Verify/complete General Information. Indicate whether employee is a supervisor or non-supervisor.

Review with the employee the employee’s job description, job standards (expectations/objectives/duties) for the rating cycle to ensure the appraisal relates to the specific responsibilities, job assignments, and standards that were conveyed to the employee for the rating cycle.

Base the appraisal on the employee’s performance during the entire review period, not isolated incidents or performance prior to the current review period. Obtain/review necessary input and supporting data.

Rate each factor in relation to the standards established and the guidelines listed on the form for each rating.

Provide an overall rating based on the rating of the individual factors, adherence to significant performance standards, and accomplishment of essential functions. Each factor need not be of equal weight but comments should justify significant differences impacting on the overall rating.

Assess employee strengths and identify opportunities where the employee could improve or requires additional knowledge or skill. Include projected development needs to meet anticipated assignments during the next rating period. Obtain employee input regarding their training needs. When rating employees, consider their participation and willingness to participate in employee development opportunities.

The comments sections should be used to: support performance ratings, indicate problem areas and provide guidance to employees on how to improve performance. Comments MUST be provided for outstanding, needs improvement, and unsatisfactory ratings, and are highly recommended for all other ratings. Supervisor, reviewing officer, and employee comments are to be relevant and job related. (Additional comments for any sections should be placed on Page 5 of this form if completing form electronically or by attaching additional 8 1/2 by 11 paper in similar format.)

Discuss/obtain comments and signature/date of reviewing officer before discussion with employee.

Sign/date the form, meet with employee to discuss the rating, and obtain the employee’s signature/date/comments. Arrange for reviewing officer discussion if requested.

Update with the employee the job description, essential job functions, and performance standards/objectives for the next rating cycle.
## COMMUNICATION OF PERFORMANCE STANDARDS

**Indicate when you conveyed job standards to the employee and when progress review(s) was conducted:**

1. Performance standards (objectives, duties, expectations, etc.) for this rating period were conveyed to employee on date(s)

2. Progress Review(s) was conducted on ____ (at least one during rating cycle) date(s)

### JOB FACTORS

#### 1. JOB KNOWLEDGE/SKILLS

Measures employee’s demonstrated job relevant knowledge and essential skills, such as work practices, policies, procedures, resources, laws, customer service, and technical information, as well as the relationship of work to the organization’s mission. Also measured are the employee’s self-improvement efforts to enhance skills and knowledge and to stay current with changes impacting the job.

<table>
<thead>
<tr>
<th>OUTSTANDING</th>
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<th>UNSATISFACTORY</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Possesses superior job skills and knowledge; effectively applies them to work assignments.</td>
<td>• Work reflects thorough and current knowledge/skill of job and impact on agency activities/related resources.</td>
<td>• Work reflects adequate knowledge/skills for job.</td>
<td>• Often demonstrates a lack of basic or sufficient job knowledge/skills to perform routine functions of the job.</td>
<td>• Consistently demonstrates a lack of basic job knowledge and/or skills to perform job.</td>
</tr>
<tr>
<td>• Willingly mentors staff; shares knowledge.</td>
<td>• Uses opportunities to expand knowledge/skills, sharing information with staff.</td>
<td>• Has some knowledge of related work.</td>
<td>• Occasionally is resistant to changing knowledge and/or skill requirements or processes, including opportunities for knowledge/skill enhancement.</td>
<td>• Rarely takes advantage of available skill enhancement or training opportunities.</td>
</tr>
<tr>
<td>• Seeks/apply innovative and relevant techniques.</td>
<td></td>
<td>• Stays current with major changes impacting on knowledge or skill. Accepts change.</td>
<td></td>
<td>• Often is resistant to changing requirements.</td>
</tr>
</tbody>
</table>

**Comments:**

#### 2. WORK RESULTS

Measures employee’s results in meeting established objectives/expectations/standards of quality, quantity, customer service, and timeliness both individually and in a team.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>• Work consistently exceeds expectations of quality, quantity, customer service, and timeliness.</td>
<td>• Work frequently exceeds expected quality, quantity, customer service, and timeliness standards.</td>
<td>• Work usually meets expectations of quality, quantity, customer service, and timeliness.</td>
<td>• Often has difficulty meeting expected quality, quantity, customer service, and/or timeliness standards.</td>
<td>• Consistently fails to meet expected quality, quantity, customer service, and/or timeliness standards.</td>
</tr>
</tbody>
</table>

**Comments:**

#### 3. COMMUNICATIONS

Measures employee’s performance in exchanging information with others in an effective, timely, clear, concise, logical, and organized manner. Communications include listening, speaking, writing, presenting, and sharing of information. Consideration is given to client/data complexity/sensitivity.

<table>
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<tr>
<td>• Consistently communicates in clear, effective, timely, concise, and organized manner.</td>
<td>• Frequently communicates in an effective, timely, clear, concise, and organized manner.</td>
<td>• Usually communicates effectively and exchanges relevant information in a timely manner.</td>
<td>• Often fails to communicate effectively or in a timely manner.</td>
<td>• Consistently fails to communicate effectively or timely.</td>
</tr>
<tr>
<td>• Is articulate and persuasive in presenting, soliciting complex or sensitive data.</td>
<td>• Proficiently organizes and presents difficult facts and ideas orally and in writing.</td>
<td>• Speaks and writes clearly.</td>
<td>• Lacks clarity of expression orally or in writing.</td>
<td>• Often does not keep others informed.</td>
</tr>
<tr>
<td></td>
<td>• Seeks/provides feedback.</td>
<td>• Keeps others informed.</td>
<td>• Is inconsistent in keeping others informed.</td>
<td>• Is an ineffective listener and/or frequently interrupts.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Listens with understanding.</td>
<td>• At times, fails to listen effectively.</td>
<td></td>
</tr>
</tbody>
</table>

**Comments:**
### 4. Initiative/Problem Solving

Measures the extent to which the employee is self-directed, resourceful, and creative in performing job duties individually or in a team. Also measures employee’s performance in identifying and resolving problems; following through on assignments; and initiating or modifying ideas, methods, or procedures to provide improved customer service, redesign business processes, and accomplish duties.

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<tbody>
<tr>
<td>• Consistently resolves unit/team problems and promotes improvements.</td>
<td>• Prevents/resolves unit/team problems.</td>
<td>• Addresses existing and significant potential problems.</td>
<td>• Resolves routine problems.</td>
<td>• Consistently fails to recognize or seek help in resolving routine problems.</td>
</tr>
<tr>
<td>• Maximizes resources, innovation/technology to streamline/improve.</td>
<td>• Suggests innovations to improve operations or streamline procedures.</td>
<td>• Suggests or assists in developing solutions individually or in a team.</td>
<td>• Exhibits little initiative in identifying problems, solutions, or improvements and/or working proactively as part of a team to address issues of concern.</td>
<td>• Demonstrates inability to work individually or in a team.</td>
</tr>
<tr>
<td>• Analyzes full dimension of complex problems.</td>
<td>• Defines and analyzes complex problems.</td>
<td>• Carries through solution implementation with routine supervision or follow-up.</td>
<td>• Requires more than routine supervision.</td>
<td>• Rarely suggests improvements.</td>
</tr>
<tr>
<td>• Requires minimal supervision.</td>
<td>• Develops/implements solutions with moderate supervision.</td>
<td></td>
<td></td>
<td>• Requires frequent reminders and supervision.</td>
</tr>
</tbody>
</table>

**Comments:**

---

### 5. Interpersonal Relations/Equal Employment Opportunity (EEO)

Measures employee’s development and maintenance of positive and constructive internal/external relationships. Consideration should be given to the employee’s demonstrated willingness to function as a team player, give and receive constructive criticism, accept supervision, resolve conflicts, recognize needs and sensitivities of others, and treat others in a fair and equitable manner. Supervisors and team leaders also are to be assessed on their demonstrated commitment to Equal Employment Opportunity, diversity, and proactive actions to prevent/address all forms of discrimination.

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</tr>
</thead>
<tbody>
<tr>
<td>• Consistently promotes and maintains a harmonious/productive work environment.</td>
<td>• Frequently fosters teamwork, cooperation, and positive work relationships.</td>
<td>• Usually interacts in a cooperative manner.</td>
<td>• Often has difficulty getting along with others. Allows personal bias to affect job relationships.</td>
<td>• Intergroupal relationships are counter-productive to work unit or team functions.</td>
</tr>
<tr>
<td>• Is respected and trusted and often viewed as a role model.</td>
<td>• Handles conflict constructively.</td>
<td>• Avoids disruptive behavior. Deals with conflict, frustration appropriately.</td>
<td>• Requires reminders regarding needs and sensitivities of others.</td>
<td>• Often ignores EEO/diversity program requirements.</td>
</tr>
<tr>
<td>• Actively promotes EEO/diversity programs.</td>
<td>• Promotes and adheres to EEO/diversity program requirements.</td>
<td>• Treats others equitably. Adheres to EEO/diversity program requirements.</td>
<td>• Inconsistently adheres to EEO/diversity program requirements.</td>
<td></td>
</tr>
</tbody>
</table>
7. **SUPERVISION/MANAGEMENT** (Required for all supervisors/managers) Measures leadership, judgment, initiative, and achievement of expectations. Effectively manages programs/projects, employees, budget, technology, and organizational change to produce positive results. Engages in strategic planning and measurement, performance management, teamwork, staff development, and recognition of accomplishments. Promotes customer service, diversity, inclusiveness, collaboration, effective communication, and positive labor/management relations. Uses innovation and fulfills administrative requirements.

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</tr>
</thead>
<tbody>
<tr>
<td>● Regularly exceeds expectations.</td>
<td>● Meets and frequently exceeds expectations.</td>
<td>● Meets most expectations timely and effectively.</td>
<td>● Often fails to meet expectations timely and effectively.</td>
<td>● Consistently fails to meet expectations timely or effectively.</td>
</tr>
<tr>
<td>● Implements innovative policies, resources, and technology to maximize efficiency and service.</td>
<td>● Improves efficiency and customer service.</td>
<td>● Maintains acceptable efficiency and customer service.</td>
<td>● Efficiency and customer service occasionally falls below standards.</td>
<td>● Delivers unacceptable customer service or operational efficiency.</td>
</tr>
<tr>
<td>● Committed to and promotes excellence; leads by example energizing performance and teamwork.</td>
<td>● Provides staff with innovative and constructive direction, delegation, feedback, mentoring, and recognition.</td>
<td>● Provides staff necessary direction, feedback, development, and recognition.</td>
<td>● Inadequately directs, trains, monitors, and recognizes staff.</td>
<td>● Disregards or ineffectively provides staff direction, monitoring, and development.</td>
</tr>
<tr>
<td>● Uses and encourages creative decisions and solutions.</td>
<td>● Adheres to performance management/administrative policies.</td>
<td>● Makes decisions that usually reflect sound judgment.</td>
<td>● Inadequately fulfills administrative and performance management functions.</td>
<td>● Often ignores performance management or administrative policies.</td>
</tr>
<tr>
<td>● Acts as positive change agent.</td>
<td>● Makes sound decisions.</td>
<td>● Usually adheres to administrative policies.</td>
<td>● Often lacks good judgment in decisions.</td>
<td>● Is indecisive or lacks good judgment.</td>
</tr>
</tbody>
</table>

Comments:

**OVERALL RATING**

**INSTRUCTIONS:** Provide an overall rating based on the rating of the individual factors, adherence to significant performance standards, and accomplishment of essential functions. This rating provides an overall impression of job performance that is supported by the job factor ratings, not necessarily an average of those ratings. Thus, each factor need not be of equal weight but comments should justify significant differences impacting on the overall rating.

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<tbody>
<tr>
<td>● Employee consistently and significantly exceeds job expectations and standards and demonstrates a high degree of initiative, customer service, and quality of work.</td>
<td>● Employee meets the expectations and standards of the employee’s job in a satisfactory manner but often fails to adequately meet some of the expectations or standards. Improvement is required.</td>
<td>● Employee meets many of the expectations of the job in a satisfactory manner but often fails to adequately meet some of the expectations or standards. Improvement is required.</td>
<td>● Employee fails to meet many job expectations and standards. Performance deficiencies must be corrected.</td>
<td></td>
</tr>
</tbody>
</table>

Overall Comments:

**EMPLOYEE STRENGTHS:** (Identify strong attributes, abilities, or proficiency in an area, to maximize the employee’s contribution to the organization in utilizing these abilities and skills and to identify potential mentor relationships.) Comments:

**OPPORTUNITIES FOR DEVELOPMENT:** (Identify knowledge, skills, and abilities that may need improvement. Address developmental activities to assist the employee in addressing either areas of concern or opportunities for professional growth.) Comments:
## EMPLOYEE'S COMMENTS

- [ ] I AGREE WITH THIS RATING
- [ ] I DISAGREE WITH THIS RATING
- [ ] I WOULD LIKE TO DISCUSS THIS RATING WITH MY REVIEWING OFFICER
- [ ] DISCUSSION WITH MY REVIEWING OFFICER OCCURRED [DATE]

I ACKNOWLEDGE THAT I HAVE READ THIS REPORT AND I HAVE BEEN GIVEN AN OPPORTUNITY TO DISCUSS IT WITH THE EVALUATOR; MY SIGNATURE DOES NOT NECESSARILY MEAN THAT I AGREE WITH THE REPORT.

Comments:

Employee’s Signature: __________________________ Date: __________

(Space will open as you type)

## ADDITIONAL REVIEWER’S COMMENTS

## ADDITIONAL EMPLOYEE’S COMMENTS

## ADDITIONAL RATER’S COMMENTS

Rater’s Signature: __________________________ Date: __________

## REVIEWER’S COMMENTS

Comments:

Reviewer’s Signature: __________________________ Date: __________

## ADDITIONAL RATER’S COMMENTS

Rater’s Signature: __________________________ Date: __________

## REVIEWER’S COMMENTS

Comments:

Reviewer’s Signature: __________________________ Date: __________

## EMPLOYEE’S COMMENTS

- [ ] I AGREE WITH THIS RATING
- [ ] I DISAGREE WITH THIS RATING
- [ ] I WOULD LIKE TO DISCUSS THIS RATING WITH MY REVIEWING OFFICER
- [ ] DISCUSSION WITH MY REVIEWING OFFICER OCCURRED [DATE]

I ACKNOWLEDGE THAT I HAVE READ THIS REPORT AND I HAVE BEEN GIVEN AN OPPORTUNITY TO DISCUSS IT WITH THE EVALUATOR; MY SIGNATURE DOES NOT NECESSARILY MEAN THAT I AGREE WITH THE REPORT.

Comments:

Employee’s Signature: __________________________ Date: __________

(Space will open as you type)

## JOB KNOWLEDGE/SKILLS:

## WORK RESULTS:

## COMMUNICATIONS

## INITIATIVE/PROBLEM SOLVING:

## INTERPERSONAL RELATIONS/EQUAL EMPLOYMENT OPPORTUNITY:

## WORK HABITS:

## SUPERVISION:

## OVERALL RATING:

## EMPLOYEE STRENGTHS:

## OPPORTUNITIES FOR DEVELOPMENT:

## ADDITIONAL REVIEWER’S COMMENTS

## ADDITIONAL EMPLOYEE’S COMMENTS

## ADDITIONAL RATER’S COMMENTS

Rater’s Signature: __________________________ Date: __________

## REVIEWER’S COMMENTS

Comments:

Reviewer’s Signature: __________________________ Date: __________

## EMPLOYEE’S COMMENTS

- [ ] I AGREE WITH THIS RATING
- [ ] I DISAGREE WITH THIS RATING
- [ ] I WOULD LIKE TO DISCUSS THIS RATING WITH MY REVIEWING OFFICER
- [ ] DISCUSSION WITH MY REVIEWING OFFICER OCCURRED [DATE]

I ACKNOWLEDGE THAT I HAVE READ THIS REPORT AND I HAVE BEEN GIVEN AN OPPORTUNITY TO DISCUSS IT WITH THE EVALUATOR; MY SIGNATURE DOES NOT NECESSARILY MEAN THAT I AGREE WITH THE REPORT.

Comments:

Employee’s Signature: __________________________ Date: __________

(Space will open as you type)