



**RELIABILITY**

The extent to which the employee can be depended upon to be available for work, do it properly, and complete it on time. The degree to which the employee is reliable, trustworthy, and persistent.

_____	Highly persistent. Always gets the job done on time.	9
_____	Very reliable. Above average. Usually persists in spite of difficulties.	8-7
_____	Usually gets the job done on time. Works well under pressure.	6-5-4
_____	Sometimes unreliable. Will avoid responsibility. Satisfied to do the bare minimum.	3-2
_____	Usually unreliable. Does not accept responsibility. Gives up easily.	1

**INITIATIVE AND CREATIVITY**

The ability to plan work and to go ahead with a task without being told every detail. The ability to take constructive suggestions.

_____	Displays unusual drive and perseverance. Anticipates needed actions, and frequently suggests better ways of doing things.	9
_____	A self starter. Proceeds on own with little or no direction, is progressive, and makes some suggestions for improvement.	8-7
_____	Very good performance. Shows initiative in completing tasks.	6-5-4
_____	Does not proceed on own. Waits for direction. Routine worker.	3-2
_____	Lacks initiative. Less than satisfactory performance.	1

**JUDGEMENT**

The extent to which the employee makes decisions which are sound. Ability to base decisions on fact rather than emotion.

_____	Uses exceptionally good judgment when analyzing facts and solving problems.	9
_____	Above average judgment. Thinking is very mature and sound.	8-7
_____	Handles most situations very well, and makes sound decisions under normal circumstances.	6-5-4
_____	Uses questionable judgment at times. Room for improvement.	3-2
_____	Uses poor judgment when dealing with people and situations.	1

**COOPERATION**

Willingness to work harmoniously with others in getting a job done. Readiness to respond positively to instructions and procedures.

_____	Extremely cooperative. Stimulates teamwork and good attitude in others.	9
_____	Goes out of the way to cooperate and get along.	8-7
_____	Cooperative. Gets along well with others.	6-5-4
_____	Indifferent. Makes little effort to cooperate, or is disruptive to the overall group or department.	3-2
_____	Negative and hard to get along with.	1

**ATTENDANCE**

Faithfulness in coming to work daily, and conforming to scheduled work hours.

_____	Always regular and prompt. <b>Perfect attendance.</b> Absent only in a rare emergency.	9
_____	Very prompt and regular in attendance. Above average. Pre-planned absences.	8-7
_____	Usually present and on time. Normally pre-planned absences.	6-5-4
_____	Lax in attendance and/or reporting on time. Improvement needed to meet required standards.	3-2
_____	Often absent without sufficient reason and/or frequently reports to work late or leaves early.	1

**COMPLETE THIS SECTION FOR SUPERVISORY PERSONNEL****PLANNING AND ORGANIZING**

The ability to analyze work, set goals, develop plans of action, and utilize time. Consider amount of supervision required, and extent to which you can trust employee to carry out assignments conscientiously.

_____	Exceptionally good planning and organizing skills. Conscientious.	9
_____	Above average planning and organizing. Usually carries out assignments conscientiously.	8-7
_____	Average planning and organizing. Occasionally requires assistance.	6-5-4
_____	Room for improvement. Frequently requires assistance.	3-2
_____	Unacceptable planning and organizing skills.	1

**DIRECTING AND CONTROLLING**

The ability to create a motivating climate, achieve teamwork, train and develop, measure work in progress, and take corrective action.

_____	Exceptional leader. Others look up to this employee.	9
_____	Above average. Usually, but not always motivational.	8-7
_____	Average. Sometimes needs to be reminded of leadership role.	6-5-4
_____	Needs to improve motivational and teamwork skills.	3-2
_____	Unacceptable directing and controlling skills.	1

**DECISION MAKING**

The ability to make decisions, and the quality and timeliness of those decisions.

_____	Exceptional decision making abilities. Decisions are made in a timely manner.	9
_____	Above average decision making abilities. Usually makes sound and timely decisions.	8-7
_____	Average. Sometimes requires assistance in making decisions.	6-5-4
_____	Needs to improve decision making and/or timeliness of decisions.	3-2
_____	Unacceptable decisions and/or timeliness.	1

**PERFORMANCE LEVELS**

**DISTINGUISHED (9)**

Truly outstanding performance that results in extraordinary and exceptional accomplishments with significant contributions to objectives of the department, division, group, or company.

**COMMENDABLE (8-7)**

Consistently performs very well and generates results well above those expected of the position. Contributes in a superior manner to innovations both technical and functional.

**FULLY SATISFACTORY (6-5)**

Above average performance. Fulfills all position requirements and may, on occasion, generate results above those expected of the position.

**AVERAGE (4)**

Good performance. Meets expectations for most, if not all, position requirements.

**NEEDS IMPROVEMENT (3-2)**

Performance leaves room for improvement. This performance level may be the result of being new or inexperienced on the job, or a result of not responding favorably to instruction.

**MARGINAL (1)**

Lowest performance level, which is clearly less than acceptable, and which is obviously well below minimum position requirements. Situation requires immediate review and action. Possible separation or reassignment is in order without significant and immediate performance improvement.

**OVERALL PERFORMANCE RATING** (cumulative): \_\_\_\_\_

Divided by 8 (or 11 - view # of categories reviewed): \_\_\_\_\_

**(x) Select overall performance category**

1	2 3	4	5 6	7 8	9
<b>Marginal</b>	<b>Needs Improvement</b>	<b>Average</b>	<b>Fully Satisfactory</b>	<b>Commendable</b>	<b>Distinguished</b>

**MANAGERIAL COMMENTS**

**Noteworthy strong areas of present performance:**

**Areas requiring improvement in job performance:**

**What has the employee done to improve performance from the previous review?**

**Developmental Plans:**

**Additional Managerial Comments:**

**EMPLOYEE COMMENTS** (after feedback has been given.)

**SIGNATURES:** Signatures acknowledge that this form was discussed and reviewed.

Employee Signature

Date

Supervisor  
Signature

Date

Next Mgmt Level

Date