

EMPLOYEE PERFORMANCE REVIEW FORMS



FREE

Heart Harmony™
We put your business into words

www.heartharmony.com.au



WELCOME

Welcome to your free **Employee Performance Review Forms** pack. These forms are designed for small to medium sized businesses that want to conduct Performance Reviews with their team.



To tell you a bit about myself, I have been in HR for over 25 years. During that time, I have specialized in performance management issues. I have coached managers as they conducted their first reviews and have been part of over 2000 performance reviews with their employees. I have presented over 250 seminars on the topic of performance management and have managed countless poor performance and discipline processes.

I have seen what works and what doesn't during that time and made my own fair share of mistakes along the way. One thing I know for sure is that managers want to do the right thing by their team members – they just need that little bit of extra support when they are learning the ropes of performance management. That is where this pack comes in.

Each of these forms is written in plain English and has been gathered from a variety of companies of all sizes.

Because of the complexity of the Industrial Relations system across the world, this pack cannot provide you with legal advice as to your specific situation. You need to seek specific advice to ensure your business complies with all relevant State/Federal legislation.

If you would like more information on implementing these forms, or how to complete Employee Performance Reviews, then I recommend my [Employee Performance Reviews: Tips Templates & Tactics.](#)

In that e-book you will discover:

- How to prepare for performance reviews
- Great questions to ask during reviews
- How to handle salary & bonus questions
- Dealing with employees who cry, get angry or go silent during their review
- What to do about performance problems

- How to do probation reviews
- The best processes to use to complete a review
- Dealing performance problems
- And a whole lot more ...

The e-book is written in easy to follow style and contains my best experience and knowledge distilled into one easily accessible pack.

PLUS the e-book contains my personal Employee Performance Review Template form, Discipline Form and Probation Form. These are the forms that I personally have used in many of the companies I have worked with. You won't find my personal forms in this template pack – they are only available in ***Employee Performance Reviews: Tips Templates & Tactics***.

PLUS you receive free access to 8 recorded sessions about a whole raft of performance management issues, including:

Session 1: Introduction to Performance Management & Performance Management Myths (15.38 minutes)

Session 2: Legal Context - get these bits wrong and it will cost you (5.30 minutes)

Session 3: Performance Management Systems and Processes - the most common systems and processes (13.11 minutes)

Session 4: Critical preparation you need to do before each review and the **most common mistakes** managers make (14.56 minutes)

Session 5: Feedback, coaching and communication - how you say it makes a difference (14.27 minutes)

Session 6: Dealing with sensitive issues - tears, anger, gossip, BO and other lovely topics (20.06 minutes)

Session 7: Probation Performance reviews (8.24 minutes)

Session 8: Dealing with Poor Performance (16.16 minutes)

It is – just like attending a seminar all for the price of the buying ***Employee Performance Reviews: Tips Templates & Tactics***.

If you would like a copy of my e-book, please go to

www.heartharmony.com.au/employeeperformancereviewtemplates.php

I wish you every success in your performance reviews with your team.

Exuberantly yours



Ingrid Cliff

Heart Harmony

info@heartharmony.com.au

Copyright © 2011 Heart Harmony

Legal Disclaimer

While all attempts have been made to verify information provided in this publication, neither the Author nor the Publisher assume any responsibility for errors, omissions, or contrary interpretation of the subject matter herein. This publication is not intended for use as a source of legal advice. The Author and Publisher want to stress that the information contained herein may be subject to varying state and/or local laws or regulations. All users are advised to retain competent counsel to determine what state and/or local laws or regulations may apply to the user's particular business. The purchaser or reader of this publication assumes responsibility for the use of these materials and information. Adherence to all applicable laws and regulations, federal, state, and local, governing employment, business practices, advertising, and all other aspects of doing business in Australia or any other jurisdiction is the sole responsibility of the reader. The author and publisher assume no responsibility or liability whatever on the behalf of the purchaser or reader of these materials. Any perceived slights of specific people or organizations are unintentional.



CONTENTS

Welcome.....	1
Contents	5
Performance Review Form 1.....	6
Performance Review Form 2.....	8
Performance Review Form 3.....	10
Performance Review Form 4.....	12
Performance Review Form 5.....	14
Performance Review Form 6.....	19
Performance Review Form 7.....	24
Performance Review Form 8.....	38
Performance Review Form 9.....	45
Probation Performance Review Form 1.....	48
Probation Performance Review Form 2.....	50
Employee Self Evaluation Form 1	55
Employee Self Evaluation Form 2	56
Performance Issues: Record of Conversation	58
Performance Issues: Written Warning to Employee	59

PERFORMANCE REVIEW FORM 1

COMPANY NAME

Employee Performance Review

EMPLOYEE INFORMATION	
Name	Employee ID
Job Title	Date
Department	Manager
Review Period to	

RATINGS					
	1 = Poor	2 = Fair	3 = Satisfactory	4 = Good	5 = Excellent
Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					
Work Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					
Attendance/Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					
Initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					
Communication/Listening Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					

Dependability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments					
Overall Rating (average the rating numbers above)					

EVALUATION
ADDITIONAL COMMENTS
GOALS <i>(as agreed upon by employee and manager)</i>

VERIFICATION OF REVIEW	
<i>By signing this form, you confirm that you have discussed this review in detail with your supervisor. Signing this form does not necessarily indicate that you agree with this evaluation.</i>	
Employee Signature	Date
Manager Signature	Date

PERFORMANCE REVIEW FORM 2

Employee		Date Hired
Job title	Salary	Date of Review

Evaluation of Performance S/W* Comments

Team Player		
Meets Deadlines		
Organisational Skills		
Communication Skills		
Leadership Ability		
Interaction with Co-Workers		
Attendance		
Quality of Work		

**S = Strength; W=Weakness*

Employer's Comments

Employee's Comments

--

Date of Evaluation

Employee

Interviewer

PERFORMANCE REVIEW FORM 3

Employee:

Date of Performance Review:

Review Period:

Person Conducting Performance Review:

Ranking

1=Unsatisfactory, 2=Marginal, 3=Meets Requirements, 4=Exceeds Requirements, 5=Exceptional

General Skills Assessment	Comment
---------------------------	---------

Ranking

Proactively seeks solutions	_____		_____
Has appropriate knowledge of job	_____		_____
Works well with co-workers	_____		_____
Clearly articulates ideas and information	_____		_____
Communicates and participates in meetings	_____		_____
Effectively communicates in writing	_____		_____
Work is consistent and thorough	_____		_____
Meets assigned deadlines	_____		_____
Overall quality of work	_____		_____
Time management ability	_____		_____
Adaptability and flexibility	_____		_____

Assigned Goals & Milestones

Ranking

Goal #1: (List assigned goal and outcome)

|

Goal #2: (List assigned goal and outcome)

|

Assigned Goals & Milestones

Ranking

Goal #3: (List assigned goal and outcome)

|

Goal #4: (List assigned goal and outcome)

|

Future Goals & Milestones:

Goal #1: (Explain specific and measurable goals and target completion date)

Goal #2: (Explain specific and measurable goals and target completion date)

Goal #3: (Explain specific and measurable goals and target completion date)

Goal #4: (Explain specific and measurable goals and target completion date)

Additional Comments:

By signing your performance review you are acknowledging receipt of the document and attendance at the review. You not stating that you agree with the content.

Employee Signature: _____

Manager Signature: _____

PERFORMANCE REVIEW FORM 4

(Attach additional sheets, if necessary)

Name: _____

Department: _____

Manager's Name: _____

Review Period: _____ to _____

Primary Job Responsibilities:

Changes to primary responsibilities during review period:

Major Goals/Activities (Three to six typical):

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

Other contributions or accomplishments:

Other important performance factors (teamwork, flexibility, customer service, etc.):

PERFORMANCE REVIEW FORM 5

Name: _____ Supervisor: _____ Next Appraisal

Date: _____

Employee ID: _____

Job: _____

Review Date: _____

Job Type: _____

Overall Rating: _____

Appraisal Period: From _____ to _____

Type of review:

- Probationary (at the end of the probationary period)
- Interim (as check point during the year, or before the end of probation)
- Annual (at the end of the performance year)

Rating Key:

- Needs Significant Improvement
- Needs Improvement
- Effective
- Highly Effective
- Excels

Section I: Organization Core Values

Work Quality

Rating Score – Explanation for score.

Customer Service

Rating Score – Explanation for score.

Continuous Improvement

Rating Score – Explanation for score.

Care & Respect

Rating Score – Explanation for score.

Section II: Organization Objectives

Increase Sales %

Rating Score – Explanation for score.

Increase Gross Margin %

Rating Score – Explanation for score.

Decrease Customer Complaints %

Rating Score – Explanation for score.

Decrease Quality Issues %

Rating Score – Explanation for score.

Section III: Job Objectives

Meeting or exceeding revenue goals

Rating Score – Explanation for score.

Meeting or exceeding gross profit goals

Rating Score – Explanation for score.

Meeting or exceeding performance improvement goals

Rating Score – Explanation for score.

Section IV: Career Job Satisfaction (Completed by employee)

How satisfied are you in your job?

What could be done to make it better?

Section V: Core Competencies

Challenge the Status Quo

Rating Score – Explanation for score.

Assessment of Market/Opportunities

Rating Score – Explanation for score.

Risk-Taking

Rating Score – Explanation for score.

Customer/Market-Oriented

Rating Score – Explanation for score.

Attention to Service

Rating Score – Explanation for score.

Opportunity Creation

Rating Score – Explanation for score.

Drive for Results

Rating Score – Explanation for score.

Success Oriented

Rating Score – Explanation for score.

Section VI: Development Objectives

Job-Oriented Development Objectives

List.

Personal Development Objectives

List

Other Development Objectives

List

Section VII: Summary Comments

Reviewer's Summary Comments:

Employee's Summary Comments:

Date: _____

Appraiser Signature: _____

Incumbent Signature: _____

PERFORMANCE REVIEW FORM 6

Name:

Supervisor:

Employee ID:

Job:

Review Date:

Job Type:

Appraisal Period: From _____ to _____

Type of review:

- Probationary (at the end of the probationary period)
- Interim (as check point during the year, or before the end of probation)
- Annual (at the end of the performance year)

Use the following ratings to evaluate performance in each area:

- **Well Above:** Performance is repeatedly above expectations.
- **Above:** Performance is sometimes above expectations.
- **Meets:** Performance meets expectations.
- **Below:** Performance is sometimes below expectations.
- **Well Below:** Performance is repeatedly below expectation.

The following performance competencies reflect our core values. Each employee is accountable for performance in these areas.

Quality Service:

Listens carefully and responds to customer requests and problems delivers friendly, courteous service to internal and external customers demonstrates a commitment to increasing customer satisfaction looks for and makes continuous improvements performs with accuracy, thoroughness and effectiveness

Describe the employee's performance in this area, using specific examples:

Check one rating for Quality Service:

- Well Below
- Below
- Meets
- Above
- Well Above

If you rated the employee's performance "Below" or "Well Below", how will you and the employee work to improve this?

Respect and Community:

Establishes and maintains respectful and cooperative working relationships demonstrates respect for individuals in all forms of communication supports unit and corporate goals and priorities, demonstrates respect for a positive, diverse work environment and community, handles interpersonal conflicts constructively

Describe the employee's performance in this area, using specific examples:

Check one rating for Respect and Community:

- Well Below
- Below

- Meets
- Above
- Well Above

If you rated the employee's performance "Below" or "Well Below", how will you and the employee work to improve this?

Learning and Development:

Constructively uses feedback from multiple sources, seeks new challenges and increased responsibility, demonstrates willingness to try new approaches, seeks and participates in learning and development activities

Describe the employee's performance in this area, using specific examples:

Check one rating for Learning & Development:

- Well Below
- Below
- Meets
- Above
- Well Above

If you rated the employee's performance "Below" or "Well Below", how will you and the employee work to improve this?

Section 3: Review Goals (Optional)

If appropriate, attach a copy of the employee's performance goals for this year. Review and make comments below.

Section 4: Summarize Performance and Make Additional Comments

Check one rating for overall performance:

- Well Below
- Below
- Meets
- Above
- Well Above

Supervisor's summative or additional comments (add sheets if needed):

Employee's comments (add sheets if needed):

Section 5: Complete the Employee Professional Development Plan

Write down 1-4 professional development goals and specific action steps to achieve the goals.

1. _____
2. _____
3. _____
4. _____

Section 6: Signatures and Processing

Sign below and:

1. Give a copy to the employee
2. Place the original in the employee's personnel file

Employee check here: My supervisor and I have reviewed this document together.
(Signing the form indicates only that the form has been reviewed with you and that you have received a copy. It does not imply agreement.)

Employee's Signature _____ Date _____

Supervisor's Signature _____ Date _____

This document was reviewed by _____
Date _____

Retention of Performance Review Form:

- Do not return a copy of this form to the Office of Human Resources
- You are required to retain a copy in the employee's personnel file within your unit.
- Performance review forms must be retained for each employee for six years after separation.

PERFORMANCE REVIEW FORM 7

Org/Division/Dept:

Location:

Name:

Position:

Period Covered:

Time in Present Position:

Appraisal time & date:

Appraiser:

Part A:

Appraisee to complete before the interview and return to the appraiser by (date):

A1 State your understanding of your main duties and responsibilities.

A2 Discussion points:

1. Has the past year been good/satisfactory/bad for you? Why?

2. What do you consider to be your most important achievements of the past year?

3. What do you like and dislike about working for this organisation?

4. What elements of your job do you find the most difficult?

5. What elements of your job interest you the most, and least?

6. What do you consider to be your most important tasks in the next year?

7. What action could be taken to improve your performance in your current position by you, and your boss?

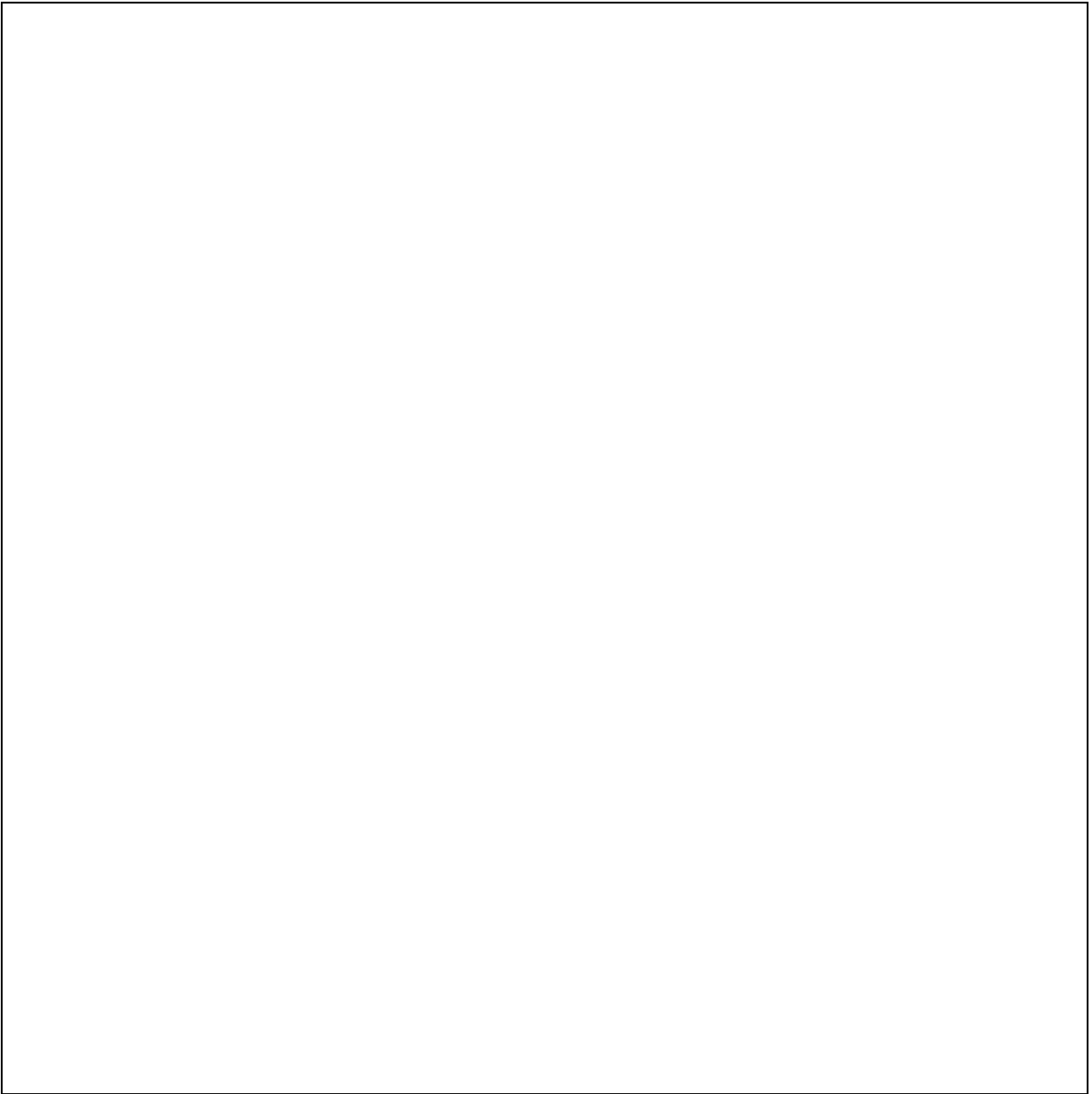
8. What kind of work or job would you like to be doing in one/two/five years time?

9. What sort of training/experience would benefit you in the next year?

A3 List the objectives you set out to achieve in the past 12 months (or the period covered by this appraisal) with the measure or standards agreed – against each comment on achievement or otherwise, with reasons where appropriate.

Score the performance against each objective (1-3 = poor, 4-6 = satisfactory, 7-9 = good, 10 = excellent):

Objective	Measure/standard	Score	Comment
------------------	-------------------------	--------------	----------------



Part B To be completed during the appraisal by the appraiser – where appropriate and safe to do so, certain items can be completed by the appraiser before the appraisal, and then discussed and validated or amended in discussion with the appraisee during the appraisal.

B1 Describe the purpose of the appraisee's job. **Discuss and compare with self-appraisal entry in A1. Clarify job purpose and priorities where necessary.**

B2 Review the completed discussion points in A2, and note the points of any action.

B3 List the objectives that the appraisee set out to achieve in the past 12 months (or the period covered by this appraisal – typically these objectives will have been carried forward from the previous appraisal record) with the measures or standards agree – against each comment on achievement or otherwise, with reasons where appropriate. Score the performance against each objective (1-3 = poor, 4-6 = satisfactory, 7-9 = good, 10 = excellent). Compare with the self-appraisal in A3. Discuss and note points of significance, particularly training and development needs and wishes, which should be noted in B6.

Objective	Measure/standard	Self-score/app'r score	Comment
------------------	-------------------------	-----------------------------------	----------------

--	--

B4 Score the appraisee's capability or knowledge in the following areas in terms of their current (and if applicable, next) role requirements (1-3 = poor, 4-6 = satisfactory, 7-9 = good, 10 = excellent). If appropriate provide evidence to support your assessment. The second section can be used for other criteria or if the appraisee is working towards new role requirements. **Compare scores with the self-appraisal in B4. Discuss and note agreed points training/development needs and wishes (to B6).**

1. Judgement			
2. Product/technical knowledge			
3. Time management			
4. Planning, budgeting and forecasting			
5. Reporting and administration			
6. Communication skills			
7. Delegation skills			
8. IT/equipment/machinery skills			

Others (for current or new role):		

9. Meeting deadlines/commitments				
10. Creativity				
11. Problem-solving and decision-making				
12. Team-working and developing others				
13. Energy, determination and work-rate				
14. Steadiness under pressure				
15. Leadership and integrity				
16. Adaptability, flexibility, and mobility				
17. Personal appearance and image				

B5 Discuss and agree the appraisee's career direction options and wishes, and readiness for promotion, **and compare with and discuss the self-appraisal entry in A5.** (Some people do not wish for promotion, but everyone is capable of, and generally benefits from, personal development – development and growth should be available to all, not just people seeking promotion). **Note the agreed development aim(s):**

B6 Discuss and agree the skills, capabilities and experience required for competence in current role, and if appropriate, for readiness to progress to the next role or roles. **Refer to actions arising from B3 and the skill-set in B4, in order to accurately identify all development areas, whether for competence at current level or readiness to progress to next job level/type.) Note the agreed development areas:**

B7 Discuss and agree the specific objectives that will enable the **appraisee to reach competence and to meet required performance in current job**, if appropriate taking account of the coming year's plans, budgets targets etc., and that will enable the appraisee **to move towards, or achieve readiness for, the next job level/type, or if no particular next role is identified or sought, to achieve the desired personal growth or experience**. These objectives must adhere to the SMARTER rules – specific, measurable, agreed, realistic, time-bound, enjoyable, recorded.

B8 Discuss and agree (as far as is possible, given budgetary, availability and authorisation considerations) the training and development support to be given to help the appraisee meet the agreed objectives above.

Appraisers should note that personal development and support must be offered to all employees, not just those seeking promotion. Also, training isn't restricted to sending someone on an external course – it includes internal courses, coaching, mentoring (mentoring someone else as well as being mentored) , secondment to another role (e.g. deputising for someone while they are away on holiday), shadowing, distance-learning, reading books, watching videos, attending meetings and workshops, workbooks, manuals and guides, researching, giving presentations; anything relevant and helpful that will help the person develop towards the standard and agreed task. Avoid committing to training expenditure before suitable approval, permission or availability has been confirmed – if necessary discuss likely training requirements with the relevant authority before the appraisal.

B9 Any other issues (to be covered separately outside of this appraisal):

PERFORMANCE REVIEW FORM 8

Small and Medium Sized Voluntary Sector Agency

(Adapted from the University of Vermont's Employee Appraisal Form)

Employee's Name:	
Job Title:	
Department:	
How Long Employee Has Been In This Position:	
Review Period:	<i>from (date) to (date)</i>

Mission of the Agency
EXAMPLE: Our agency is committed to providing fair and equitable service to the homeless in our city. We provide food, shelter and support to those persons in need without judgement. Our agency is committed to identifying social, economic, psychological, emotional and spiritual support to the men, women and their children who are temporarily homeless in our city.
Employee Mission Statement
EXAMPLE: Our agency is committed to providing fair and transparent processes around employee recruitment, training and promotion. Our agency is committed to regular performance reviews for all levels of employees in our organization. Each employee is entitled to a thoughtful and careful review. Performance review success depends on both the supervisor's willingness to complete a constructive and objective assessment, and on the employee's willingness to respond to constructive suggestions for improvement and to work with the supervisor to identify and overcome performance barriers.
PART I – GOALS
Goals Specific to Employee during the Assessment Period

Goal #1: *Indicate goal here*

a. Extent of accomplishments and achievements:

b. Areas for growth and/or improvement:

Goal #2:

a. Extent of accomplishments and achievements:

b. Areas for growth and/or improvement:

Goal #3:

a. Extent of accomplishments and achievements:

b. Areas for growth and/or improvement:

Future Goals for the Individual

Goal #1: *Indicate goal here*

a. Objective of the goal:

b. Resources and support required (i.e., course work, other training, equipment, supervisor access or funding)

Goal #2:

a. Objective of the goal:

b. Resources and support required (i.e., course work, other training, equipment, supervisor access or funding)

Goal #3:

a. Objective of the goal:

b. Resources and support required (i.e., course work, other training, equipment, supervisor access or funding)

Part II – PERFORMANCE CATEGORIES

1. WORK QUALITY

Standard: Provides accurate, thorough, professional work regularly.

- *Insert comments here*

2. JOB KNOWLEDGE

Standard: Well-informed and educated in performing to the level expected for the job.

3. NEW KNOWLEDGE

Standard: Seeks new knowledge, applies it to the job and shares it with others.

4. ORGANISATION & PLANNING

Standard: Organizes, plans, and forecasts work skilfully to meet job needs.

5. ANALYSIS & JUDGEMENT

Standard: Analyses problems skilfully; uses logic and good judgement to reach solutions.

6. DEPENDABILITY & CONSISTENCY

Standard: Personally responsible, steadfast and can be called upon for difficult and pressured challenges.

7. COMMUNICATION

Standard: Communicates knowledge clearly, accurately and thoroughly.

8. LISTENING SKILLS

Standard: Listens attentively and responds thoughtfully to needs, goals and aspirations.

9. INTERPERSONAL SKILLS

Standard: Works well with others; gets things done with people, and keeps information lines

open at all levels.

10. INITIATIVE

Standard: Helps to determine the needs of the work place; helps all to meet the goals.

11. TEAMWORK

Standard: Co-ordinates own work with others, seeks opinions, values working relationships.

12. RESOURCE USE

Standard: Effectively uses human resources and funds available to accomplish the job.

13. SERVICE-CENTRED WORK

Standard: Regularly seeks to provide quality service to achieve customer satisfaction.

14. MULTICULTURALISM & DIVERSITY SUPPORT

Standard: Demonstrates a responsible commitment to multiculturalism and diversity.

15. ATTENDANCE & PUNCTUALITY

Standard: Regularly present and punctual.

16. SAFETY & HEALTH OBSERVANCE

Standard: Regularly attentive to safety and health regulations.

Part III – OVERALL COMMENTS

1. Supervisor's Overall Comments:

Print Supervisor's

Name:

Supervisor's

Signature:

Date:

2. Reviewer's Comments

Print Reviewer's

Name:

Reviewer's Signature:

Date:

3. Employee's Comments

Print Employee's

Name:	
Employee's	
Signature:**	
Date:	

***Acknowledges the receipt of copy of performance review and opportunity to respond only, does not mean agreement or disagreement.*

PERFORMANCE REVIEW FORM 9

Staff name:

Dept/Section:

Job title:

Date started current job:

Reviewers name:

Date of review:

1. Your current job

a) Please list the main duties and key skills of your role in order of importance.

b) Has your job changed significantly in the last year? If so how? Have you been involved in any additional activities?

2. Performance, strengths and areas for development

a) How has your job performance been in key areas in the last year (e.g. customer service, team working, and technical requirements of the role)? Which agreed personal or organizational targets/objectives been met?

b) Which parts of your job do you do best, or most enjoy, and why? What parts of your job have you found most difficult and why? Are there some parts of your job you feel unsure about?

c) Are there any problems outside your control, which have reduced your ability to do your job?

3. Personal objectives/targets

What personal/organizational targets/objectives need to be achieved over the next year?

4. Training and development needs

What training, development, guidance or support would best help you to meet the demands of your post over the next year?

- To help you overcome any limitation of skills or knowledge specific your current role
- To help you gain new skills or knowledge to meet changes in your role
- To help you meet new targets or objectives

5. Any other aspects.

Are there any other areas of discussion/comments agreed, not noted elsewhere?

To be completed by member of staff being reviewed. Please delete as appropriate.

I have read the comments, summary and the outcomes noted by my reviewer and:-

a) I **agree with** them

b) I **agree with** them and wish to add the following points:-

c) I do **not agree** them for the following reasons:-

Signed: Date:

To be completed by the reviewer.

I have seen the completed section above.

Signed:

Date:

PROBATION PERFORMANCE REVIEW FORM 1

COMPANY NAME

Performance Review Guide

EMPLOYEE		
Employee Name	Review Period	
Department	Manager	
PERFORMANCE GOALS AND OBJECTIVES		
• Zero to 2 months	• 2 to 4 months	• 4-6 months
<ul style="list-style-type: none"> – Become familiar with your department’s business goals. – Work with your manager to define and document your goals. Include what you are expected to produce by your first review, activities needed to accomplish results, and success criteria. 	<ul style="list-style-type: none"> – Make certain defined goals and criteria are realistic. Renegotiate if necessary. – Are you focusing your time on the goals you committed to? If not, either work with your manager to change your goals or re-evaluate how you spend your time. 	<ul style="list-style-type: none"> – Review performance goals to see if you are on target. Reprioritize work accordingly.
NOTES/ACTIONS		
SKILLS AND KNOWLEDGE DEVELOPMENT		
• Zero to 2 months	• 2 to 4 months	• 4-6 months
<ul style="list-style-type: none"> – Understand the specific skills and knowledge you need. Use the job profile as your guide. – Build a skill development plan based on the goals agreed to by you and your manager. 	<ul style="list-style-type: none"> – Attend one of the sessions in the certification program. See the training resource site for courses. – Review your development plan and suggested curriculum for additional skills and training. 	<ul style="list-style-type: none"> – Attend at least one or more sessions in the certification program. – Create a timeline with associated tasks that you will follow in order to attain the skills outlined in your personal development plan.

– Complete the orientation.

NOTES/ACTIONS

PROCESSES AND METHODS

• **Zero to 2 months**

– Familiarize yourself with work processes and methods used in your job. Be clear on who owns those processes and how you can support process goals.

– Set clear timelines for task due dates. Keep timelines up to date.

• **2 to 4 months**

– Identify and eliminate unnecessary variation in the way you perform work processes.

– Ensure that your work responsibilities are clear, defined, and realistic.

• **4-6 months**

– Get to know the people who work cross-functionality in common work processes.

– Seek to simplify any work processes in order to cut cycle time.

NOTES/ACTIONS

PROCESSES AND METHODS

• **Zero to 2 months**

– Understand the different types of feedback and the ways in which you will receive feedback.

• **2 to 4 months**

– Are you getting the feedback you need? Is feedback timely, specific, and frequent?

– Compare actual performance and expected performance.

• **4-6 months**

– Are you giving feedback to others who need it?

– Compare actual and expected performance.

NOTES/ACTIONS

PROBATION PERFORMANCE REVIEW FORM 2

Employee Name:	Job Classification:	Supervisor:	Probationary Appraisal Performance Appraisal
-----------------------	----------------------------	--------------------	---

MAJOR JOB FUNCTIONS

MAJOR FUNCTION	JOB	%	Performance Standards	Performance Against Standard (Comments and rating)
Supervisor lists one major job function of this position.			Supervisor inserts pre-determined standards for performance for this major job function.	<p>(Supervisor summarizes how employee performed against set standard in terms of quantity, quality and timeliness of work, as well as performance relating to core competencies. Consider and note factors beyond the employee's control.)</p> <p>Rating (check one): Needs Significant Improvement/Needs Improvement Meets Expectations/Exceeds</p>

			Expectations/Excels
Action Plan:			
Supervisor lists second major job function of this position.		Supervisor inserts pre-determined standards for performance for this major job function.	<p>(Supervisor summarizes how employee performed against set standard in terms of quantity, quality and timeliness of work, as well as performance relating to core competencies. Consider and note factors beyond the employee's control.)</p> <p>Rating (check one): Needs Significant Improvement/Needs Improvement Meets Expectations/Exceeds Expectations/Excels</p>
Action Plan:			
Supervisor lists third major job function of this position.		Supervisor inserts pre-determined standards for performance for this major job function.	<p>(Supervisor summarizes how employee performed against set standard in terms of quantity, quality and timeliness of work, as well as performance relating to core</p>

			<p>competencies. Consider and note factors beyond the employee's control.)</p> <p>Rating (check one): Needs Significant Improvement/Needs Improvement Meets Expectations/Exceeds Expectations/Excels</p>
Action Plan:			
Supervisor lists fourth major job function of this position.		Supervisor inserts pre-determined standards for performance for this major job function.	<p>(Supervisor summarizes how employee performed against set standard in terms of quantity, quality and timeliness of work, as well as performance relating to core competencies. Consider and note factors beyond the employee's control.)</p> <p>Rating (check one): Needs Significant Improvement/Needs</p>

			Improvement Meets Expectations/Exceeds Expectations/Excels
Action Plan:			

OVERALL PERFORMANCE LEVEL

Considering performance of separate duties and/or objectives, as well as their relative importance or frequency, *Check* the performance level that best indicates overall job performance (*see below*).

Supervisors may wish to multiply each performance level times percent-time of duties, total them and divide by 100. *Round overall level to nearest whole number.*

- **Needs Significant Improvement**
- **Needs Improvement**
- **Meets Expectations**
- **Exceeds Expectations**
- **Excels**

Performance Level Performance Level Definitions

1 Needs Significant Improvement	Performance falls below acceptable performance standards for quantity, quality and/or timeliness for the majority of the major job duties listed (Action plan reflects an overall performance improvement plan).
2 Needs Improvement	Performance falls below acceptable performance standards for quantity, quality and/or timeliness for some specific portion of the major job duties listed (Action plan reflects a developmental plan for a specified job function). In other areas, individual meets the acceptable performance standards for quantity, quality and/or timeliness for the major job duties listed.
3 Meets Expectations	Individual consistently meets the acceptable performance standards for quantity, quality and/or timeliness for the majority of the major job duties listed. They reflect performance that is necessary for the ongoing success of the unit. They may exceed expectations in some aspects of their work, but the higher level of

	performance is not consistent.
4 Exceeds Expectations	Individual consistently exceeds acceptable job performance standards for quantity, quality and/or timeliness for some specific portion of the major job duties listed. Individual demonstrates leadership skills within work unit. In other areas, individual meets the acceptable performance standards for quantity, quality and/or timeliness for the major job duties listed.
5 Excels	Individual consistently exceeds acceptable job performance standards for quantity, quality and/or timeliness for the majority of the major job duties listed. Individual demonstrates strong leadership skills within and outside of work units. The results achieved during the review period by this individual have an extraordinary impact on the unit, college, or the University.

If this rating marks the end of the employee's probationary period, does the employee pass probation? Yes/No

EMPLOYEE SELF EVALUATION FORM 1

Employees to complete and hand to your manager before your performance review meeting

Employee _____ Date _____

List objectives that were met or exceeded during the performance review period.

1. _____
2. _____
3. _____
4. _____

List objectives that were not met during the performance review period.

1. _____
2. _____
3. _____
4. _____

List your key strengths.

1. _____
2. _____
3. _____

List your performance areas that need further development.

1. _____
2. _____

List your key goals and objectives for the next performance review period.

1. _____
2. _____
3. _____
4. _____

EMPLOYEE SELF EVALUATION FORM 2

As an employee, you may want to consider completing this worksheet as it will likely help you as you prepare for your Performance Review Discussion with your supervisor. Your completed worksheet may be given to your supervisor prior to or during the appraisal discussion.

Name:

Date:

Title:

Department:

1. List what you believe were the key elements of your job during the past year.

2. List special contributions you feel you have made to your department during the last appraisal period.

3. List any notable obstacles you encountered in accomplishing your job responsibilities during the appraisal period.

4. What areas do you need (want) to develop in the next year? What are your plans to achieve these goals?

5. What can your supervisor do to better assist you in your position?

6. Add any additional information that you wish to have considered in your appraisal.

Signature: _____ Date: _____

PERFORMANCE ISSUES: RECORD OF CONVERSATION

Name of employee:

Name of supervisor:

Date:

Time:

Location:

Describe the performance issue and how it came to your attention:

[Enter specifics here]

Describe the conversation that took place:

[Enter specifics here]

Describe the course of action outlined:

[Enter specifics here]

Describe the employee's response:

[Enter specifics here]

Follow up meeting scheduled for:

[Enter date here]

Describe the outcome of the follow-up meeting:

[Enter specifics here]

PERFORMANCE ISSUES: WRITTEN WARNING TO EMPLOYEE

To:

From:

Date:

Subject: Written warning of performance issue

You are being issued this written warning for the following performance issue:

[State the reason. Support with facts, give specific examples, dates, and witnesses. Describe the impact this has on operations.]

This warning comes after the following previous conversation(s) regarding the same issue:

[Enter specifics here, including the date, time and location of any prior discussions, coaching, or verbal warnings that are relevant to the current issue.]

The behaviour/performance that must be achieved to be considered satisfactory is as follows:

[Offer specific actions and list the outcomes to the extent possible]

Failure to adhere to the conditions of this warning, development of new or related problems, and/or continued unsatisfactory performance will lead to more serious corrective action up to and including discharge.

Response from employee:

[This section is left blank and is available for the employee to add comments]

Supervisor: _____

[Signature] _____

Employee: _____

[Signature] _____