Employee Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Position Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. **Job Knowledge**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **6** | **12** | **18** | **24** | **30** |
| Has poor knowledge of the job; requires ongoing training instruction and direction | Fas fair knowledge and comprehension of the job; requires minimum direction in completing work | Has sufficient knowledge and comprehension of job; requires minimum direction in completing work | Has thorough knowledge and comprehension of the job; rarely requires any additional direction | Has excellent knowledge and comprehension of the job; works independently. |

1. **Decision- Making**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **6** | **12** | **18** | **24** | **30** |
| Unable to make decisions, and does not take the initiative | Decision-making barely meets minimum standards | Takes the initiative to make average decisions | Can make decisions that exceed standards | Consistently takes the initiative to make effective decisions |

3**. Quality of Work**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **6** | **12** | **18** | **24** | **30** |
| Work quality is unacceptable; causes and/or creates an excessive number of errors | Work quality barely meets minimum standards; error rate is high | Work quality meets job standards; error rate is acceptable | Work quality exceeds acceptable standards; rarely makes errors; shows pride in work | Consistently produces accurate and quality work; always shows pride in work |

4. **Quantity of Work**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **6** | **12** | **18** | **24** | **30** |
| Works at an extremely slow pace; produces an unacceptable volume of work | Works at a slow pace; volume of work falls short of requirements | Works at a steady pace; produces an acceptable volume of work | Works at a fast pace; exceeds acceptable requirements; often produces a large volume of work | Works at a rapid pace; consistently produces a large volume of work |

**5. Human Relations**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **5** | **10** | **15** | **20** | **25** |
| Discourteous or abrupt with team or other employees; unconcerned about the needs of others. Does not praise team. | Occasionally abrupt when dealing with peers and team; somewhat indifferent to the needs of others. | Normally pleasant and courteous to the team and other employees; lends assistance when needed. | Consistently courteous and helpful to everyone in the community. | Demonstrates outstanding interpersonal relations with peers and employees; recognizes and praises others for their efforts |

**6. Attendance and Punctuality**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **5** | **10** | **15** | **20** | **25** |
| Excessively absent or late; attendance record is not acceptable | Frequently absent or tardy; barely acceptable attendance record. | Occasionally absent or tardy; attendance record is acceptable | Seldom absent or tardy; dependable | Excellent attendance record; rarely absent or tardy; very dependable |

**7. Initiative**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **4** | **8** | **12** | **16** | **20** |
| Needs constant prodding to complete work; no enthusiasm; deadlines are constantly missed | Needs some prodding to complete work; shows little enthusiasm; deadlines are occasionally missed | Routine worker; accepts additional tasks when asked; seldom seeks new tasks | Handles assignments efficiently and timely; usually willing to accept or seek new assignments | Displays confidence and enthusiasm in accepting new assignments; assists others voluntarily. |

**8. Organization of Work**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **4** | **8** | **12** | **16** | **18** |
| Work is constantly disorganized, resulting in major workflow disruption | Work is usually disorganized, resulting in minor workflow disruption | Work is usually organized, resulting in acceptable workflow | Work is always organized, resulting in smooth workflow. | Work is always extremely organized, resulting in most efficient workflow. |

**9. Adaptability**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **3** | **6** | **9** | **12** | **15** |
| Is unable or unwilling to learn new tasks; resists change | Learns new tasks slowly and reluctantly; has some difficulty accepting change | Adapts to and learns new tasks at normal speed; usually willing to accept change | Adapts well to new situations; willing to accept change | Always adapts to new situations and accepts changes as a way to continually grow |

**10. Acceptance of Feedback**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **3** | **6** | **9** | **12** | **15** |
| Becomes very defensive when given constructive  Feedback; places blame, gets angry and/or makes excuses | Becomes defensive at times when given constructive feedback; occasionally makes excuses, becomes angry or places blame. | Generally accepts constructive feedback well | Consistently accepts constructive feedback well | Clearly and consistently accepts feedback exceptionally well; sees feedback as a way to learn |

**11. Communication**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **3** | **6** | **9** | **12** | **15** |
| Has poor verbal and/or written communication skills | Has fair verbal and/or written communication skills | Has sufficient verbal and written communication skills | Has very good verbal and written communication skills | Has exceptional verbal and written communication skills |

**12. Management / Supervision**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **3** | **6** | **9** | **12** | **15** |
| Has poor supervisory skills; requires on-going training, instruction and direction; is not always honest/fair when dealing with others. | Has fair supervisory skills; requires more than normal amount of direction; is usually fair in dealing with others. | Have sufficient supervisory skills; requires minimum direction; consistently fair when dealing with others | Has very good supervisory skills; rarely requires additional assistance in managing issues | Has excellent supervisory skills; works well independently, always provides constructive feedback. |

**TOTALS:**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Performance**  **Factors** | **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | **11** | **12** | **Total**  **Points** |
| **Points** |  |  |  |  |  |  |  |  |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Category** | **Below Standard** | **Fair** | **Competent** | **Commendable** | **Distinguished** |
| **Points** | **54-74** | **75-128** | **129-179** | **180-230** | **231-268** |

**Indicate any additional comments that support the performance rating:**

**Summarize the employee’s job-related strengths**

**Summarize the employee’s job-related weaknesses**

**Recommendations for improvement**

**Specific Goals for the upcoming year**

**REQUIRED SIGNATURES:**

**I acknowledge having read this performance review:**

**Employee Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Employee’s Comments:**

**Manager/Director’s Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**