

Instructions for Completing Performance Review Form



The performance review form should be used to evaluate an employee's performance for July 1, 2012 to June 30, 2013 (the Performance Year).

Section 1: Attainment of Individual Goals (if applicable)

Complete this section if the employee had previously established goals for the Performance Year and indicate the extent to which the employee met each goal: "Fully Met," "Partially Met," or "Did Not Meet." If the employee did not have previously established goals from last year, please skip to the next section.

Section 2: Assessment of Job Capabilities

These core capabilities are key elements of all FAS staff positions. For each job capability, please select an assessment using the definitions provided below. In the comments section, if further explanation is helpful, please provide a comment or example that supports your assessment. Assess the *management* capability only if the employee has one or more direct reports.

Section 3: Assessment of Overall Performance

Select one assessment from the assessment scale below that best describes the employee's overall performance for the Performance Year. Include areas for improvement, if any. Please ensure that your overall assessment aligns generally with your assessments from Section 1 and Section 2.

| Assessment | Definition |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Leading Performance | <i>Consistently exceeds expectations.</i> A high performer in all areas of job responsibilities; adheres to the highest standards of excellence, creates outstanding results, and is a role model to others in the team or department. Demonstrates excellent judgment and mastery of the highest level of skills and competencies relating to the position. |
| Strong Performance | <i>Often exceeds expectations,</i> and consistently meets expectations in all areas of job responsibilities with very good results. Demonstrates sound judgment, a high degree of effectiveness, and a high level of the skills and competencies required to successfully meet all job responsibilities. |
| Solid Performance | <i>Consistently meets expectations</i> in all areas of job responsibilities with dependably good results. Demonstrates sound judgment, a high degree of effectiveness, and the skills and competencies required to successfully meet all job responsibilities. |
| Building Consistent Performance | <i>Does not consistently meet expectations.</i> Meets expectations in most, but not all, areas of responsibility. Needs to perform more consistently and/or to acquire necessary knowledge and skills in order to meet all job responsibilities. |
| Needs Immediate Improvement | <i>Does not meet expectations.</i> Lacks the knowledge, skills and ability to successfully execute job responsibilities; and/or frequently fails to perform at an acceptable level of quality and consistency. |



Section 4: Areas for Development

In this section, please identify key areas for development that could help this employee continue to enhance his or her skills and capabilities and to grow professionally.

Sections 5 and 6: Comments and Signatures

The employee may choose to include comments.

Signatures from both the employee and the manager are required. The employee's signature indicates only that the employee has had a performance conversation and not necessarily that he or she agrees with the review.

Once signed, provide a fully executed copy (signed by both you and the employee) to the employee and to your department administrator. Department administrators should submit completed performance review forms via secure file transfer (e.g., Accellion) to FAS HR at performance@fas.harvard.edu, by May 3, 2013.