Employee Performance Appraisal Form

Name	Date of Employment

Job Title	Division

Appraisal Period: Beginning date	Ending date

Date: Original objectives set	Periodic feedback sessions	Appraisal discussion

Instructions for completing the performance appraisal form:

- At the beginning of the appraisal period, the manager and employee jointly define specific goals and objectives (or key job responsibilities) and performance measurements to be achieved during the next 12 months.
- Progress is monitored on achievement of goals and objectives during the 12 months by periodic discussions to ensure the individual is "on track." Dates of the discussions should be noted above and modifications or changes to goals and objectives noted on page 2.
- At the end of the appraisal period, the manager will measure the individual's performance (Part I) against the defined goals and objectives (or key responsibilities) and assign one of the ratings below:
    1. **Clearly Outstanding**: Results produced were exceptional and substantially exceeded goals.
    2. **Consistently Exceeds Expectations**: Performance noticeably exceeded anticipated results.
    3. **Consistently Meets Expectations**: Results produced met anticipated goals and objectives. Work was timely, thorough and made a tangible contribution.
    4. **Somewhat Less Than Satisfactory**: Results fell short of meeting expectations due to inadequate or insufficient planning, effort or ability.
    5. **Unacceptable**: Results fell seriously short of expectations due to inadequate performance.
- After rating Part I (goals and objectives), the manager should then complete Part II (performance qualities), citing reasons for the ratings in each area and determine an overall rating (Part III) for the individual.
- During the annual review, the manager and employee will formulate a joint development plan that addresses the employee's career interests and goals as well as any areas where improvement is needed (Part IV).
- Both the manager and employee should sign the form after their discussion and make any additional comments in the area provided. Both parties should keep a copy and return the completed original to Human Resources.

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Part I: Goals and Responsibilities

List and number the mutually agreed upon goals. At the end of the appraisal period, describe the results achieved as specifically as possible.

Goals for:	Results Achieved and Comments:	Rating (1-5):
Goals Added or Revised During Review Period:	Results Achieved and Comments:	Rating (1-5):

Part II: Performance Qualities

Mutually agree upon which performance qualities relate to the employee's position. At the end of the appraisal period, assess the employee's performance for each applicable quality and then indicate which rating and description fit best. Check the appropriate box and explain why you chose that performance rating in the space provided.

1. Knowledge/skill: Understanding and knowledge of policies, procedures and facts relevant to the position. Demonstration of technical expertise and skill required.
   - ☐ **1**: Far exceeds knowledge required for job and is always thoroughly informed. Demonstrates excellent technical skill. Expertise is widely acknowledged and sought after. Instructs peers in area of expertise.
   - ☐ **2**: Exceeds required level of knowledge in many instances. Demonstrates skill that is often above what is expected in job.
   - ☐ **3**: Has a fully satisfactory understanding of the job and the knowledge needed. Fully demonstrates skill required.
   - ☐ **4**: Fair knowledge of job duties and procedures. Requires some improvement in skill level. Regularly requires assistance and instruction (possibly new to job and in learning stage).
   - ☐ **5**: Lack knowledge of job. Does not meet skill requirements.

   Explanation:
2. Internal relations: Degree to which one works effectively and cooperatively with other workers and other departments in achieving organization goals. Degree of responsiveness to organization needs. Demonstration of teamwork in the facilitation of workflow.
   - ☐ **1.** Show exceptional level of cooperation in working with others. Takes initiative in responding to organization needs and providing high level of teamwork.
   - ☐ **2.** Often takes initiative in responding to organization needs and offering high level of cooperation. Shows high level of teamwork. Anticipates and confronts obstacles.
   - ☐ **3.** Cooperates fully with others and is responsive to organization needs. Provides appropriate level of teamwork.

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- ☐ **4.** Needs some improvement in level of cooperation and responsiveness. Takes little initiative in providing teamwork. Is late in responding to requests.
- ☐ **5.** Shows little cooperation or teamwork. Not responsive to organization needs.

Explanation:

3. Customer service: The ability to develop and maintain customer and carrier relationships, service and counsel customers about products and services, and enhance the company's image in the marketplace. Where appropriate, include survey results.
   - ☐ **1.** Demonstrates superior skill in every aspect of customer and carrier relations and customer service. Activities produce an optimal bottom line impact, generate good will and repeat business. Activities tangibly enhance the company's image.
   - ☐ **2.** Demonstrates visible skill in customer and carrier relations and customer service. Puts forth best effort and enthusiasm toward enhancing customer relations and profitability. Consistently exceeds expectations for developing customer and carrier relationships.
   - ☐ **3.** Has thorough knowledge of products and services. Effectively counsels customers. Participates actively in promoting good customer and carrier relations.
   - ☐ **4.** Needs to strengthen customer service skills and knowledge of products and services. Has difficulties in dealing with some customers and carriers. May be new to position. Requires additional training and/or effort put forth in this area.
   - ☐ **5.** Shows marginal skill in customer and carrier relations. Fails to consider effects of his or her actions. Intercession at a higher level frequently needed to resolve conflicts and problems that result.

   Explanation:
4. Self-management: Works with minimal supervision, manages own time effectively, maintains control on all current projects and responsibilities, and ensures proper follow-up. Include discussion of reliability.
   - ☐ **1.** Exceptional self-management. Demonstrates creativity in managing time and control over multiple projects and responsibilities.
   - ☐ **2.** Successfully works independently and with minimal supervision. Usually excels in managing own time and maintaining project control and priorities.
   - ☐ **3.** Works effectively with minimal supervision. Plans and schedules time efficiently in order to complete work on time. Ensures proper control and follow-up.
   - ☐ **4.** Usually works with minimal supervision. Needs some direction in maintaining proper control and follow-up.
   - ☐ **5.** Lacks self-management skills. Needs too much supervision. Does not complete work on time. Fails to follow up.

   Explanation:
5. Quality of work: Degree of accuracy, neatness, thoroughness and consistency in work produced.
   - ☐ **1.** Does work of highest level. Work is complete and almost errorless.
   - ☐ **2.** Work exceeds department standards with minimum errors. Shows complete attention to detail.
   - ☐ **3.** Fully meets department's quality standards with reasonable errors.
   - ☐ **4.** Occasionally work does not meet standards, some rework is required. Rate of errors needs some improvement.
   - ☐ **5.** Work does not meet department standards. Error rate is unacceptable.

   Explanation:
6. Productivity: Degree to which one produces the required amount of work within the required timeframe.
   - ☐ **1.** Far exceeds required level of output. Finishes far ahead of deadlines.
   - ☐ **2.** Exceeds required level of output and finishes ahead of deadlines. Often does more than own share.
   - ☐ **3.** Fully meets required level of output within deadlines. Ensures proper control and follow-up.
   - ☐ **4.** Usually produces required amount of work. Meets most deadlines. Some improvement is needed.
   - ☐ **5.** Insufficient output. Usually does not meet deadlines.

   Explanation:

Part III: Overall Rating

Considering all factors, check the definition which best describes this employee's overall performance during the past period.

- ☐ Clearly outstanding
- ☐ Consistently exceeds expectations
- ☐ Consistently meets expectations
- ☐ Somewhat less than satisfactory
- ☐ Unacceptable

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Part IV: Development Plans

List mutually agreed upon steps to improve present performance or prepare for future assignments:
Goals:

Part V: Comments

Supervisor's comments:
Employee's comments:

Part VI: Signatures

Employee (acknowledging receipt of this appraisal)	Date

Immediate Supervisor	Date

NOTE: Employee must receive a copy of this appraisal.

Producer(s)

Division Manager	Date

Notes:

Return completed form to Human Resources.

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