

PERFORMANCE APPRAISAL

FIRST/3-MONTH APPRAISAL ROUTINE 6-MONTH APPRAISAL SPECIAL APPRAISAL

NAME: _____ DATE: _____

JOB TITLE: _____ PAY CLASSIFICATION: _____

- ◊ Training attended within last six months? YES NO
◊ Up-to-date on "Measures of Excellence" and other paperwork? YES NO

Fill out the Performance Appraisal form, *in ink*, by placing a number (1-10) on the appropriate line under each item. Use the following scale:

- 1-2 Deficient; needs considerable improvement to stay in job.
3-4 Below normal expectations; needs to upgrade skills.
5-6 Meets normal expectations. Good performance.
7-8 Exceeds normal expectations. Excellent performance!
9-10 Superlative!—beyond that which present job can fully utilize.

✎ Write notes in the margins for added specificity and clarity.

01. **EFFECTIVENESS IN DEALING WITH PEOPLE:** Extent to which employee cooperates with and effectively influences those with whom s/he comes in contact. (This item includes showing respect and communicating effectively . . . with clients, staff, and others.)

- _____ Relations too ineffective to retain in job without improvement.
_____ Somewhat less effective than required by job.
_____ Maintains effective working relations with others.
_____ Ability exceeds normal job requirements.
_____ Extraordinary ability, beyond that which present job can fully utilize.

02. **JOB KNOWLEDGE:** Extent of job information and understanding possessed by employee. (This item includes acquiring necessary new information.)

- _____ Knowledge inadequate to retain in job without improvement.
_____ Lacks some required knowledge.
_____ Knowledge fully satisfies job requirements.
_____ Very well informed on all phases of work.
_____ Extraordinarily well informed, beyond the scope which present job can fully utilize.

03. **ACCURACY:** Correctness in performance of work duties and responsibilities.

- _____ Makes very frequent errors. Requires close supervision.
_____ Careless; makes more than acceptable number of errors. Requires extra supervision.
_____ Usually accurate; makes average number of errors. Requires average supervision.
_____ Very accurate most of the time. Requires little supervision.
_____ Highly accurate almost all of the time. Requires minimal supervision.

04. **EFFECTIVENESS** in carrying out programmatic goals and attaining objectives, particularly as relates to positive transitions (wherever applicable).
- Clearly unsatisfactory attainment; corrective action indicated.
 - Just getting by; needs improvement.
 - Satisfactory attainment.
 - Above average attainment.
 - Superior attainment; highly meritorious performance.
05. **EFFICIENCY** in completing a normal amount of work in a timely manner.
- Not meeting minimum requirements; corrective action indicated.
 - Barely completing enough work to get by; needs improvement.
 - Amount and timeliness of work is satisfactory.
 - Industrious--exceeds the norm.
 - Highly industrious--superior work output.
06. **JUDGMENT/DISCRETION:** Extent to which decisions and actions are appropriate and based on sound reasoning and weighing of possible outcomes.
- Judgment too poor to retain in job without improvement.
 - Judgment not entirely adequate to meet demands of the job.
 - Exercises good judgment in various circumstances arising on the job.
 - Excellent judgment in determining the proper course of action.
 - Superior judgment at all times.
07. **INITIATIVE:** Extent to which employee is a "self-starter" in attaining job objectives.
- Lacks sufficient initiative to retain in job without improvement.
 - Lacks initiative in some respects.
 - Displays satisfactory initiative.
 - Shows above average initiative.
 - Extraordinary initiative.
08. **JOB ATTITUDE:** Amount of interest, enthusiasm, and positive intent shown on the job.
- Attitude too poor to retain in job without improvement.
 - Attitude poor in some respects.
 - Good attitude.
 - Very positive, interested and enthusiastic.
 - Exceptionally positive attitude at all times.
09. **ADAPTABILITY:** Extent to which employee adapts to changes in work situation.
- Does not adapt enough to retain in job without improvement.
 - Resists changes in work situation.
 - Adapts to changes with little difficulty.
 - Very quickly adapts to changes.
 - Highly adaptable in all situations.

10. PRESENTATION OF SELF: General physical and verbal appearance put forth to people inside and outside the agency.
- Represents agency too unfavorably to retain in job without improvement.
 - Presentation of self needs some improvements.
 - Presentation of self is satisfactory.
 - Always represents agency well.
 - Exceedingly favorable presentation to all people at all times.
11. DEPENDABILITY: Extent to which employee can be counted upon to carry out instructions, be on the job, and fulfill responsibilities.
- Too unreliable to retain in job without improvement.
 - Dependability is not fully satisfactory.
 - Fully satisfies dependability demands of the job.
 - Above average dependability.
 - Extraordinary dependability in all respects.
12. ATTENDANCE.
- Excessive absenteeism; cannot be depended upon.
 - Often absent; poses a problem.
 - Occasionally absent.
 - Seldom absent.
 - Very rarely absent--excellent attendance.
- OVERALL APPRAISAL OF EMPLOYEE PERFORMANCE. (Average of 12 preceding ratings.)
- Inadequate to retain in present job without improvement. (Specify below.)
 - Does not fully meet requirements of the job. (Specify below.)
 - Fully competent in present job. Good performance.
 - Consistently above average performance. Excellent work.
 - Topnotch performance. Superior contribution to the agency. (Commendation.)

GENERAL COMMENTS:

STRENGTHS TO BUILD ON: [Very important! Do not omit.] Contributions to Rosemont's work:

AREAS TO WORK ON: [Very important! Do not omit.] *Contributions to Rosemont's work:*

RECOMMENDATIONS: (Be specific. Include target date. Clearly label "corrective action.")

Supervisor's certification: (Sig.) _____ (Date) _____

Employee's certification*: (Sig.) _____ (Date) _____

Executive Director's review: _____

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* Employee's signature verifies that this appraisal has been discussed with employee. Same signature does not indicate agreement/disagreement with contents.

o Does employee desire to file a "rebuttal" to this appraisal? YES NO
[Rebuttals must be filed with Supervisor and Executive Director within two weeks of appraisal date.]

Signed appraisals should be distributed as follows:

ORIGINAL to Personnel File, (route to Executive Director, who will route to Fiscal).

COPY to employee (required).

COPY to supervisor (recommended).

Attach Supervisorial Supplement, if applicable.