

## General Information

Name	Business Unit - Region
Job Title	Work Location
Department	Supervisor

**Pay Type:**  Exempt (salaried)  Non-Exempt (hourly)

**Period Covered:** From \_\_\_\_\_ To \_\_\_\_\_

Annual Performance Review  Other (Please Specify) \_\_\_\_\_

## Section 1: Accountabilities and Objectives

*Rate: Use the number rating code as indicated below*

<b>5</b>	<b>EXC – Consistently Exceeds Expectations</b>	Consistently exceeds established performance standards and objectives
<b>4</b>	<b>EXO – Occasionally Exceeds Expectations</b>	Occasionally exceeds established performance standards and objectives
<b>3</b>	<b>MET – Consistently Meets Expectations</b>	Consistently meets established performance standards and objectives
<b>2</b>	<b>NI – Needs Improvement</b>	Does not regularly or consistently meet established performance standards and objectives
<b>1</b>	<b>NR – Not Rated</b>	Has not had an opportunity to observe

## Section 2: Performance And Characteristics

*Ratings: 5-EXC, 4-EXO, 3-MET, 2-NI, or 1-NR. (Refer to Ratings Code in Section 2)*

### 1. Customer Focus

Develops internal and external customer relationships by striving to listen and understand the customer; anticipates and provides solutions to customer needs; demonstrates a sense of urgency in responding to customer needs; gives high priority to customer satisfaction.

Comments:	Rating:

**2. Teamwork**

Works with others in forthright, supportive manner to build morale and the team’s commitment to departmental and organizational goals and objectives. Resolves conflicts in a pro-active manner and treats others with respect and dignity. Is receptive to and provides constructive feedback intended to improve performance.

Comments:	Rating:
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**3. Responsibilities and Initiative**

Keeps commitments; communicates in a timely fashion when unable to keep commitments. Manages activities and priorities to get desired results and acts consistently to improve productivity and quality of products and work process; voluntarily assumes responsibility, (as appropriate) for resolving issues and sees work through to successful completion. Acknowledges own errors and focuses on solutions.

Comments:	Rating:
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**4. Judgments and Decision-Making**

Able to identify and take action within scope of job to solve problems while exhibiting sound judgment and a systematic approach to decision-making. Identifies and communicates problems and concerns through appropriate channels; correctly determines when to take action and when to escalate issues and is able to handle confidential information appropriately.

Comments:	Rating:
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**5. Oral and Written Communication**

Able to clearly present information in written and oral form; provides relevant, timely, and accurate information; understands and follows oral/written directions accurately. Consistently engages in two-way communication; listens well; checks for understanding; communicates ideas, opinions, and disagreements in a tactful manner respectful of dignity of all concerned.

Comments:	Rating:
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**6. Adherence to Policy and Guidelines**

Consistently adheres to Company/department procedures while performing job duties; addresses routine issues in a manner that is consistent with established solutions to problems.

Comments:	Rating:
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**Section 3: Management Accountabilities - (*\*For People Managers Only*)**  
*Ratings: 5-EXC, 4-EXO, 3-MET, 2-NI, or 1-NR. (Refer to Ratings Code in Section 2)*

**1. Leadership**

Demonstrates effective leadership in influencing behaviors and uses empowering interpersonal styles and methods to inspire and guide individuals, (subordinates, peers, and managers) toward goal achievement; modifies behavior to accommodate tasks, situations, and individuals involved and models collaboration. Maintains visibility with positive presence; makes others feel safe in honestly expressing themselves and demonstrates highly ethical and professional behavior in all matters.

Comments:	Rating:
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**2. Development of Self**

Demonstrates personal growth and learning; acknowledges mistakes and learns from them; maintains current knowledge in field/specialty/industry; actively seeks to gain, develop, and utilize new skills and knowledge for enhanced effectiveness; sets challenging "stretch" goals for self.

Comments:	Rating:
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**3. Development of Others**

Encourages continuous growth and learning in others while focusing on developing skills/abilities of subordinates in consideration of the current and future needs of the work group, organization, and employee; establishes and communicates clear performance expectations in advance and shares positive and negative performance feedback that is timely and direct; sends candid messages that are focused on the issue and not the person and completes Initial Performance Evaluations, Self-Evaluation Discussions, and Annual Reviews, (including use of Customer Feedback and Supervisor’s Notes) in a timely and effective manner.

Comments:	Rating:
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**4. Production / Work Flow Management**

Anticipates customer needs; seeks and responds to customer feedback and helps remove barriers to excellent customer services. Promotes and champions the ongoing enhancement of existing processes. Effectively plans and manages tasks, projects, and workflow of unit to achieve established departmental goals through appropriate use of resources, (e.g. personnel, materials, equipment, etc.)

Comments:	Rating:
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**5. Budgetary / Cost Control (if applicable)**

Administers budget, and implements appropriate cost-control procedures in an effective manner.

Comments:	Rating:
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## Section 4: Summary Rating

*Ratings: 5-EXC, 4-EXO, 3-MET, 2-NI, or 1-NR. (Refer to Ratings Code in Section 2)*

Comments:	Summary Rating:
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## Section 5: Improvement/Development Plan

*(RI) or Suggested Development,*

*(SD) and specify the actions the employee and supervisor will take in this process.*

Specify Improvement/Development Areas	RI	SD	Action by Employee	Action by Supervisor

## Section 6: New Accountabilities / Objectives

*List any new or modified accountabilities/objectives for the upcoming year.*

Accountability/Objective 1.	<input type="checkbox"/> New	<input type="checkbox"/> Modified
Accountability/Objective 2.	<input type="checkbox"/> New	<input type="checkbox"/> Modified
Accountability/Objective 3.	<input type="checkbox"/> New	<input type="checkbox"/> Modified



# Performance Review

To be completed for employee by Supervisor/ Manager

## Section 7: Signatures

Supervisor Name	Signature	Date
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Next Level Manager Name	Signature	Date
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*I participated in the Performance Review Process with my supervisor on the date indicated. The content of the review has been discussed with me in detail, and I have had the opportunity to provide detailed input into the review and its stated accountabilities, objectives and development plans. My signature indicates understanding of the contents of the review and does not necessarily imply agreement. I understand that I am encouraged to comment on the contents of this appraisal in the section below and/or on a separate sheet(s), to be attached to, and considered a formal part of this appraisal.*

Employee Signature	Date
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## Employee Comments: