



# PERFORMANCE EVALUATION PROGRAM

NAME	DATE
JOB TITLE	SUPERVISOR

## Overview and Instructions

This evaluation is essential to the development, recognition, and improvement of the A.D. Makepeace Company and its employees. As part of the performance evaluation program, please review the job description to ensure it is up-to-date. Your efforts will help each employee improve and succeed, as well as support the Company achieve excellence and better fulfill its mission.

Please complete each section and select a level that best represents individual performance. Include comments as this will help to support your selection. After meeting with the employee, make two (2) copies; one for your records and one for the employee. Return the original form to Human Resources.

Thank you for engaging in this process fully with the employees.

## Performance Rating Definitions

<b>Excellent</b>	Consistently exceeds job requirements
<b>Very Good</b>	Usually exceeds job requirements
<b>Satisfactory</b>	Meets all job requirements
<b>Unsatisfactory</b>	Falls below job requirements
<b>Not Applicable</b>	Does not apply

This form includes seven (7) performance competencies that support our Company. These competencies capture a rounded and holistic picture of an employee's performance and behavior. Place a check mark next to the most appropriate performance rating.

## CORPORATE IMAGE

- Strives to strengthen the organization's mission
- Recognizes and embraces corporate goals and becomes part of the solution
- Understands what the Company stands for and upholds our values
- Adheres to company policies, practices and processes

- Excellent
- Very Good
- Satisfactory
- Unsatisfactory
- Not Applicable

Comments:

## COMMUNICATION

- Regularly solicits constructive feedback
- Builds consensus
- Encourages open communication
- Willing to entertain others' ideas
- Builds trust through regular, open, and honest communication
- Listens actively
- Always respectful

- Excellent
- Very Good
- Satisfactory
- Unsatisfactory
- Not Applicable

Comments:

## TEAM BUILDING

- Adept at building teams and establishing a culture of productivity and trust
- Inspires others with vision and purpose
- Creates a climate where people are giving their best with a strong sense of morale, teamwork and commitment
- Sets clear expectations and informs team regularly about the overall picture

- Excellent
- Very Good
- Satisfactory
- Unsatisfactory
- Not Applicable

Comments:

## HIRING AND STAFFING

- Hires the best people available from inside or outside
- Is not afraid of selecting strong people
- Ensures new hires receive the appropriate training to be successful
- Understands and follows the hiring process

- Excellent
- Very Good
- Satisfactory
- Unsatisfactory
- Not Applicable

Comments:

## DELIVERING RESULTS

- Achieves excellence in all tasks and goals
- Maintains focus and perseveres, even in the face of obstacles
- Uses time efficiently; adapts plans when changes occur
- Is receptive to and implements suggestions for improvement
- Holds direct reports accountable for producing quality, timely results

- Excellent
- Very Good
- Satisfactory
- Unsatisfactory
- Not Applicable

Comments:

## PLANNING

- Looks for new ways of increasing revenue, decreasing costs, and saving time
- Creates new and more effective ways of adding value
- Anticipates and adjusts for problems and roadblocks
- Breaks down work into process steps

- Excellent
- Very Good
- Satisfactory
- Unsatisfactory
- Not Applicable

Comments:

## KNOWLEDGE AND SKILLS

- Demonstrates expertise in skills and knowledge within areas relevant to one's own function or team
- Develops and contributes to best practices in discipline or specialty area for the team
- Serves as a resource for others regarding major developments in discipline or specialty area
- Is seen by direct reports and senior leaders as possessing high knowledge and skills

- Excellent
- Very Good
- Satisfactory
- Unsatisfactory
- Not Applicable

Comments:

## OVERALL PERFORMANCE RATING *(check one)*

<input type="checkbox"/>	<b>5</b>	<b>Top Performer</b>	Employee results are far beyond job expectations. Clearly and consistently demonstrates exemplary behaviors and skills. Is considered a role model by others.
<input type="checkbox"/>	<b>4</b>	<b>Strong Performer</b>	Employee consistently meets and sometimes exceeds job expectations. Can always be counted on. Meets all goals and performance standards.
<input type="checkbox"/>	<b>3</b>	<b>Solid Performer</b>	Employee consistently meets job expectations. Meets most goals and performance standards.
<input type="checkbox"/>	<b>2</b>	<b>Inconsistent Performer</b>	Employee's performance is inconsistent. Occasionally meets job expectations. Needs reminders to remain focused.
<input type="checkbox"/>	<b>1</b>	<b>Under Performer</b>	Does not meet the job expectations. Performance is marginal.

## AREAS FOR IMPROVEMENT

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Comments:

## GOALS

**Last Period's Goals:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**Was the Goal Met?**

- |                              |   |
|------------------------------|---|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No<br><i>(Explain below)</i> |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No<br><i>(Explain below)</i> |
| <input type="checkbox"/> Yes | <input type="checkbox"/> No<br><i>(Explain below)</i> |

**Comments/Explanation on Last Period's Goals:**

### GOALS FOR THIS PERIOD

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

\_\_\_\_\_  
Manager/Supervisor Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Human Resources Signature

\_\_\_\_\_  
Date

**EMPLOYEE COMMENTS:**