



360-DEGREE PERFORMANCE EVALUATION FORM

Appraisal period:

As someone who routinely works with this person, your feedback on his or her performance will be valuable to the overall review process. Your identity will remain confidential and will not be disclosed.

EMPLOYEE INFORMATION					
Name					
Position:					
Location					
ASSESSOR INFORMATION					
Name of the Assessor:					
Position:					
Location					
Relation to Employee		(Peer, Supervisor, Subordinate, Beneficiaries)			
Date:					
Time Spent	Every Day	A few times a week	A few times a month	Every few months	N.A. (Never)
Your interaction with an employee	X				

Rating Definition

EXCEPTIONAL (5): Consistently exceeds all relevant performance standards. Provides leadership, fosters teamwork, is highly productive, innovative, responsive, and generates top-quality work.

EXCEEDS EXPECTATIONS (4): Consistently meets and often exceeds all relevant performance standards. Shows initiative and versatility, works collaboratively, has strong technical & interpersonal skills, or has achieved significant improvement in these areas.

MEETS EXPECTATIONS (3): Meets all relevant performance standards. Seldom exceeds or falls short of desired results or objectives.

BELOW EXPECTATIONS (2): Sometimes meets the performance standards. Seldom exceeds and often falls short of desired results. Performance has declined significantly, or the employee has not sustained adequate improvement, as required, since the last performance review or performance.

NEEDS IMPROVEMENT (1): Consistently falls short of performance standards.

COMPETENCIES	Rating				
	Exceptional	Exceeds Exp	Meets Exp	Below Exp	Needs Improvement
Quality of Work	Rating				
Sets high standards for quality of work output	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seeks feedback to ensure high-quality work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helps others improve the quality of their work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your comments					
Communication	Rating				
Communicates well orally and in written-form	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Displays good listening skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shares information freely with others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your comments					
Team Work	Rating				
Contributes positively to team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helps define team roles to maximize output	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Can be counted on to complete tasks correctly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your comments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal Qualifications and Leadership	Rating				
Presents a positive image to outsiders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is friendly and easy to work with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adapts well to change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has high professional and ethical standards & is accountable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides direction and instructions as and when required	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is able to problem solve & make fair decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensures that the INARA has a long-term strategy that achieves its mission and makes consistent and timely progress	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates quality of analysis and judgment in program planning, implementation, and evaluation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Executes legal documents appropriately, where required	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assures adequate control and accounting of all funds, including developing and maintaining sound financial practices.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Works with the staff, Finance, and the board in preparing a budget and ensures that the organization operates within budget guidelines.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Establishes and makes use of an effective management team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your comments					



Initiative	Rating				
Recognizes opportunities and initiates actions to capitalize on them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Looks for new and productive ways to make an impact.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uses sound judgment on when to take action and when to seek guidance or approval.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your comments					
Innovative Thinking	Rating				
Is on-the-lookout for new and innovative approaches that will improve efficiency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Embraces and champions new ideas and encourages others to do likewise.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognizes and rewards people and teams who are creative and innovative.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your comments					
GOALS AND PERFORMANCE OBJECTIVES (Can be changed in midyear or check-in)					
Description of Goal <i>Establish goals that will be key accomplishments expected for the performance period.</i>	Self Assessment	Managers Assessment	Overall		
	Choose an item.	Choose an item.	Choose an item.		
	Choose an item.	Choose an item.	Choose an item.		
	Choose an item.	Choose an item.	Choose an item.		
	Choose an item.	Choose an item.	Choose an item.		
	Choose an item.	Choose an item.	Choose an item.		
	Choose an item.	Choose an item.	Choose an item.		
	Choose an item.	Choose an item.	Choose an item.		
	Choose an item.	Choose an item.	Choose an item.		
OVERALL RATING	Choose an item.				
EMPLOYEE SUMMARY COMMENT	MANAGER SUMMARY COMMENT				
SIGNATURES <i>The signature indicates that the content of this assessment has been reviewed with the employee but does not necessarily signify agreement with the content.</i>					



Employee:	Date:
Immediate Supervisor:	Date:
Next Level Supervisor (if required):	Date:



Appendix 1

Goal Setting and Performance Review

Guidance for Writing Performance Goals

What are goals?

Goals are statements of end results expected within a specified period of time.

How do I write a goal?

A goal should include the following three elements:

1. **The goal**—the results you plan to achieve and how it links to the project, departmental or organizational priorities (for example, increase growth, improve quality, or improve staff effectiveness.)
2. **Measurement criteria** (or indicators) — the measures or milestones that enable you or others to assess your progress toward the achievement of the intended results.
3. **A timeline**—a “by when” date.

After you have written your goal, check it to make sure it passes the SMART test:

- **Specific:** What is the desired result? What is the difference you are going to make?
- **Measurable:** What are your milestones, indicators of success? How can you measure progress?
- **Achievable/Attainable:** What skills and resources are needed? Do you have them?
- **Relevant:** Is the goal in alignment with department or organizational priorities?
- **Time-bound:** What is the deadline? Is the deadline realistic?

Guidance for Writing Performance Reviews

The annual performance review is an opportunity to formally document your performance and review it with your manager, making the most of your talents and contributions while ensuring alignment with team and organizational priorities. Use the following steps as a guide:

1. Review your annual goals and accomplishments, using your goals and other documents as well.
2. Complete the self-assessment of your annual performance.
3. Provide an overall performance rating, and submit the completed assessment to your manager.

The following optional guidance is recommended but not required.

For each goal, it is recommended that the employee writes four assessment statements, and the manager writes four corresponding statements, including:

1. One statement describing if the goal was achieved (were all the **elements accomplished**?)
2. One statement on **the impact** it had on your department/function overall, and your specific contribution toward that end
3. One statement regarding **the learning you will take forward** into next year
4. One statement on the organizational **values demonstrated** while achieving these results (Innovation, Mutual respect, Accountability, Commitment to excellence, Teamwork)



Instructions

- Complete the Employee, Position, Performance Period, and Manager fields.
- *Goal Setting*
 - o Complete *Description of Goal* and *Criteria for Measurement* fields for each goal.
- *Performance Review*
 - o Employee: Complete Self-Assessment and select a Rating for each goal.
 - o Manager: Complete Manager-Assessment and select a Rating for each goal. Select Overall Rating.
 - o Employee & Manager: Add Summary Comments.
 - o Obtain appropriate signatures before filing documents.

Appendix 2

RATING DESCRIPTIONS

Option 3
<ul style="list-style-type: none"> Sets the standard for high performance in the group. Sets high goals. Exceeds agreed-upon performance goals. Makes significant contributions to improving organizational efficiency and effectiveness.
Option 2
<ul style="list-style-type: none"> Meets all or the majority of agreed-upon performance goals. Is self-directed in accomplishing work according to expected standards and timelines. Makes strong contributions to improving organizational efficiency and effectiveness.
Option 1
<ul style="list-style-type: none"> Meets some or a few of the agreed-upon performance goals. Requires guidance to complete work according to expected standards and timelines. Makes limited or no contributions to improving organizational efficiency and effectiveness. *If very few or no goals were met, a Performance Improvement Plan (PIP) is strongly advised.