

HOPE INTERNATIONAL UNIVERSITY

MANAGEMENT/SUPERVISORY PERFORMANCE APPRAISAL

Employee Name: _____ Review Period: _____

Title: _____ Department: _____

Evaluated by: _____

Name
Title
Date

Our performance management system was designed to accomplish better communication and performance among all employees. It provides a means for management to discuss an employee's performance against previously determined goals and to identify employee needs in terms of future development. It also provides employees with the opportunity to discuss procedural changes or elimination of possible impediments to their productivity and development.

The annual performance appraisal process is not a substitute for two-way communication between employees and their supervisors during the year. Rather it is the formalized documentation of what should be an ongoing year round practice that supports our core values of equity, trust, teamwork and communication.

Rating:

This rating scale should be used as an overall summary once the total points have been calculated.

Outstanding 105 - 120 pts	Far exceeds the requirements of the position in all areas. Sustains an outstanding level of performance.
Exceeds 90 - 104 pts	Consistently performs at a superior level, exceeding most of the requirements of the position.
Good 65 - 89 pts	Meets the requirements of the position. Fully effective, at a consistent and dependable level of performance.
Needs Improvement 41 - 64 pts	Performs below the minimum in key areas of position requirements but possesses the potential to improve with training/experience.
Unsatisfactory < 40 pts	Does not perform the tasks and duties of position requirements in an effective manner. Few, if any, of the expected results were achieved. Performance improvement is essential within the next three months.

Employees who are rated a 2 or below MUST complete a Performance Improvement Program with their immediate supervisor.

OVERALL RATING: _____
(Total Points and Rating)

PART I EVALUATION OF JOB - RELATED FACTORS

For each factor below, select the definition that best describes the employee's performance and circle the appropriate rating point within the definition. **Any score of 8 and above, or 3 and below MUST be accompanied by written justification in the Comments section of each performance category.**

JOB KNOWLEDGE

Consider the understanding and knowledge of the necessary skills, techniques, procedures, materials and equipment required in the performance of duties as described in the job description.

10 Comprehensive knowledge of all job duties.	9 Full knowledge of most job duties.	8 Has the basic knowledge to complete assignments.	7 Lacks knowledge in some areas of the job. Needs training to perform the job satisfactorily.	6 Very limited knowledge of work duties. Needs considerable instructions to complete assignments.	5 4 3 2 1
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COMMENTS

QUALITY AND QUANTITY OF WORK

Consider the accuracy of the work as well as the volume and speed with which tasks are completed. Rate the employee's output in terms of thoroughness and reliability of results, as well as on the basis of work accomplished to volume of work required.

10 Accuracy and speed of work is outstanding. Far exceeds requirements.	9 Accuracy and production is consistently superior. Completes work with minimum followup.	8 Accuracy and production is generally satisfactory. May require occasional guidance.	7 Accuracy of work and production level is sometimes below requirements. Requires frequent guidance.	6 Accuracy of work needs considerable improvement. Continual guidance necessary. Production is slow.	5 4 3 2 1
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COMMENTS

MANAGEMENT SKILLS

Consider the employee's ability to delegate work and monitor subordinate's progress effectively. Consider also the ability to motivate, coach and counsel employees. Also consider the timeliness of performance appraisals, salary actions, and other management functions. Consider also how well the employee works with others and the extent to which the employee fosters teamwork and cooperation.

10 Management skills and staff relations are exceptionally high. Far exceeds requirements of the position.	9 Management skills and staff relations are consistently above requirements for the position.	8 Management skills and staff relations meet the requirements of the position. Occasionally some management actions are late.	7 Management skills and staff relations are sometimes below what is required. Needs frequent guidance in handling employees.	6 Management skills and staff relations are below the requirements necessary for the job. Needs constant guidance in handling employees.	5 4 3 2 1
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COMMENTS

COOPERATION, TEAMWORK AND CUSTOMER SERVICE

Consider the overall attitude of the employee towards both staff and customers. Consider how well the employee works with others, takes direction, and helps out in other areas when necessary. Rate the extent to which the employee cooperates with others and fosters team work within and between departments.

10 9	8 7	6 5	4 3	2 1
Extremely good in dealing with customers and/or other employees. Shows tact and diplomacy when dealing with others. Promotes teamwork.	Consistently good in dealing with others. Remains courteous when dealing with others. Generally promotes teamwork.	Usually works well with others. Occasionally may need guidance in handling unpleasant situations. Works as a team player.	Not always polite and courteous when dealing with staff or customers. Sometimes is indifferent to the needs of others. Indifferent to teamwork.	Generally rude to others. Unwilling to assist others. May also be disruptive on occasions. Disruptive to teamwork.

COMMENTS

PROBLEM SOLVING

Consider the employee's ability to differentiate between problems which the employee can resolve (and is authorized to settle) and those which have to be referred. Rate the employee's competency in evaluating situations and taking actions within limits of authority. This includes the degree of accuracy, soundness and timeliness of decisions made and/or actions taken.

10 9	8 7	6 5	4 3	2 1
Makes exceptionally sound judgments. Highly competent in evaluating situations and taking action.	Exercises good judgment in evaluating situations and taking appropriate action.	Judgments made are generally acceptable. Needs occasional guidance to evaluate situations and take appropriate action.	Usually has difficulty in evaluating situations. Often needs assistance to resolve work-related problems.	Generally unable to evaluate situations. Always unsure about appropriate actions to take.

COMMENTS

ADAPTABILITY

Consider the employees ability to adjust to changes in work assignments and to learn new procedures.

10 9	8 7	6 5	4 3	2 1
Adjusts easily to changes in work assignments. Learns all new instructions or procedures rapidly.	Adjusts well to most changes in job duties. Learns most procedural changes with few instructions.	Adjusts to changes with minimal problems. Needs occasional instruction to learn new procedures.	Has some difficulty adjusting to changes. Requires repeated instruction to learn new procedures.	Has extreme difficulty adjusting to changes. Often unable to learn new procedures.

COMMENTS

INITIATIVE/EFFORT

Consider the employee's willingness to take the necessary steps to complete tasks without being told, the initiative to seek new responsibilities, the willingness to contribute and develop new ideas, and the effort exerted in the performance of duties. Also consider any significant accomplishments during the year.

10 9	8 7	6 5	4 3	2 1
Accomplishes all tasks on own initiative. Seeks additional tasks. Applies maximum effort to complete assignments.	Accomplishes many tasks on own initiative. Applies considerable effort on the performance of most job duties.	Accomplishes tasks with some initiative and effort. May need occasional urging to complete assignments.	Usually needs some direction to get started on tasks. Needs to exert more effort in work performance.	Exhibits little/no initiative. Applies minimum effort in work performance.

COMMENTS**SIGNIFICANT ACCOMPLISHMENTS**

Please list any significant accomplishments during the year.

ADMINISTRATION

Consider the ability to organize and plan projects, and the adherence to policies and procedures. Also consider the employee's record in the areas of absenteeism and tardiness.

10 9	8 7	6 5	4 3	2 1
Extremely well organized, adheres to policies and procedures. Never late, and rarely absent.	Well organized, adheres to policies and procedures. Rarely late, and seldom absent.	Generally organized, but occasional problems. Usually adheres to policies and procedures. Occasionally late and sometimes absent.	Needs to be better organized. Occasionally does not follow policies and procedures. Often late or absent.	Very unorganized. Disregards policies and procedures, and has a very poor attendance record.

COMMENTS

CALCULATION OF FINAL POINTS

In the table below:

In column (a) enter the rating (1-10) for each factor as recorded on the form above. Multiply the rating in column (a) by the weighting factor in column (b) and enter the result in column (c). Enter the total points from all factors in column (c) into the Total Points box (d) and into the Actual Points box. Refer to the rating scale on the front cover to determine the overall rating. Enter that rating in the Overall Rating box on the front cover.

Job Factor	Rating (1 - 10) (a)	Weighting Factor (b)	Weighted Points (c)
JOB KNOWLEDGE		2	
QUALITY AND QUANTITY OF WORK		2	
MANAGEMENT SKILLS		2	
COOPERATION, TEAMWORK, AND CUSTOMER SERVICE		2	
PROBLEM SOLVING		1	
ADAPTABILITY		1	
INITIATIVE/EFFORT		1	
ADMINISTRATION		1	
Total Points (d)			
Total Possible Points			Actual Points
120			

ADDITIONAL COMMENTS (SUPERVISOR)

ADDITIONAL COMMENTS (2ND LEVEL SUPERVISOR)

PART II PERFORMANCE IMPROVEMENT PROGRAM
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This section must be completed for an employee with an overall evaluation of 2 “Needs Improvement” or 1 “Unsatisfactory”.

Please identify the areas where performance improvement is necessary. Then list specific actions that should be taken to improve performance deficiencies. Finally specify a timeframe within which such actions should be accomplished.

Employees who are on a Performance Improvement Program should be monitored at least quarterly, and more frequently if warranted by individual circumstances.

Areas for Improvement in Performance	Specific Actions to be Taken	Timeframe for Completion

Employee Comments:

Supervisors (Evaluator’s) Response:

Employee Signature:

Date:

I have reviewed the completed performance appraisal and have discussed the results with the evaluating supervisor whose signature appears below.

Supervisor Signature

Date:

2nd Level Supervisor Signature:

Date:

Human Resources Review:

Date: