/TITLE (Employee's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

REVIEWING OFCR'S SIGNATURE/TITLE (Evaluator's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

I would like to discuss this report with the reviewing officer:  YES  NO

As requested, reviewing officer discussed report.

REVIEWING OFCR'S SIGNATURE/TITLE (Evaluator's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

*Each factor rated OUTSTANDING or UNSATISFACTORY should be documented in the comments section*





## Performance Appraisal

EMPLOYEE: \_\_\_\_\_  
 POSITION: \_\_\_\_\_ (Supervisor) \_\_\_\_\_  
 Evaluation Period: \_\_\_\_\_ Type of Evaluation:  Regular  Probationary  Interim

*GENERAL PERFORMANCE FACTORS- All employees should be evaluated on the first seven factors.*

	UNSATISFACTORY (1)	SATISFACTORY (2)	OUTSTANDING (3)	
<b>GENERAL PERFORMANCE FACTORS – All employees should be evaluated on the first seven factors.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>Comments</b>
1. <b>JOB KNOWLEDGE/SKILLS</b> - Demonstrated relevant job knowledge and essential skills; such as- work practices, policies, procedures, resources, laws, customer service, and technical information.				
2. <b>WORK RESULTS</b> – Met established objectives/expectations/standards of quality, quantity, customer service, and timeliness both individually and in a team.				
3. <b>WORK HABITS</b> – Practiced efficient methods of operation, customer service, proper conduct, speech, ethical behavior, planning and organization of work, proper care and maintenance of assigned equipment, and economical use of supplies.				
4. <b>INTERPERSONAL RELATIONS</b> - Developed and maintained positive and constructive internal/external relationships. Recognized needs and sensitivities, diversity, inclusiveness, collaboration of others, and treated others in a fair and equitable manner. Demonstrated effectiveness as a team player & ability to give and receive constructive criticism, accept supervision, and resolve conflicts.				
5. <b>DEPENDABILITY</b> - Degree to which employee can be relied upon to work steadily and effectively; attendance, punctuality.				
6. <b>COMMUNICATION</b> Exchanged information with others in an effective, timely, clear, concise, logical, and organized manner; includes listening, speaking, & writing.				
7. <b>SAFETY &amp; SECURITY</b> -Application of accident prevention techniques and unit's safety.				
8. <b>INITIATIVE</b> - (If applicable) the extent to which the employee is self-directed, resourceful, and creative in performing job duties individually or in a team. Also measured are the employee's self-improvement efforts to enhance skills and knowledge to stay current with changes impacting the job.				
9. <b>MANAGEMENT OF PERSONNEL &amp; RESOURCES</b> (Required for all supervisors) Effectively manages program/projects, employees, budget, technology, and organizational change to produce positive results. Engages in performance management, teamwork, staff development, and recognition of accomplishments. Promotes customer service, effective communication, and positive employee relations. Uses innovation and fulfills administrative requirements.				
<b>OVERALL GOAL ACHIEVEMENT (From Current Goals Sheet)</b>				

**DEFINITIONS OF RATINGS**

**UNSATISFACTORY** – Employee’s performance with respect to the factor under consideration is below acceptable standards.

**SATISFACTORY** – Employee’s performance with respect to the factor under consideration occasionally exceeds acceptable standards.

**OUTSTANDING** – Employee’s performance with respect to the factor under consideration consistently exceeds acceptable standards.

iate factors not listed above.

**OVERALL EVALUATION**

EMPLOYEE'S SIGNATURE \_\_\_\_\_ Date \_\_\_\_\_

EVALUATOR'S SIGNATURE/TITLE (Employee's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

REVIEWING OFCR'S SIGNATURE/TITLE (Evaluator's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

I would like to discuss this report with the reviewing officer:  YES  NO

As requested, reviewing officer discussed report.

REVIEWING OFCR'S SIGNATURE/TITLE (Evaluator's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

*Each factor rated OUTSTANDING or UNSATISFACTORY should be documented in the comments section*



## Performance Appraisal

EMPLOYEE: \_\_\_\_\_

POSITION: \_\_\_\_\_ (Supervisor) \_\_\_\_\_

Evaluation Period: \_\_\_\_\_ Type of Evaluation:  Regular  Probationary  Interim

**GENERAL PERFORMANCE FACTORS- All employees should be evaluated on the first seven factors.**

	UNSATISFACTORY (1)	SATISFACTORY (2)	OUTSTANDING (3)	Comments
<b>GENERAL PERFORMANCE FACTORS – All employees should be evaluated on the first seven factors.</b>				
1. <b>JOB KNOWLEDGE/SKILLS</b> - Demonstrated relevant job knowledge and essential skills; such as- work practices, policies, procedures, resources, laws, customer service, and technical information.				
2. <b>WORK RESULTS</b> – Met established objectives/expectations/standards of quality, quantity, customer service, and timeliness both individually and in a team.				
3. <b>WORK HABITS</b> – Practiced efficient methods of operation, customer service, proper conduct, speech, ethical behavior, planning and organization of work, proper care and maintenance of assigned equipment, and economical use of supplies.				
4. <b>INTERPERSONAL RELATIONS</b> - Developed and maintained positive and constructive internal/external relationships. Recognized needs and sensitivities, diversity, inclusiveness, collaboration of others, and treated others in a fair and equitable manner. Demonstrated effectiveness as a team player & ability to give and receive constructive criticism, accept supervision, and resolve conflicts.				
5. <b>DEPENDABILITY</b> - Degree to which employee can be relied upon to work steadily and effectively; attendance, punctuality.				
6. <b>COMMUNICATION</b> Exchanged information with others in an effective, timely, clear, concise, logical, and organized manner; includes listening, speaking, & writing.				
7. <b>SAFETY &amp; SECURITY</b> -Application of accident prevention techniques and unit's safety.				
8. <b>INITIATIVE</b> - (If applicable) the extent to which the employee is self-directed, resourceful, and creative in performing job duties individually or in a team. Also measured are the employee's self-improvement efforts to enhance skills and knowledge to stay current with changes impacting the job.				
9. <b>MANAGEMENT OF PERSONNEL &amp; RESOURCES</b> (Required for all supervisors) Effectively manages program/projects, employees, budget, technology, and organizational change to produce positive results. Engages in performance management, teamwork, staff development, and recognition of accomplishments. Promotes customer service, effective communication, and positive employee relations. Uses innovation and fulfills administrative requirements.				
<b>OVERALL GOAL ACHIEVEMENT (From Current Goals Sheet)</b>				
<b>OVERALL RATING</b>				
<b>SPECIAL PERFORMANCE FACTORS</b> - List below. Define and rate employee on any appropriate factors not listed above.				
<b>COMMENTS</b> – (Continue additional comments on a separate Word document)				

### DEFINITIONS OF RATINGS

**UNSATISFACTORY** – Employee's performance with respect to the factor under consideration is below acceptable standards.

**SATISFACTORY** – Employee's performance with respect to the factor under consideration occasionally exceeds acceptable standards.

**OUTSTANDING** – Employee's performance with respect to the factor under consideration consistently exceeds acceptable standards.

### OVERALL EVALUATION

EMPLOYEE'S SIGNATURE \_\_\_\_\_ Date \_\_\_\_\_

EVALUATOR'S SIGNATURE/TITLE (Employee's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

REVIEWING OFFICER'S SIGNATURE/TITLE (Evaluator's immediate supervisor) \_\_\_\_\_ Date \_\_\_\_\_

I would like to discuss this report with the reviewing officer:  YES  NO

**Each factor rated *OUTSTANDING* or *UNSATISFACTORY* should be documented in the comments section**

# WEIGHING FACTORS





# PERFORMANCE IMPROVEMENT PLANS



# Questions

