

MAJOR JOB RESPONSIBILITIES

Utilizing the job description, determine what you consider to be the six (6) major responsibilities in this job. Using key words from the job description, identify these responsibilities: identify the specific strengths and shortcomings demonstrated in the execution of those responsibilities: Circle the rating factor which best reflects the overall performance in each of those areas. To evaluate more than six major areas, please attach an addendum.

1. RESPONSIBILITY:

STRENGTHS

SHORTCOMINGS

RATING: 1 2 3 4 5

2. RESPONSIBILITY:

STRENGTHS

SHORTCOMINGS

RATING: 1 2 3 4 5

3. RESPONSIBILITY:

STRENGTHS

SHORTCOMINGS

RATING: 1 2 3 4 5

4. RESPONSIBILITY:

STRENGTHS

SHORTCOMINGS

RATING: 1 2 3 4 5

5. RESPONSIBILITY

STRENGTHS

SHORTCOMINGS

RATING: 1 2 3 4 5

6. RESPONSIBILITY:

STRENGTHS

SHORTCOMINGS

RATING: 1 2 3 4 5

II APPRAISAL OF OBJECTIVES (If additional space is needed. Please attach an addendum.)

Relative Importance	Objectives	Target Dates	Actual Results Achieved And Comments	Not Met	Met	Exceeded

III JOB-RELATED PERSONAL CHARACTERISTICS

Characteristic	Comments
Operating Judgment: How good is judgment in dealing with practical problems? Consider ability to prioritize, awareness of department/company objectives and resourcefulness in working out realistic solutions and taking timely action. Takes the initiative rather than waits to be told.	Rating 1 2 3 4 5
Flexibility: Willingness to accept change: ability to learn rapidly and to utilize past experience in meeting new situations: degree to which lives in the past vs. is future oriented. Has a positive mental attitude: asks how something can be done vs. describing why it cannot.	Rating 1 2 3 4 5
Time Management: Sets realistic goals and discriminates wisely between important and unimportant matters. Plans and organizes work to consistently accomplish objectives and meet scheduled deadlines,	Rating 1 2 3 4 5
Ingenuity/Creativity: Is constantly searching for new and better ideas to improve the organization. Exhibits original thinking and creativeness in the development of new or improved methods and procedures.	Rating 1 2 3 4 5
Leadership/Helping Ability: Measure of persuasiveness, image, and ability to influence others Includes capacity to provide real developmental direction and help (vs. advice) to subordinates.	Rating 1 2 3 4 5

Characteristic	Comments					
Job Knowledge: Demonstrates the necessary skills and knowledge to meet the standards of the job. Understands responsibilities of own job and interrelationship with other jobs. Seeks to improve job knowledge through observation and pertinent questions.	Rating	1	2	3	4	5
Objectivity: Is objective with self and others. Consider frankness, straightforwardness and willingness to accept personal responsibility for own behavior, rather than blaming others or conditions. Degree to which takes action to improve self.	Rating	1	2	3	4	5
Team work / interpersonal Skills: Works well within a group: demonstrates a genuine concern for others: carries own share of load; places department/company goals ahead of personal goals. Is viewed as helpful, cooperative, tactful, and sensitive by peers subordinates, and superiors.	Rating	1	2	3	4	5
Other:	Rating	1	2	3	4	5

OVERALL PERFORMANCE EVALUATION: Circle the correct rating for each of the four categories.

I. Major Job Responsibilities	1	2	3	4	5
II. Objectives	1	2	3	4	5
III. Job-Related Personal Characteristics	1	2	3	4	5
IV. Overall Job Performance	1	2	3	4	5

PERFORMANCE RATING FACTORS

RATING	DEFINITION
1. Too soon to evaluate or not applicable	1. In present job for too short a time, or factor is not applicable to job.
2. Below standard	2. Performance is below what is expected. Seldom exceeds and often falls short of desired results.
3. Meets standard	3. Results are what is expected. Seldom exceeds and occasionally falls short of desired results.
4. Above standard	4. Performance is considerably better than expected. Occasionally exceeds and seldom falls short of desired results.
5. Outstanding	5. Performance is exceptionally strong. Consistently meets and often exceeds desired results.

IV. APPRAISAL OVERVIEW

A. ACTION TAKEN AND IMPROVEMENT DEMONSTRATED SINCE LAST APPRAISAL TO IMPROVE PERFORMANCE AND/OR INCREASE POTENTIAL.

B. CONSTRUCTIVE DISCUSSION OF HOW PERFORMANCE CAN BE IMPROVED (how major strengths can be used more effectively and what major shortcomings need to be corrected).

V. EMPLOYEE JOB/CAREER ANALYSIS

QUESTIONS FOR THE EMPLOYEE ONLY: Please respond to the following questions which are intended to assist you and your manager during the appraisal interview to design a development plan tailored to meet personal and organizational objectives.

1. What are the aspects of your job that you find most interesting?
2. What parts of your job do you find most difficult and why?
3. What are some of the things you like best about the Company? The least?
4. In which of your responsibilities do you want or need additional training or experience? What can your manager do to help?
5. Are there any changes you would like to see made in your job that would help increase your effectiveness (e.g. duties, working conditions, procedures, reports. etc.)?
6. What are your long-range career goals? Identify specific potential positions and anticipated timeframe.
7. What do you need to prepare yourself for these goals, and what specific developmental action do you intend to take? When?
8. Are you relocatable: and, if so, under what circumstances or to what areas?

VI. OBJECTIVE SETTING - FOR NEXT APPRAISAL PERIOD

These may be job-oriented and/or may involve personal development. Include target dates and how results will be measured. If additional space is needed, please attach an addendum.

VII. SUMMARY

EMPLOYEE: At the conclusion of the discussion with your manager, please describe in your own words your reaction to the appraisal overall.

Signature:

MANAGER: At the conclusion of your discussion with the employee summarize his/her response to the appraisal. Note areas of disagreement or misunderstanding about the job specific duties or authorities.

VIII. ORGANIZATIONAL PLANNING (TO BE COMPLETED BY MANAGER ONLY)

1. In your opinion, is the employee currently placed in the appropriate position?
2. If not for what type Of Position do you feel the employee is better suited? Be specific.
3. Is the employee promotable? yes not at this time.
 - a Ready now Suggested position
 - b. Promotional prospect within 2 years Suggested position
 - c For any position identified describe what developmental action is needed and when and how it will be taken in order to prepare the employee for promotion.

FINAL APPROVAL SIGNATURES

Supervisor

Date

Manager

Date

Higher Management Review

Date