

Use this form for the final review of the performance period. See instructions on the previous page.

EMPLOYEE INFORMATION		
Employee Name:	Social Security Number: (last 4 digits – to be completed by the employee)	
Position Title:	Department Head's Name and Title:	
Department: Agency:		
Rating Period: to	Type of Rating <input type="checkbox"/> Annual <input type="checkbox"/> Probationary <input type="checkbox"/> Special	Time in Present Position (in months)

RESPONSIBILITIES: Essential duties and responsibilities as identified in the functional job description.

PERFORMANCE STANDARDS and EXPECTATIONS: Objectives to be accomplished during this rating period.
<p>This Performance evaluation is being performed to provide performance feedback to this employee and to the agency. It is intended to provide the employee quantifiable information with regards to their work performance and determine whether the employee is meeting expected performance standards. This evaluation will also determine if the employee will continue their employment with the agency, continue with an employment performance improvement plan or be terminated upon notice of continued poor performance of duties.</p> <p>To maintain continued employee status a score of ___ must be achieved on the annual evaluation. Each employee will be provided the opportunity to address unsatisfactory work performance through this work performance appraisals. Should the employee fail to improve their work performance after the first notification or a period not to exceed one calendar year from the initial notification the employee will be notified of their termination of employment from the agency. However, employee may be terminated immediately should just cause arise as defined in the employee handbook.</p>

ACKNOWLEDGEMENT: A discussion of duties, responsibilities, performance standards, and expectations for the current period took place on _____ (date from). We acknowledge our understanding of these items and how they will be used to measure work-related performance during this period.
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;">           _____            Supervisor's Signature         </div> <div style="width: 10%; text-align: center;">           _____            Date         </div> <div style="width: 45%;">           _____            Employee's Signature         </div> <div style="width: 10%; text-align: center;">           _____            Date         </div> </div>

<b>PERFORMANCE FACTORS and STANDARDS</b> Check the rating for each appropriate category	<b>UNSATISFACTORY PERFORMANCE</b>	<b>NEEDS IMPROVEMENT</b>	<b>SATISFACTORY PERFORMANCE</b>	<b>EXEMPLARY PERFORMANCE</b>
<b>MAINTAINS FLEXIBILITY</b>				
Willingly accepts a variety of responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adapts to new situations in a positive manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Displays openness to learning and applying new skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Works well with others to achieve organization's goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is resourceful and generally seeks work process improvements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMMENTS:				
<b>DEMONSTRATES CREDIBILITY</b>				
Shares information with others when appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Acts independently while keeping supervisor informed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performs work according to current guidelines and directives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintains personal appearance appropriate to job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exhibits ability to secure and evaluate facts before taking action	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintains accessible & complete records (pertinent to job)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMMENTS:				
<b>COMMUNICATION WITH OTHER AGENCIES &amp; CONSULTANTS</b>				
Respectful of agency/consultants' needs for timely responses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicate clear directives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Addresses conflicts and problem situations with patience and tact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMMENTS:				

<b>PERFORMANCE FACTORS and STANDARDS</b> Check the rating for each appropriate category	<b>UNSATISFACTORY PERFORMANCE</b>	<b>NEEDS IMPROVEMENT</b>	<b>SATISFACTORY PERFORMANCE</b>	<b>EXEMPLARY PERFORMANCE</b>
<b>QUANTITY OF WORK</b>				
Work output matches expectations established	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee completes all assignments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee consistently meets deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMMENTS:				
<b>QUALITY OF WORK</b>				
Work results satisfy organization's goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work is organized and presented professionally	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work product is thorough and complete	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work product is free of flaws and errors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMMENTS:				
<b>AVAILABILITY FOR WORK / WORK HABITS</b>				
Employee's attendance supports the expected level of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee's presence can be relied upon for planning purposes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee observance of work hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMMENTS:				

Proceed to Page 4 to continue rating if employee is also a supervisor or manager; proceed to Page 5 if employee is not a supervisor or manager.

THIS PAGE IS FOR RATING SUPERVISORS AND MANAGERS ONLY: In addition to the 23 performance elements for all employees, supervisors and managers shall be rated on the following critical success factors: Leadership, Management, and Work Environment. Check the appropriate box for each of the 14 performance elements.

<b>PERFORMANCE FACTORS and STANDARDS</b> Check the rating for each appropriate category	<b>UNSATISFACTORY PERFORMANCE</b>	<b>NEEDS IMPROVEMENT</b>	<b>SATISFACTORY PERFORMANCE</b>	<b>EXEMPLARY PERFORMANCE</b>
<b>LEADERSHIP</b>				
Provides clear direction and purpose	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Models ethical workplace behavior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates influencing skills by setting goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Empowers subordinates to achieve objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Acts to motivate, coach, and develop subordinates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMMENTS:				
<b>MANAGEMENT</b>				
Organizes and distributes work among subordinates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Secures resources and audits their effective use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicates behavioral expectations and performance standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monitors, documents, & evaluates employee conduct & performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides appropriate and timely feedback	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMMENTS:				
<b>WORK ENVIRONMENT</b>				
Maintains a safe and healthy workplace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promotes equal opportunity and protects the rights of all employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encourages and provides opportunities for subordinates to obtain and apply new skills and knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encourages a team approach that reflects high morale, clear focus, and group identity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMMENTS:				

## RATING SCORE SHEET FOR SBA EMPLOYEES

Enter the total number of checks in each rating category, then multiply by the assigned value.

RATING CATEGORIES	COUNT	MULTIPLIER	CATEGORY TOTALS
Exemplary Performance		X 3 =	
Satisfactory Performance		X 2 =	
Needs Improvement		X 1 =	
Unsatisfactory Performance		X 0 =	
<b>TOTAL ELEMENTS RATED</b>		<b>TOTAL VALUE =</b>	

To compute the rating score, divide the total value by the total number of elements rated\* to find the overall rating score. Make certain to carry out your calculation to two decimal places. EXAMPLE:  $44 \div 23 = 1.91$

\*37 for a supervisor or manager; 23 for a non-supervisory/non-managerial employee

RATING SCORE		
TOTAL VALUE $\div$ TOTAL ELEMENTS	$\div$	=

Once the rating score is determined, enter it below as the Overall Rating Score. Find the corresponding alpha score on the key below and enter it in the Alpha Score column.

KEY	NUMERIC SCORE	ALPHA SCORE
	Rating of 0	Unsatisfactory Performance
	Rating of 1.00 to 1.50	Needs Improvement
	Rating of 1.51 to 2.50	Satisfactory Performance
	Rating of 2.51 to 3.00	Exemplary Performance
SUMMARY	OVERALL SCORE	ALPHA SCORE

### SUMMARY COMMENTS (to be completed by the supervisor or rater)

This Employee Composite Rating Score for \_\_\_\_ (yrs.) is \_\_\_\_\_. Based on this evaluation, it is recommended that this employee:

### IMPROVEMENT and/or DEVELOPMENT PLAN (to be completed by the supervisor or rater)

Based on the composite rating score of this employees performance, it is recommended that this employee:

<b>REVIEWING MANAGER'S INITIALS</b>	<b>DATE</b>
-------------------------------------	-------------

**EMPLOYEE RESPONSE (to be completed by the employee)**

**DEPARTMENT HEAD RESPONSE (to be completed by the Department Head)**

**EMPLOYEE CERTIFICATION**

I certify that I have reviewed this Performance Appraisal Form. My signature below implies my acknowledgement of this review, and does not imply my agreement or my disagreement with the form's contents.

\_\_\_\_\_  
Department Head's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Executive Director's Signature

\_\_\_\_\_  
Date