**Performance Review: Supervisor’s Checklist**

*For the Supervisor: Retain this sheet*

**Prior to performance review meeting:**

* Advise employee that performance review is due
* Provide the employee with a copy of the performance review form
* Ask the employee to rate his or her own performance
* Provide a deadline to submit the completed review form
* Set a time, date, and place for the performance review meeting

**During the performance review meeting:**

* Review all ratings with the employee and provide examples of specific performance
* Discuss each goal or objective established for the employee
* Clarify all areas of agreement and define areas of disagreement.
* Discuss all positive skills, traits, accomplishments
* Identify all areas where improvement is required
* Commend specific employee accomplishments
* Make and agree upon training and development recommendations
* Work with the employee to set specific goals for the next review period
* Discuss each goal or objective established for the employee
* Ask the employee if he/she has any questions or issues he/she would like to discuss.
* Reiterate expectations
* Thank the employee for his or her contributions and anticipated effort

**After the performance review meeting:**

* Complete the final performance review form, summarize results, and sign the form
* Obtain all required signatures
* Store the completed performance review in the employee’s personnel file
* Continuously monitor progress and provide resources and support as necessary to help the employee achieve their goals

**Performance Appraisal**

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|  |  |  |  |  |  |  |
|  | **Employee Name** |  |  | **Supervisor Name** |  |  |
|  |  |  |  |  |  |  |
|  | **Employee Title** |  |  | **Supervisor Title** |  |  |
|  |  |  |  |  |  |  |
|  | **Department** |  |  |  |  |  |
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**Type of Appraisal:**

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| * Annual | * Bi-Annual | * Interim\* | Due Date: |  |
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| **Appraisal Period** (MM/DD/YYYY): | From |  | Until |  |

*\*Interim appraisals should be conducted for employees who are new to a position, those with previous unsatisfactory performance, or may be conducted when changes in supervision, position requirements, or employee performance occur. Merit increases are generally not considered during this evaluation period.*

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|  | **Performance Ratings and Guidelines** | | | | |  |
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|  | **5** |  | **Distinguished** |  | Consistently and significantly exceeds expectations |  |
|  | **4** |  | **Excellent** |  | Consistently meets expectations and frequently exceeds expectations |  |
|  | **3** |  | **Satisfactory** |  | Regularly meets expectations |  |
|  | **2** |  | **Marginal** |  | Below competency expectations; although shows progress in achieving goals |  |
|  | **1** |  | **Unsatisfactory** |  | Development needs identified, significantly below expectations |  |
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**SECTION I: ESSENTIAL FUNCTIONS** **AND EXAMPLES**

This Section carries a weight of 50% of the overall appraisal. It is essential that the person doing the evaluation has extensive knowledge of the employee’s position and duties. When listing the essential functions and examples, attach a sheet of paper if more is needed.

Essential job functions are usually taken from the employee’s job description, and/or directly from the employee. If the employee has noticed that their job should contain an essential function not listed on the appraisal form or in the job description, then the job description and appraisal form should be updated accordingly.

Essential job functions outline the major functions and duties of an employee’s position. Essential functions typically outline the mental requirements (i.e. organizing and planning), physical requirements (i.e. required to lift 40 pounds), and the working conditions (i.e., exposure to the outdoors, loud noises, chemicals, etc).

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|  | **Instructions for Completion** | | | | |  |
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|  | 1. **Complete the essential functions column:** Essential job functions are usually taken from the employee’s job description, and/or directly from the employee. | | | | |  |
|  | 1. **Employee and supervisor assess performance:** Both the employee and the supervisor should assess the employee’s level or proficiency for each essential function and example using the provided rating scale of 5, 4,3,2,1. (See previous page for definition of each rating.) | | | | |  |
|  | 1. **Employee submits ratings to supervisor:** After the employee has completed his/her portion, the form should be submitted to his/her supervisor for completion. | | | | |  |
|  | 1. **Provide examples**: The supervisor should list specific work-related examples where appropriate and provide comments for each rating. | | | | |  |
|  | 1. **Tally overall performance rating:** Sum the performance ratings provided by the supervisor and then divide that number by number of essential functions. Transfer this number to Section III in the designated area. | | | | |  |
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| **Essential Functions** | **Supervisor Comments** | **Employee Rating (1-5)** | **Supervisor Rating (1-5)** |
| **Function:** |  |  |  |
| Example: |
| **Function:** |  |  |  |
| Example: |
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| Example: |
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| Example: |
| **Function:** |  |  |  |
| Example: |
| |  |  | | --- | --- | | **Section I Total (sum of ratings divided by number of functions)**  ***Transfer this number to Section III. Only transfer the ratings given by the Supervisor.*** |  | | | | |

**SECTION II: PERFORMANCE FACTOR ASSESSMENT** *(To be completed by* *supervisor)*

Performance factors, also known as success factors, are competencies that are important to the company at a global level and may include skills such as planning and organizing, customer service, or teamwork.

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|  | **Instructions for Completion** | | | | |  |
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|  | 1. Add or modify the list of performance factors below to ensure that you have accounted for all factors that are important to your company. ***Note:*** *Employees in similar roles should be evaluated on the same set of performance factors.* | | | | |  |
|  |  | | | | |  |
|  | 1. Assess the employee's level of proficiency for each performance factor. Cite specific work related examples ad/or comments. | | | | |  |
|  | 1. Add the ratings together and divide by the total number of performance factors. Put the total in the box found at the end of this section. This section carries a weight of 50% of the overall Performance Appraisal. | | | | |  |
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| **PERFORMANCE FACTORS** | **RATING (1-5)** | **SUPERVISOR’S COMMENTS** |
| 1. 1. **Planning and Organizing** ‑ Ability to set goals and establish priorities; systematically implements strategies; effectively utilizes available resources; organizes own work (and work of subordinates, if appropriate); utilizes effective time management skills. |  |  |
| 2. **Effective Communication** ‑ Expresses ideas/information so that they are understood, orally and in writing; listens actively to information presented by others; clearly expresses desired outcomes; keeps all appropriate parties informed. |  |  |
| 3. **Teamwork** ‑ Works effectively as a member of a team; develops and maintains department work relationships; enhances level of mutual cooperation; contributes to the achievement of common objectives. |  |  |
| 4. **Commitment to Quality Improvement** ‑ Seeks to improve quality in all aspects of work performance; conforms to the highest professional standards in achieving results; work is complete, accurate, on time and cost effective. |  |  |
| 5. **Initiative** ‑ Actively influences events rather than  passively accepting; is self‑starting and self‑disciplined; seeks out innovative approaches; follows up on planned actions, volunteers input, suggestions, and professional guidance as appropriate; seeks and seizes opportunities. |  |  |
| 6. **Decision Making/Analysis/Judgment -** Makes sound,  logical decisions; accepts responsibility for decisions, maintains flexibility in changing situations; prioritizes problems for attention; makes use of all available resources, and selects appropriate course of action to achieve desired results. |  |  |

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| **PERFORMANCE FACTORS** | **RATING (1-5)** | **SUPERVISOR’S COMMENTS** |
| 7. **Customer Service** ‑ Demonstrates concern for clients within or outside the organization, effectively responding to their needs and problems. |  |  |
| 8. **Expense Control** ‑ Demonstrates appropriate concern for budgetary constraints; optimizes return on expenditures and develops methods for cost control and reduction. |  |  |
| 9. **Dealing with Others** - Conduct in keeping with terms of the company philosophy; treats others, including peers, superiors, and subordinates, with respect, fairness and sensitivity. |  |  |
| 10. **Technical and Functional Expertise –** *(specific to the employee’s role)* |  |  |
| |  |  | | --- | --- | | **Section II Total (sum of ratings divided by number of functions)**  ***Transfer this number to Section III.*** |  | | | |

**SECTION III: PERFORMANCE APPRAISAL SUMMARY** *(To be completed by supervisor)*

Transfer the Totals from Sections I and II and follow the calculation procedures below.

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|  | **Section I** | Essential Functions |  | X | .50 | = |  | Points |  | |
|  |  |  |  |  |  |  |  |  |  | |
|  | **Section II** | Performance Factor Assessment |  | X | .50 | = |  | Points |  | |
|  |  |  |  |  |  |  |  |  |  | |
|  | **Section III** | Add Totals from Section I and Section II for overall rating | | | | |  | Points |  | |
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|  | **Performance Level based on overall rating above (check one):** | | | | | | | |  |
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|  | **◼** | **4.5 –5** | | |  | **Distinguished** |  | **Consistently Exceeds Expectations**: Employee displays, at all times, a constantly high level of factor related skills, abilities, initiative, and productivity |  |
|  | **◼** | **3.5 – 4.5** | | |  | **Excellent** |  | **Often Exceeds Expectations**:Employee displays high level of factor related skills, abilities, initiative, and productivity, but not consistently, or with exception. |  |
|  | **◼** | **2.5 – 3.4** | | |  | **Commendable** |  | **Meets Expectations**:Work output regularly achieves desired or required outcomes or expectations. |  |
|  | **◼** | **1.5 – 2.4** | | |  | **Adequate** |  | **Some Improvement Needed**: Employee displays inconsistency in the performance of their job factors, and output frequently falls below acceptable levels. |  |
|  | **◼** | **1 – 1.4** | | |  | **Poor** |  | **Major Improvement Needed**: Work output is consistently low, regularly fails to meet required outcomes, and error rate is high requiring repetition of duty or completion by others |  |
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**Supervisor Comments**:

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**SECTION IV: SETTING PERFORMANCE GOALS**

Use this section of the appraisal to set performance goals for the next review period. Goals should be **S**pecific, **M**easurable, **A**ttainable, **R**ealistic, and **T**ime bound.

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| **Specific Goals** | **Measurable** | **Attainable/Realistic** | **Time-framed** |
| *Example:*  *Conduct 12 client satisfaction surveys* | *Surveys conducted* | *Two per month* | *6 Months* |
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**Employee Comments:**

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|  | **Employee Signature** | | | |  |
|  | **I have read this Performance Appraisal, and my immediate supervisor has reviewed the contents with me.** | | | |  |
|  |  | |  |  |  |
|  | *Employee signature* |  |  | *Date* |  |
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|  | **Appraiser(s) Signature(s)** | | | | |  |
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|  | *Appraiser Signature* | |  |  | *Date* |  |
|  |  | | |  |  |  |
|  | *Appraiser Signature* | |  |  | *Date* |  |
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|  | *Appraiser Signature* | |  |  | *Date* |  |