



Employee Performance Review

Employee under Review:

Job Title:

Department:

Name of Evaluator:

Review Period:

Part 1: Instructions

The employee performance review lists the behavioral competencies and job-specific criteria against which you rank yourself and are ranked by your immediate supervisor. These performance factors are critical to the success of personal, departmental, and company goals. The criteria listed in this evaluation should accurately reflect overall performance.

Once your supervisor completes it, they will schedule a meeting to review the evaluation and determine objectives and goals for the next performance period. Objectives and goals from the previous performance period will also be assessed at this time and will be factored into the performance review meeting.

After the performance review meeting, both supervisor and employee must sign and date the performance review with a copy to be given to the employee and one to be kept in the employee's file.

Rating	Interpretation	Score
1	Unacceptable: Consistently fails to meet job duties and expectations; immediate and extensive improvement needed to meet job requirements.	0-49
2	Needs improvement: Occasionally fails to meet job duties and expectations; considerable improvement needed to meet job requirements.	50-69
3	Meets expectations: Performs job duties at a satisfactory level according to job description, under normal supervision and direction.	70-89
4	Exceeds expectations: Often exceeds job requirements; consistently meets goals and objectives; accomplishments occasionally made in	90-100

Part 2: Behavioral Competencies

Responsibility and Dependability	
Demonstrates ownership of assigned work, accepts responsibility for their performance, accepts new assignments, fulfills commitments, meets deadlines and achieves expected results, exercises good judgment according to essential function of the job and work assigned.	
<i>Please select one</i>	Supervisor evaluation
Unacceptable	1
Needs improvement	2
Meets expectations	3
Exceeds expectations	4
Employee comments:	
Supervisor comments:	

Adaptability	
Adapts and responds to changing conditions, priorities, technologies and requirements. Recognizes new information and ideas with a willingness to alter opinions and behaviors. Applies versatility, reasoning innovativeness in the face of change. Able to comfortably collaborate in a variety of situations and with diverse individuals.	
<i>Please select one</i>	Supervisor evaluation
Unacceptable	1
Needs improvement	2
Meets expectations	3
Exceeds expectations	4
Employee comments:	
Supervisor comments:	

Communication	
Expresses and transmits information with consistency and clarity; using active listening techniques in order to effectively understand and provide feedback; summarizing information according to the audience in order to promote engagement and increase understanding.	
<i>Please select one</i>	Supervisor evaluation
Unacceptable	1
Needs improvement	2
Meets expectations	3
Exceeds expectations	4
Employee comments:	
Supervisor comments:	

Job Knowledge	
Demonstrates understanding of knowledge, skills, processes, equipment operation, procedures and resources necessary to perform the essential functions of the job and work assignments.	
<i>Please select one</i>	Supervisor evaluation
Unacceptable	1
Needs improvement	2
Meets expectations	3
Exceeds expectations	4
Employee comments:	
Supervisor comments:	

Initiative	
Does the employee actively seek out and assume additional responsibilities, without being asked to do so? Does the employee demonstrate an ability to lead and/or encourage and/or inspire others?	
<i>Please select one</i>	Supervisor evaluation
Unacceptable	1
Needs improvement	2
Meets expectations	3
Exceeds expectations	4
Employee comments:	
Supervisor comments:	

Decision Making	
Makes concrete, well-informed, and thought-out decisions that support the overall organization. Can make quick, effective decisions even when data and details are limited. When making unfavorable decisions that might have negative consequences will examine the effects and potential implications to ensure that the decision is valid for the situation.	
<i>Please select one</i>	Supervisor evaluation
Unacceptable	1
Needs improvement	2
Meets expectations	3
Exceeds expectations	4
Employee comments:	
Supervisor comments:	

Efficiency	
Are the employee's work habits effective, efficient and constantly improving? What areas can the employee4 work on to improve their efficiency?	
<i>Please select one</i>	Supervisor evaluation
Unacceptable	1
Needs improvement	2
Meets expectations	3
Exceeds expectations	4
Employee comments:	
Supervisor comments:	

Leadership	
Maintains a professional and positive manner even under changing or uncertain conditions. Works well with a wide range of individuals to provide support, coaching, encouragement, and direction. Engages others to accomplish organizational and departmental goals and strategies.	
<i>Please select one</i>	Supervisor evaluation
Unacceptable	1
Needs improvement	2
Meets expectations	3
Exceeds expectations	4
Employee comments:	
Supervisor comments:	

Negotiation	
Gains support for ideas, proposals and solutions from others. Helps others to understand complex initiatives and sensitive situations to resolve disagreements and conflicts. Considers others' opinions while holding strong to firm directions and goals.	
<i>Please select one</i>	Supervisor evaluation
Unacceptable	1
Needs improvement	2
Meets expectations	3
Exceeds expectations	4
Employee comments:	
Supervisor comments:	

Networking and Relationship Building	
Effectively builds constructive, friendly, professional relationships and networks of key contacts with people and colleagues, maintains partnerships that can provide information, assistance, and support.	
<i>Please select one</i>	Supervisor evaluation
Unacceptable	1
Needs improvement	2
Meets expectations	3
Exceeds expectations	4
Employee comments:	
Supervisor comments:	

Organizational and Environmental Awareness

Shows commitment to the organizational vision and strategic goals by acting in accordance with organizational expectations and through having a solid understanding of the internal environment. Uses knowledge of organizational practices and procedures to solve issues and accomplish goals. Complies with and enforces organizational policies, procedures, and practices.

<i>Please select one</i>	Supervisor evaluation
Unacceptable	1
Needs improvement	2
Meets expectations	3
Exceeds expectations	4

Employee comments:

Supervisor comments:

Planning and organizing

Accurately estimates duration and level of difficulty of tasks and projects, setting out goals and objectives and work plans for completion.

<i>Please select one</i>	Supervisor evaluation
Unacceptable	1
Needs improvement	2
Meets expectations	3
Exceeds expectations	4

Employee comments:

Supervisor comments:

Problem Solving

Demonstrates ability to break a situation down into smaller pieces to identify key issues. Figures out cause and effect relationships in order to solve them using logic and analytical methods to come to a realistic solution.

<i>Please select one</i>	Supervisor evaluation
Unacceptable	1
Needs improvement	2
Meets expectations	3
Exceeds expectations	4

Employee comments:

Supervisor comments:

Results Orientation

Can focus on desired outcomes and the means by which they are achieved, by meeting or exceeding standards based on past performance, goals, and objectives, as well as the performance or achievements of others.

<i>Please select one</i>	Supervisor evaluation
Unacceptable	1
Needs improvement	2
Meets expectations	3
Exceeds expectations	4

Employee comments:

Supervisor comments:

Risk Management	
Identifies, analyses, plans, and responds to internal and external risk factors, including security breaches and health and safety. Adheres to and ensures the organization is compliant with all health and safety regulations, standards, and required practices.	
<i>Please select one</i>	Supervisor evaluation
Unacceptable	1
Needs improvement	2
Meets expectations	3
Exceeds expectations	4
Employee comments:	
Supervisor comments:	

Service Orientation	
Understands who their customers are. Gives superior service to both internal and external customers.	
<i>Please select one</i>	Supervisor evaluation
Unacceptable	1
Needs improvement	2
Meets expectations	3
Exceeds expectations	4
Employee comments:	
Supervisor comments:	

Strategic Thinking

Analyses and interprets the strategic direction of the organization. Has a clear and firm understanding of the vision, mission, values, and objectives of the department, and uses that information to develop responsibilities, tasks, goals, and initiatives that align with long-term plans and growth. Reflects on past experience, organizational practices, and processes to determine the correct course of action. Can analyze the internal and external environment in order to identify current and future opportunities, challenges, and risks.

<i>Please select one</i>	Supervisor evaluation
Unacceptable	1
Needs improvement	2
Meets expectations	3
Exceeds expectations	4

Employee comments:

Supervisor comments:

Teamwork

Works cooperatively and effectively with others to reach a common goal. Participates actively in group activities. Fosters a team environment.

<i>Please select one</i>	Supervisor evaluation
Unacceptable	1
Needs improvement	2
Meets expectations	3
Exceeds expectations	4

Employee comments:

Supervisor comments:

You must complete the three (3) sections below with specific references to the employee's previous year's performance appraisal.

Goal Completion	
<i>Please refer to the employee's pervious performance appraisal for the period under review. Comment on one goal.</i>	Supervisor rating: 1-4
<i>List in these spaces any specific job duties or requirements that correlate with the criterion</i>	
Enter specific criterion	
Enter specific criterion	
Enter specific criterion	
Employee comments:	
Supervisor comments:	

Goal Completion	
<i>Please refer to the employee's pervious performance appraisal for the period under review. Comment on one goal.</i>	Supervisor rating: 1-4
<i>List in these spaces any specific job duties or requirements that correlate with the criterion</i>	
Enter specific criterion	
Enter specific criterion	
Enter specific criterion	
Employee comments:	
Supervisor comments:	

Goal Completion	
<i>Please refer to the employee's previous performance appraisal for the period under review. Comment on one goal.</i>	Supervisor rating: 1–4
<i>List in these spaces any specific job duties or requirements that correlate with the criterion</i>	
Enter specific criterion	
Enter specific criterion	
Enter specific criterion	
Employee comments:	
Supervisor comments:	

You must complete the four (4) sections below with specific references to the employee's accountability document.

Enter specific job criterion for employee's role	
<i>Please refer to the employee's Accountability document for reference</i>	Supervisor rating: 1–4
<i>List in these spaces any specific job duties or requirements that correlate with the criterion</i>	
Enter specific criterion	
Enter specific criterion	
Enter specific criterion	
Employee comments:	
Supervisor comments:	

Enter specific job criterion for employee's role	
<i>Please refer to the employee's Accountability document for reference</i>	Supervisor rating: 1-4
<i>List in these spaces any specific job duties or requirements that correlate with the criterion</i>	
Enter specific criterion	
Enter specific criterion	
Enter specific criterion	
Employee comments:	
Supervisor comments:	

Enter specific job criterion for employee's role	
<i>Please refer to the employee's Accountability document for reference</i>	Supervisor rating: 1-4
<i>List in these spaces any specific job duties or requirements that correlate with the criterion</i>	
Enter specific criterion	
Enter specific criterion	
Enter specific criterion	
Employee comments:	
Supervisor comments:	

Enter specific job criterion for employee's role	
<i>Please refer to the employee's Accountability document for reference</i>	Supervisor rating: 1-4
<i>List in these spaces any specific job duties or requirements that correlate with the criterion</i>	
Enter specific criterion	
Enter specific criterion	
Enter specific criterion	
Employee comments:	
Supervisor comments:	

Part 5: Overall Performance

Overall Assessment	Total of all Categories	/ 100
Use this space to specify the employee's overall job performance. The overall rating should reflect and account for job criteria and behavioral, supervisory, and goal completion rankings.		
Unacceptable	0 – 49	
Needs improvement	50 - 69	
Meets expectations	70 – 89	
Exceeds expectations	90 - 100	
Comments:		

Part 6: Goals and Objectives for next period

Goals for Next Review Period
List any goals, projects, job duties, and special assignments to be continued or completed in the coming year. Set these goals with the understanding that corporate priorities are subject to change as business situations change. Update this section as necessary throughout the next review period.
Goal 1:
Goal 2:
Goal 3:

Developmental Objectives
Complete this section once you and the employee have discussed and agreed upon opportunities for improvement of the employee's performance or skills. Include any training or developmental objectives, and timeframes for completion.
Objective 1:
Objective 2:
Objective 3:

Part 7: Employee Signoff

I have been advised of my performance rankings. The rankings and comments in this review have been discussed and explained to me by my supervisor. I understand the implications of poor performance and of the consequences of failing to improve my performance. My own comments are as follows:

Employee signature: _____

Date: _____

Supervisor signature: _____

Date: _____