



EMPLOYEE PERFORMANCE & DEVELOPMENT APPRAISAL FORM

Employee's name _____ Date _____

Classification _____ Practice name _____

PERFORMANCE

	Unsatisfactory	Satisfactory	Excellent	Superior
Quantity	<input type="radio"/> Nonproducer	<input type="radio"/> Produces with some supervision	<input type="radio"/> Produces without supervision	<input type="radio"/> Produces extraordinarily well without supervision
Quality	<input type="radio"/> Produces unnecessary work	<input type="radio"/> Completes necessary work	<input type="radio"/> Produces value-added work	<input type="radio"/> Maximizes value-added work
Knowledge	<input type="radio"/> Knows very little about job	<input type="radio"/> Has good working knowledge of job	<input type="radio"/> Has detailed knowledge of job	<input type="radio"/> Is a recognized expert
Desire to learn	<input type="radio"/> Shows no desire to learn	<input type="radio"/> Is willing to learn more	<input type="radio"/> Wants to learn more	<input type="radio"/> Has a particularly strong desire to learn more
Initiative	<input type="radio"/> Shows no initiative	<input type="radio"/> Shows some initiative	<input type="radio"/> Shows considerable initiative (self-starter)	<input type="radio"/> Shows extraordinary initiative
Reliability	<input type="radio"/> Is completely unreliable	<input type="radio"/> Is generally reliable but needs supervision at times	<input type="radio"/> Is very reliable	<input type="radio"/> Is always reliable
Attitude	<input type="radio"/> Negative	<input type="radio"/> Positive	<input type="radio"/> Shows enthusiasm	<input type="radio"/> Creates excitement

DEVELOPMENT

1 – Never 2 – Not very often 3 – Sometimes 4 – Most of the time 5 – All of the time

Communication

- 1 2 3 4 5 Uses a nonblaming, cooperative communications approach.
- 1 2 3 4 5 Ensures that communications are understood.
- 1 2 3 4 5 As a matter of course, provides status information and brings co-workers into the loop.
- 1 2 3 4 5 Demonstrates good listening skills; gives and receives positive and constructive feedback.
- 1 2 3 4 5 Persuades effectively; others tend to respond willingly.

People/Human Relations

- 1 2 3 4 5 Gives orders (or suggestions) in such a way that people want to cooperate.
- 1 2 3 4 5 Calls attention to mistakes in a way that co-workers feel comfortable making corrections.
- 1 2 3 4 5 Is tolerant of the shortcomings of co-workers and subordinates.
- 1 2 3 4 5 Helps others realize and develop their personal potential on the job.

Teamwork

- 1 2 3 4 5 Values team success over individual success.
- 1 2 3 4 5 Shows respect for the feelings and opinions of others.
- 1 2 3 4 5 Brings about agreement and understanding, even in a situation involving conflict.
- 1 2 3 4 5 Allows individuals of the team to express themselves freely without interruption.

Innovation/Problem Solving

- 1 2 3 4 5 Takes a systematic approach to solving problems and encourages participation in problem solving and making plans.
- 1 2 3 4 5 Treats problems and conflicts as a "normal" process in getting things done; focuses on solving the problem as opposed to blaming people for it.

Dealing With Change

- 1 2 3 4 5 Is quick to recognize the need for change and adapts in a manner to minimize disruption.
- 1 2 3 4 5 Truly listens to suggestions for change from members of the team.
- 1 2 3 4 5 Contributes to the supportive environment that allows people to do things differently.



EMPLOYEE PERFORMANCE & DEVELOPMENT APPRAISAL FORM (CONT.)

FOR SUPERVISORY POSITIONS

Leadership

- 1 2 3 4 5 Demonstrates ability to motivate others.
- 1 2 3 4 5 Creates enthusiasm and excitement; encourages involvement in all phases of the job.
- 1 2 3 4 5 Reflects the vision and values of the practice in his or her actions.
- 1 2 3 4 5 Creates an environment where people feel valued and recognized for their contributions.
- 1 2 3 4 5 Motivates; inspires people; leads instead of drives.
- 1 2 3 4 5 Sets positive example for others; projects positive self-image.

Group Productivity

- 1 2 3 4 5 Ensures that all team members understand their role in group activities.
- 1 2 3 4 5 Gives clear directions in assigning tasks to ensure understanding of purpose, expected results and timing of tasks.

Employee Development

- 1 2 3 4 5 Demonstrates mature judgment in addressing unacceptable behavior or performance.
- 1 2 3 4 5 Provides honest feedback and recognition.

Employee's signature: _____ Supervisor's signature: _____

Employee's comments: _____

Supervisor's comments: _____

