**Performance Appraisal Form**

**INSTRUCTIONS**

This form should be completed in draft in the first instances for the purpose of facilitating discussions between the Executive Director/Supervisor and the staff member.

**EXPLANATION OF RATINGS**

5. **Outstanding** Level of performance in completing all tasks consistently exceeds the standard established, especially in key areas of quality, quantity and timeliness of output. Shows team spirit, initiative, contributes ideas and assists in activities outside of key areas of responsibility.

4. **Exceed Expectations** Often exceeds performance standard for the completion of tasks. Requires minimum supervision, is reliable, professional and capable of rising to the occasion in handling the demands of work.

3. **Meets Expectations** Meets performance standard and fulfills duties and responsibilities of the position in a satisfactory and timely manner. Performance is competent with some supervision generally required.

2. **Needs Improvemen**t Does not always meet performance standard in all major areas of responsibility. Demonstrates ability to complete some assignments but needs supervision. Need for appropriate training and personal development.

1. **Unacceptable** Level of performance in completing tasks is consistently below performance standard in spite of supervision, coaching and training.

Place a mark in the appropriate column which best reflects the performance of the employee for each item listed below.

**Performance Appraisal Form**

|  |  |
| --- | --- |
| **Name of Employee** |  |
| **Job Title** |  |
| **Period of Review** | From |  | **To** |  |

 **Punctuality/Attendance**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Standard for Assessment** | **5** | **4** | **3** | **2** | **1** |
| Regular and punctual attendance in accordance with Association’s days and hours of operation |  |  |  |  |  |
|  |  |  |  |  |  |

 **Productivity**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Standard for Assessment** |  |  |  |  |  |
| Produces high levels of outputs in a timely manner under normal and pressure conditions |  |  |  |  |  |
|  |  |  |  |  |  |

**Quality of Work**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Standard for Assessment** |  |  |  |  |  |
| Produces highest quality, error free work that is in keeping with the style of the Association  |  |  |  |  |  |
|  |  |  |  |  |  |

 **Knowledge of Job**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Standard for Assessment** |  |  |  |  |  |
| Shows familiarity with the professional and technical requirements of the position and its relevance and contribution to the Association’s mission and objectives  |  |  |  |  |  |
|  |  |  |  |  |  |

 **Personal Development**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Standard for Assessment** |  |  |  |  |  |
| Undertakes initiatives and or participates in programmes to improve personal capacity to carry out job functions and responsibilities. Maintains good on-the-job deportment |  |  |  |  |  |
|  |  |  |  |  |  |

**Initiative**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Standard for Assessment** |  |  |  |  |  |
| Identifies and offers solutions to operational problems, deficiencies and constraints; demonstrates astuteness in judging appropriateness of acting promptly and independently, or after consultation with superior(s)  |  |  |  |  |  |
|  |  |  |  |  |  |

 **Judgment**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Standard for Assessment** |  |  |  |  |  |
| Demonstrates ability to rigorously assess situations, evaluate response options and consequences and to select /recommend appropriate intervention or action  |  |  |  |  |  |
|  |  |  |  |  |  |

 **Reliability/Dependability**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Standard for Assessment** |  |  |  |  |  |
| Consistently carries out responsibilities to effectively and efficiently achieve desired outcomes or outputs within agreed schedules and deadlines. Can be relied upon to act or ensure that actions are carried out in the best interest of the Association |  |  |  |  |  |
|  |  |  |  |  |  |

**Communication**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Standard for Assessment** |  |  |  |  |  |
| Consistently exhibits good oral, writing and listening skills. Interacts in a professional manner with peers, subordinates and the general public  |  |  |  |  |  |
|  |  |  |  |  |  |

 **Teamwork**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Willing to volunteer, share responsibilities and contribute to the completion of tasks, especially under situations of pressure |  |  |  |  |  |
|  |  |  |  |  |  |

**ASSESSMENT OF PERFORMANCE AGAINST PRIOR YEAR GOALS**

|  |  |
| --- | --- |
| **PRIOR YEAR GOALS** | **PERFORMANCE ASSESSMENT** |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

(Attach additional pages if needed.)

Major Achievements:

Strengths:

Areas for Improvement/Development:

**Overall Performance Rating:** (Please circle one)

Outstanding / Exceed Expectations / Meets Expectations / Needs Improvement /

Unacceptable

**GOALS FOR NEXT YEAR**: Put in order of priority and in quantifiable terms where possible. These objectives will form the basis of next year's review.

|  |  |
| --- | --- |
| **GOALS** | **Quantifiable Criteria e.g. Time, Quality, etc.** |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

(Attach additional pages if needed.)

|  |
| --- |
|  **Employees Comments** |
|  |
|   **Employees Comments** |
|  |
|  **Employees Comments** |
|  |
|   **Signatures** |
|  |  |
| **Employee**:  | **Date**:  |
|  |  |
| **Superviso**r:  | **Date**: |
|  |  |
| **Executive Director**:  | **Date**:  |