



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

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.

LEADERSHIP

- Aligns practices with the mission and values of the organization
- Creates a climate of trust and mutual respect
- Performs duties with honesty, accountability, fairness and professionalism
- Inspires confidence with senior leaders, CEO, board and staff

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

Comments:

STRATEGY & VISION

- Defines and communicates a vision and strategy for future growth
- Applies strategic skills to assess business challenges and opportunities
- Establishes clear and effective plans
- Translates strategies into objectives and action plans
- Resilient and capable of adapting to changing conditions and requirements

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

Comments:

TRANSPARENCY AND COMMUNICATION

- Successfully communicates the organization's strategic plans and its alignment with the mission and values
- Interacts with peers in a manner that is transparent and non-defensive
- Speaks objectively and withholds judgment when called upon
- Readily admits mistakes and shortcomings and assumes responsibility for things gone wrong
- Exhibits wisdom and emotional maturity when facing politically sensitive situations
- Remains consistent and predictable in terms of handling people and problems

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

Comments:

FINANCIAL MANAGEMENT

- Is successful in overseeing budgets and operational expenditures
- Forecasts operational requirements and ensures targets are achieved
- Evaluates recurring expenses looking for opportunities to streamline costs
- Adheres to internal cost-control reporting requirements

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

Comments:

DECISION-MAKING & CRITICAL THINKING

- Recognizes issues, problems, or opportunities, and determines whether action is needed
- Demonstrates the ability to maneuver through complex political situations
- Possesses the ability to skillfully negotiate in difficult situations
- Manages and explores alternatives to the status quo

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

Comments:

TEAM BUILDING

- Adept at building teams and establishing a culture of productivity and trust
- Creates a climate where people are giving their best with a strong sense of commitment
- Communicates effectively
- Works to attract, develop, and retain a diverse workforce as a key strategic imperative

- 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:

EXTERNAL LIAISONS & PUBLIC IMAGE

- Builds relationships within and outside of the organization
- Leverages expertise and contacts to solve problems, gain knowledge or develop new business
- Promotes positive public relations by educating the community concerning the mission and work at A.D. Makepeace Company

- 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. _____

CURRENT GOALS

Was the Goal Met?

1. _____

Yes No
(Explain below)

2. _____

Yes No
(Explain below)

3. _____

Yes No
(Explain below)

Explanation on Last Period's Goals: _____

NEW GOALS

1. _____

2. _____

3. _____

Manager/Supervisor Signature

Date

Human Resources Signature

Date

Employee Signature

Date

EMPLOYEE COMMENTS:
