

## Performance and Development Review

The Performance and Development Review provides a means to candidly and thoroughly discuss an employee's job performance. *Supervisors should give careful thought to completing the form and give the employee ample time to read the evaluation and openly discuss the contents.* An employee should be fully knowledgeable of the principal job responsibilities and the supervisor's expectations and standards of performance.

The supervisor should critique the employee based on the primary factors listed in accordance with the rating provided. The rating of "meets expectations (3)" represents an acceptable level of performance. Performance above or below acceptable levels should be appropriately rated above or below the average rating. Grading of "exceptional" should be reserved for outstanding performance.

**Ratings must support and be substantiated by narrative comments.** Continue comments on a separate sheet if needed.

### Definition of Ratings

**EXCEPTIONAL (5):** Consistently meets and often exceeds all relevant performance standards. Provides leadership, fosters teamwork, is highly productive, innovative, responsive, and generates top quality work. Active in industry-related professional and/or community groups.

**EXCEEDS EXPECTATIONS (4):** Consistently meets and sometimes 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. Lacks appropriate level of skills or is inexperienced/still learning the scope of the job.

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

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

Employee Name: \_\_\_\_\_ Date: \_\_\_\_\_

Job Title: \_\_\_\_\_ Division: \_\_\_\_\_

Supervisor: \_\_\_\_\_

## Quality of Work

- \_\_\_\_\_ Demonstrates competence in required job skills and knowledge
- \_\_\_\_\_ Attendance, punctuality, time management
- \_\_\_\_\_ Accuracy, clarity, consistency and thoroughness of work
- \_\_\_\_\_ Gives feedback for continuous improvement of work product
- \_\_\_\_\_ Understanding and mastery of process, methods, systems and procedures
- \_\_\_\_\_ Measures business decisions with client satisfaction in mind
- \_\_\_\_\_ Exhibits good interpersonal skills

**COMMENTS:**

## Productivity

- \_\_\_\_\_ Work is accomplished quickly and accurately
- \_\_\_\_\_ Productivity standards are met
- \_\_\_\_\_ Work assignments are planned, organized and analyzed for optimum results
- \_\_\_\_\_ Implements appropriate cost-saving measures
- \_\_\_\_\_ Exceeds customers' expectations
- \_\_\_\_\_ Accomplished previously established goals and objectives

**COMMENTS:**

## Technical Knowledge

- \_\_\_\_\_ Developed system or procedure manual
- \_\_\_\_\_ Set up controls to ensure work flows efficiently
- \_\_\_\_\_ Demonstrates proactive commitment to safety
- \_\_\_\_\_ Develops project alternatives and presents recommendations
- \_\_\_\_\_ Accomplished previously established goals and objectives

**COMMENTS:**

## Communication and Teamwork

- \_\_\_\_\_ Open to constructive critiques on how to improve
- \_\_\_\_\_ Team player
- \_\_\_\_\_ Pays attention to the needs of the customer
- \_\_\_\_\_ Gets involved and goes beyond their assigned role
- \_\_\_\_\_ Anticipates needs and does not wait to be told
- \_\_\_\_\_ Effectiveness of expression in individual or group situation

**COMMENTS:**

## LEADERSHIP & PROJECT MANAGEMENT SKILLS

- \_\_\_\_\_ Develops short-term goals and alternatives for accomplishing tasks
- \_\_\_\_\_ Assists staff in meeting their professional development goals
- \_\_\_\_\_ Participates in long range plan development
- \_\_\_\_\_ Assigns specific decision-making responsibilities
- \_\_\_\_\_ Responds to concerns from employees or co-workers
- \_\_\_\_\_ Delegates work appropriately

### **COMMENTS:**

### Employee Comments

Use additional sheets of paper if necessary.

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### Signatures

Employee: \_\_\_\_\_  
(Your signature verifies that the evaluation has been discussed with you.)

Date: \_\_\_\_\_

Supervisor: \_\_\_\_\_

Date: \_\_\_\_\_

Organizational Performance: \_\_\_\_\_

Date: \_\_\_\_\_