



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 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

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

This form includes eight (8) 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
- Asks well-thought-out questions
- 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:

TEAMWORK

- Regularly looks for common ground and encourages collaboration among team members
- Accepts and provides constructive feedback
- Looks to bring out the best in others
- Resolves conflict without drama or angst
- Fosters a sense of shared accountability and group responsibility
- Celebrates successes and recognizes others' contributions
- Welcomes others suggestions and points of view

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

Comments:

DEVELOPMENT & RESULTS

- Demonstrates thorough knowledge of the position
- Applies the knowledge and skills necessary to effectively perform
- Maintains critical knowledge and skills that meet industry standards
- Embraces technological changes
- Establishes immediate credibility and demonstrates vision
- Demonstrates professional expertise and inspires confidence in others
- Sets performance and productivity goals
- Models behaviors that encourage openness and transparency
- Displays the highest level of personal integrity
- Maintains professionalism and composure when faced with crises and confidentially with respect to others' private affairs

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

Comments:

PLANNING / PROCESS IMPROVEMENT / CREATIVITY

- Looks for new ways of increasing revenue, decreasing costs, and saving time
- Creates new and more effective ways of adding value
- Suggests effective solutions
- Fosters new ideas, improves processes, and constantly looks for better ways to do things
- Demonstrates an ability to think “beyond the box”
- Promotes a creative climate, and inspires coworkers to develop original ideas or solutions

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

Comments:

CUSTOMER FOCUS

- Fosters relationships with external and internal customers
- Anticipates customer needs by providing timely feedback and follow-up
- Recognizes that repeat business equals consistent cash flow and directly links to our organization's long-term strategy
- Modifies approaches and solutions to put the customer first
- Looks for ways to provide added value to external and internal customers
- Manages contact with tact and diplomacy

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

Comments:

PROBLEM SOLVING/INNOVATION

- Turns ideas into action
- Develops strategies
- Rethinks routine processes and finds unique solutions for adding value
- Regularly encourages greater collaboration and open discussion with peers and team members to foster a culture of innovation
- Participates in and/or leads the team to cultivate a broader range of knowledge and creativity
- Strives to initiate new ideas and better ways to do things

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

Comments:

QUALITY / RELIABILITY

- Exhibits consistency
- Produces dependable work results
- Completes work with accuracy, thoroughness, and attention to detail
- Implements quality assurance standards to maximize effectiveness and efficiency
- Meets deadlines, takes responsibility, follows through, and responds predictably to special requests

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

Comments:

OVERALL PERFORMANCE RATING *(check one)*

<input type="checkbox"/>	5	Top Performer	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"/>	4	Strong Performer	Employee consistently meets and sometimes exceeds job expectations. Can always be counted on. Meets all goals and performance standards.
<input type="checkbox"/>	3	Solid Performer	Employee consistently meets job expectations. Meets most goals and performance standards.
<input type="checkbox"/>	2	Inconsistent Performer	Employee's performance is inconsistent. Occasionally meets job expectations. Needs reminders to remain focused.
<input type="checkbox"/>	1	Under Performer	Does not meet the job expectations. Performance is marginal.

General Comments:

AREAS FOR IMPROVEMENT

1. _____
2. _____
3. _____

GOALS

Last Period's Goals:

Was the Goal Met?

1. _____

Yes No
(Explain below)

2. _____

Yes No
(Explain below)

3. _____

Yes No
(Explain below)

Comments/Explanation on Last Period's Goals:

GOALS FOR THIS PERIOD

1. _____

2. _____

3. _____

4. _____

5. _____

Manager/Supervisor Signature

Date

Human Resources Signature

Date

Employee Signature

Date

EMPLOYEE COMMENTS: