**PERFORMANCE APPRAISAL**

Manager Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Position\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date of Evaluation \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Evaluator\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Evaluation of Performance**

**RATING SCALE**

Please use the table below to score the manager on the key criteria for the position.

On a scale of 1-4, how would you rate the manager’s ability to perform the key duties of their role (as outlined in the position description)?

| **Rating** | **Meaning** |
| --- | --- |
| **4** | **Excellent.** The manager is consistently achieving and exceeding position expectations. |
| **3** | **Good.** The manager performs all significant tasks according to established expectations. |
| **2** | **Fair**. The manager performs some significant tasks at expected levels, but performance requires improvement. |
| **1** | **Minimal.** The manager is consistently performing below expectations and requires significant improvement. |

**KEY CRITERIA FOR THE POSITION OF [INSERT POSITION]**

| **Specific Criteria/Key Responsibilities** | **Evaluator**  **Score**  **(1-4)** | **Manager**  **Score**  **(1-4)** |
| --- | --- | --- |
| Insert key job responsibilities |  |  |
| Insert key job responsibilities |  |  |
| Insert key job responsibilities |  |  |
| Insert key job responsibilities |  |  |

**Score: \_\_\_\_\_\_\_\_\_\_**

| **Overall Criteria/Competencies** | **Evaluator**  **Score**  **(1-4)** | **Manager**  **Score**  **(1-4)** |
| --- | --- | --- |
| **Productivity**   * Makes realistic goals * Hits deadlines and/or realigns deadlines as required for project scope * Completes tasks * Thinks smartly (shows good judgment) * Aims for efficiencies |  |  |
| **Communication**   * Understands information clearly * Communicates effectively with clients and managers (verbal, written, email and telephone) * Understands direction received and asks for clarity as soon as possible if needed * Sets clear expectations with clients and realigns goals (as needed) to match current project parameters |  |  |
| **Engagement**   * Leads by example * Comes up with smart solutions * Constantly looking for ways to move company forward – questions the whys   + Has suggestions for process improvements, etc. |  |  |
| **Personal Development**   * Remains calm under pressure * Sets high standards and goals for self * Sets challenges/goals for self |  |  |
| **Relationships/Teamwork**   * Advocates for the client/manager as required * Puts personal thoughts and biases aside * Gives realistic and practical advice * Has respect for employees at all levels in the organization * Willing to be cross trained and has an understanding of the company’s overall goals/direction |  |  |
| **Leadership**   * Prioritizes tasks * Quick to respond * Manages team effectively * Develops new strategies * Organizes well |  |  |

**Score: \_\_\_\_\_\_\_\_\_\_**

**Manager Overall Assessment Score: \_\_\_\_\_\_\_\_\_\_**

**Evaluator Overall Assessment Score: \_\_\_\_\_\_\_\_\_\_**

**Reviewer Comments:**

|  |
| --- |

**Plan for next review period:**

| Goals | Timelines | Success Measurements | Achieved? |
| --- | --- | --- | --- |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

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**Manager Sign Off**

I have been advised of my performance evaluation. The rankings and comments in this review have been discussed and explained to me by my evaluator. I understand the implications of poor performance and of the consequences of failing to improve my performance should it require improvement. My own comments are as follows:

|  |
| --- |

Manager Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Evaluator Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_