

Client Company	
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Performance Appraisal Review for Exempt Employees

Employee Name	Department	
Title	Date Started Current Position	
Date of Review	Current Supervisor	

Instructions

- Review employee's performance for the entire period; refrain from basing judgments on recent or isolated events only. Concentrate on rating one factor at a time.
- Consider the employee on the basis of the standards expected to be met for the job the employee is assigned based on the length of time in the job. Rate the employee on how well the requirements of the job are fulfilled.
- Place a check in the box that summarizes the employee's performance in that factor since the last review (or from date of hire if this is the employee's first review).
- Keep in mind the relative importance of the factors will vary according to the position.
- After rating the employee on each factor, enter examples to support the rating.
- Guard against letting your appraisal of factors fall into a consistent or routine pattern. There are usually wide differences in individuals with respect to various factors considered.

Part 1:

Responsibilities: List the employee's major job responsibilities.

<u>Accomplishments</u>: List the employee's major accomplishments since the last review. What went well? What could have been better? Comment on barriers to completion or any other noteworthy points.

Part 2: Rate the employee by checking the appropriate box and enter comments to support the rating. When there are no job duties/responsibilities relating to a particular category, write "Non Applicable" and move to the next category.

Job Knowledge: Employee's ability for the technical/professional requirements of the job. The adequacy of employee's skills and employee's understanding of normal job requirements. Employee's understanding of related functions. Employee's efforts to keep skills current. How well employee executes against goals and objectives.

Consistently Below Expectations	Occasionally Below Expectations	Consistently Meets Expectations	Frequently Exceeds Expectations	Consistently Exceeds Expectations
Supporting Examp	les:			
employee manage once. Employee's	es their time and meets	lishment of effective job deadlines. Employee's al re effectively. Quality of	oility to handle several	assignments at
Consistently Below Expectations	Occasionally Below Expectations	Consistently Meets Expectations	Frequently Exceeds Expectations	Consistently Exceeds Expectations
Supporting Examp	les:			
		anced thinking. Employed ility to reach decisions qu		
Consistently Below Expectations Supporting Examp	Occasionally Below Expectations	Consistently Meets Expectations	Frequently Exceeds Expectations	Consistently Exceeds Expectations

new ideas and suggestions, their ability to adapt to new methods or ideas.				
Consistently Below Expectations	Occasionally Below Expectations	Consistently Meets Expectations	Frequently Exceeds Expectations	Consistently Exceeds Expectations
Supporting Examples:				
efforts to achieve comp	nd enthusiasm employed pany and department obj ging conditions effective	jectives. Employee's resp		
Consistently Below Expectations Supporting Examples:	Occasionally Below Expectations	Consistently Meets Expectations	Frequently Exceeds Expectations	Consistently Exceeds Expectations
employee's suggestions motivated. Does emplo	esourcefulness in solving to simplify, and streamly yee take responsibility o e's ability to produce new e face of obstacles.	line their work. Takes inir must it be given? Is em	tiative and acts proa ployee openly accou	ictively, self- untable for
Consistently Below Expectations Supporting Examples:	Occasionally Below Expectations	Consistently Meets Expectations	Frequently Exceeds Expectations	Consistently Exceeds Expectations

<u>Dealings with People</u>: The mutual cooperation that exists with other individuals and departments. The confidence others have in employee. Employee's tactfulness and diplomacy. Employee's ability to try

cost reduction ideas. Pl	ans appropriate allocation	on of resources and assig	gnments of staff.	
Consistently Below Expectations Supporting Examples:	Occasionally Below Expectations	Consistently Meets Expectations	Frequently Exceeds Expectations	Consistently Exceeds Expectations
Cooperates and contrib	ctively with colleagues are outes to team efforts. Gives is instead of self-promoti	ves their best effort and		
Consistently Below Expectations Supporting Examples:	Occasionally Below Expectations	Consistently Meets Expectations	Frequently Exceeds Expectations	Consistently Exceeds Expectations
subordinates have in en	ness: Ability to recruit, le mployee. Ability to estab er. Uses influencing skills	lish and build trust and o	communicate in an i	nspiring,
Consistently Below Expectations Supporting Examples:	Occasionally Below Expectations	Consistently Meets Expectations	Frequently Exceeds Expectations	Consistently Exceeds Expectations

<u>Financial Responsibility</u>: Uses the company resources effectively. Controls expenditures and contributes

After completing ratings, review the categories. You may want to consider some categories more important than others in determining your final evaluation. Please read the following descriptions and check the level that describes the overall performance of your employee.
Level 1 - Consistently Below Expectations
Performance is below expectations for most aspects of the job.
Level 2 - Occasionally Below Expectations Performance occasionally does not meet expectations for some aspects of the job. Objectives occasionally are not met or are met with a minimum level of acceptability.
Level 3 - Consistently Meets Expectations Performance fully meets the expectations for all aspects of the job. The employee's performance is consistent, reliable and effective. Employee is able to accomplish all established objectives.
Level 4 - Frequently Exceeds Expectations Performance frequently exceeds the expectations for most aspects of the job on a sustained basis. Employee performs complex, difficult parts of the job competently and thoroughly, including extra or unique tasks assigned.
Level 5 - Consistently Surpasses Expectations Employee excels in virtually all aspects of the job, having nearly reached the ultimate in job performance on a sustained basis. Performance is of a quality rarely achieved.
Part 3: List employee's strengths.
List employee's areas for improvement and your recommendations.

required to meet them?
Port 3: Cools and Objectives
Part 3: Goals and Objectives List 1 to 3 goals (minimum) to be obtained by the employee before the employee's next review. These
should be specific, measurable, achievable, relevant, time-bound, and linked to departmental/corporate objectives. These may include new and better ways to carry out job responsibilities, manage the

employee's future development and increase their current performance. Include specific steps for the

employee to take.

Supervisor's Signature	Date	
2nd Level Supervisor	 Date	
I have seen and reviewed the review. All items have to does not imply that I am in agreement with t	•	signature
Employee's Signature	Date	

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PART 2: Performance Level examples for questions on the Exempt Performance Appraisal

	1	questions on the Exe		
CONSISTENTLY BELOW (1)	OCCASIONALLY BELOW (2)	CONSISTENTLY MEETS (3)	FREQUENTLY EXCEEDS (4)	CONSISTENTLY EXCEEDS (5)
JOB KNOWLEDGE				
Has serious gaps in technical and professional knowledge resulting in work below standards. Quality and level of knowledge does not increase over time.	Demonstrates inadequate technical and professional knowledge. Completes work that is sometimes inaccurate or does not adhere to policies or standards.	Demonstrates adequate technical and professional knowledge required for the job.	Frequently uses technical knowledge to plan and execute complex tasks. Exhibits growth in competence over time.	Demonstrates superb technical and professional knowledge; recognized for expertise in the field.
PERSONAL MANAGEMENT				
Declines to accept responsibility for performance and quality. Seldom follows standards and procedures.	Requires coaching for routine decisions. Deviates from standards and procedures.	Performs reliably and accepts responsibility for decisions. Is able to learn from incorrect judgments.	Consistently performs well, even in difficult circumstances. Capable of researching alternative methods.	Anticipates what needs to be done without direction or guidance. Responds to changing needs willingly and productively, using creativity and innovation.
JUDGMENT:				
Rarely completes work on time, frequently makes errors and produces work that seldom meets standards, policies or procedures.	Works unreliably with inconsistent quality and is sometimes unable to adjust work level to demand.	Reliably completes work in a manner that is accurate, adheres to policies and procedures and is acceptable in all respects.	Routinely exceeds standards in volume and quality of work, allowing for completion of additional assignments.	Works at a fast pace in a manner that is frequently recognized for accuracy, volume, comprehensiveness, understandability and results.
DEALINGS WITH				
PEOPLE Demonstrates lack of sensitivity to impact of activities/decisions on others (within or outside department). Shows little or no consideration or concern for others.	Does not convey information relevant to other's efforts. Is not willing to become involved in-group projects. Demonstrates minimal concern for how others feel about services received.	Conveys relevant information with coworkers and other departments in a timely and appropriate manner. Consistently satisfies the needs, wants, and expectations of coworkers and/or users of services.	Frequently exchanges information in order to achieve common objectives within and between departments. Promotes effective working relationships. Proactively seeks and acts on feedback to improve services.	Initiates opportunities for inter and intradepartmental coordination and problem solving to achieve common goals. Extremely effective in solving human relations problems.
ATTITUDE:				
Continually opposes change.	Demonstrates resistance to changes in assignments and environment. Rarely seeks involvement in new or changed situations.	Consistently sets an example by his/her own behavior. Accepts responsibility for decisions and learns from incorrect judgments.	Is regarded as a source of direction, encouragement and guidance by employees and peers. Consistently performs well in difficult situations.	Encourages others to be innovative. Always responds to the changing environment willingly and productively.
INITIATIVE				
Never seeks additional tasks or assignments. Tends to shirk difficult situations.	Rarely initiates new ideas. Does not seek assistance when needed.	Seeks appropriate assistance in difficult situations. Anticipates potential problems and takes necessary steps to handle them.	Researches issues thoroughly in order to develop alternative solutions to problems. Does not hesitate to make required decisions.	Anticipates and sees what needs to be done without direction or guidance. Always seeks out additional tasks to increase skills and make a positive contribution.

CONSISTENTLY BELOW (1)	OCCASIONALLY BELOW (2)	CONSISTENTLY MEETS (3)	FREQUENTLY EXCEEDS (4)	CONSISTENTLY EXCEEDS (5)
FINANCIAL RESPONSIBILITY				
Consistently exceeds budget. Improperly authorizes use of resources.	Unable to account for variances in budget. Rarely monitors expenditures.	Monitors cost of operations and meet established budgets; uses cost-effective methods	Performs cost studies to reduce unnecessary expenses and makes practical suggestions. Sets efficient standards for amount of time, labor, and materials allowable for given projects.	Develops innovative techniques for reducing costs and carries plan through to a successful completion. Acts as resource within own field to promote cost effectiveness.
TEAMWORK				
Shows little or no consideration or concern for others Does not comply with superior's decisions and directions	Lacks confidence in briefings and discussions Is not willing to become actively involved in group projects	Voluntarily participates in activities in support of a group effort Accepts working styles which are different from one's own style	Demonstrates exceptional skill in working with others and eliciting their cooperation. Works well with little supervision.	Can sway a hostile audience to his/her point of view. Is extremely effective in solving human relations problems, solutions always reflect fair and equal treatment.
MANAGEMENT EFFECTIVENESS				
Provides staff with little or no guidance. Does not identify or address workshop conflicts or employee morale problems.	Randomly assigns workload and does not hold staff accountable for results. Rarely encourages employees to seek additional training or development.	Motivates employees to effectively contribute to the achievement of departmental and organizational objectives. Reviews all information and facts to identify and resolve employee performance problems.	Delegates in a manner that responds to needed results and empowers employees. Develops employees to assume greater responsibilities within the department and/or throughout the organization.	Develops staff to effectively respond to the most complex demands made on that unit. Identifies and analyzes potential or emerging performance problems and implements preventative measures.