

PERFORMANCE EFFECTIVENESS REVIEW

NAME _____ FROM _____ TO _____

PERFORMANCE INDICATORS FOR SUPERVISORS AND PRACTITIONERS

Scale: 1 = lowest level
5 = highest level

1. **COMMUNICATION.** Maintains open and defined channels of communication as well as informal channels in order to facilitate the flow of appropriate information in a timely manner. Effectiveness in this area would result in keeping self and others well informed of the information needed to proceed with operations and make decisions. Examples of effectiveness include:

1 2 3 4 5

- Expresses and disseminates relevant, accurate information in a timely manner.
- Presents oral and written information in clear, concise manner.
- Listens actively and responds appropriately to what others have to say.
- Encourages open, two-way communication with subordinates by holding regular staff meetings and follow-ups on issues and questions raised by subordinates.
- Expresses concerns and/or makes recommendations in a constructive manner through appropriate organizational channels.

COMMENTS: _____

2. **CUSTOMER ORIENTATION.** Seeks to understand and meet the needs of the customers. Effectiveness in this area would result in decision making which would always take under consideration the customer's needs, and feedback which would indicate customer satisfaction. Examples of effectiveness include:

1 2 3 4 5

- Demonstrates concern and empathy for customers.
- Does not allow personal or job stress to interfere with relations with customers
- Evaluates services to ensure that they are always customer oriented.
- Stresses to subordinates the importance of customer relations and the expectation to treat customers with courtesy and respect.

COMMENTS: _____

3. INNOVATION. Keeps abreast of innovative developments and applies them where applicable. Effectiveness in this area would result in state of the art operations and procedures. Also, the status quo and environmental conditions would be continually reviewed in order to proactively meet new changes and demands. Examples of effectiveness include:

1 2 3 4 5

-Rejects the motto, "We will do it this way because that is how it has always been done in the past."

-Initiates action, develops new ideas, and handles unusual work situations effectively.

-Willingly participates in the development of new programs or ideas.

COMMENTS: _____

4. TEAMWORK & SYSTEM CONTRIBUTION. Participates in a team effort to accomplish goals and objectives of organization.

1 2 3 4 5

-Works harmoniously and cooperatively with team structure.

-Supports decisions of management even if there is disagreement.

-Willingly assists in areas other than that of primary responsibility for the good of the whole.

-Readily accepts additional responsibility.

-Able to contribute positively to team morale during times of high stress.

-Exhibits behaviors which are a model for others and which contribute positively toward accomplishing goals.

-Makes positive input during group meetings.

-Is familiar with Departmental Policies and Procedures.

-Supports the activities of the organization.

-Coordinates functions with others to ensure continuity and cooperation.

COMMENTS: _____

5. PLANNING AND SCHEDULING. Establishes and communicates clear objectives and priorities; programs and schedules workload to meet target deadlines; assigns and delegates responsibilities to facilitate goal accomplishment. Effectiveness in this area would result in quality results achieved on time due to systematic plans which provide functional direction; schedules would provide adequate notice, coverage, and time to meet workload demands; tasks would be matched with capable personnel. Examples of effectiveness include:

1 2 3 4 5

- Disseminates plans to subordinates so that they are aware of their roles in helping achieve such plans.
- Identifies contingency plans as a support system.
- Schedules work appropriately so that it can be completed on time.
- Matches work assignments and delegation of tasks to subordinates' abilities, scope of responsibility, and developmental needs.
- Completes tasks in a timely manner so as not to disrupt other members of the team.
- Requests assistance when needed.
- Keeps work organized so that planning, scheduling, and outside assistance are possible.
- Maintains an orderly work area.

COMMENTS: _____

6. PROBLEM SOLVING. Accurately and objectively assesses problems/issues and recommends a course of action to effect resolution in a timely manner. Effectiveness in this area would result in addressing the cause of the problems so that the problem does not recur. Examples of effectiveness include:

1 2 3 4 5

- Grasps issues quickly and is able to sort through vagueness and identify major issues of the situation.
- Seeks out relevant information and weighs alternatives before making a decision.
- Once alternatives are clearly identified, makes decisions without vacillating needlessly over choices.
- Able to remove emotions from problem solving and deal with the cause and effect of the issues.
- Able to accept decisions (having been part of the problem solving process).

COMMENTS: _____

7. **KNOWLEDGE AND TECHNICAL SKILLS.** Maintains and applies the knowledge and technical skills necessary to fulfill the position requirements.

1 2 3 4 5

- Stays current with advances in area of expertise.
- Performs according to job description requirements.
- Maintains a high level of quality and accuracy in work performed.
- Shares knowledge appropriately with other team members.
- Maintains adequate scores on procedural audits.

COMMENTS: _____

8. **LEADERSHIP.** Takes charge of a situation to inspire in others the willingness and desire to achieve specific objectives. Effectiveness in this area would result in developing a motivating work environment; influencing work accomplishment from committed people; and providing staff with a feeling of opportunity, respect, and achievement.

1 2 3 4 5

Examples of effectiveness include:

- Models actions and behaviors which inspire others to contribute positively toward accomplishing goals.
- Builds a positive, stimulating work environment in order to motivate subordinates.
- Able to change leadership style to meet the demands of the situation.

COMMENTS: _____

9. **UTILIZATION OF RESOURCES.** Allocates and utilizes resources to address priorities, enhance productivity, and contribute to cost-containment. Effectiveness in this area would result in directing resources to high priority areas, and prudent use of personnel, material, money, and time.

1 2 3 4 5

Examples of effectiveness include:

- Utilizes time efficiently through proper time management.
- Utilizes and maintains equipment and supplies in accordance with department policy.
- Makes suggestions and takes action to improve productivity and cost containment.

COMMENTS: _____

10. CONTROLLING. Reviews and measures operations, output, services, and staff performance to determine the extent to which plans, goals, and objectives are being achieved. Effectiveness in this area would result in quality control mechanisms/procedures in force and actual operations would conform to planned activities/goals. Examples of effectiveness include:

1 2 3 4 5

- Ensures quality of services by monitoring performance and activity of employees.
- Ensures uniform management of operations through consistent application of policies.

COMMENTS: _____

11. PERSONNEL MANAGEMENT & DEVELOPMENT. Maintains and develops a viable employee workforce to competently perform tasks, activities, and operations. Effectiveness in this area would result in a productive, quality conscious work climate, and a proper match between job requirements and skills of the employee. Examples of effectiveness include:

1 2 3 4 5

- Treats employees consistently and equitably in accordance with the federal laws, affirmative action philosophies, and corporate policies.
- Selects or recommends promotions of subordinates based upon objective performance appraisal in light of potential for growth.
- Identifies employees' developmental needs and ways they can address those needs (in-service training).
- Assigns tasks which will provide learning experiences and enhance promotion opportunities.
- Coaches employees as a means of training and development by communicating performance expectations, providing regular feedback, and conducting objective performance appraisals.

COMMENTS: _____

NARRATIVE SUMMARY

A. Attendance Record: _____

B. Major Strengths: _____

C. Areas for Improvement: _____

D. Job Description Performance: (circle one)

Ineffective	Needs Improvement	Effective	Outstanding	Distinguished
11-16-20	21-25-29	30-34-38	39-44-49	50+

COMMENTS: _____

SUPERVISORY PERFORMANCE RATING SUMMARY

I. EMPLOYEE PERFORMANCE EFFECTIVENESS INDICATORS

- 1. Communications _____
 - 2. Customer Orientation _____
 - 3. Innovation _____
 - 4. Teamwork & System Contribution _____
 - 5. Planning and Scheduling _____
 - 6. Problem Solving _____
 - 7. Knowledge and Technical Skills _____
 - 8. Leadership _____
 - 9. Utilization of Resources _____
 - 10. Controlling _____
 - 11. Personnel Management & Development _____
- Total Score Effectiveness Indicators _____

II. JOB DESCRIPTION PERFORMANCE

Total Score (From previous page) _____

III. ATTENDANCE

Total Score (Scale of 1 to 5) _____

OVERALL PERFORMANCE EFFECTIVENESS SCORE _____

PERFORMANCE LEVEL

- 22 - 40 (1) **INEFFECTIVE (Unacceptable)** Performance consistently falls below the requirements of the position. Immediate Corrective Actions should result.
- 41 - 59 (2) **NEEDS IMPROVEMENT (Develop Consistency)** Performance meets some of the requirements of the position, but there is room for improvement. Plans, training, or development action should be pursued to develop consistently effective performance.
- 60 - 78 (3) **EFFECTIVE (Thoroughly Satisfactory)** Performance is fully satisfactory and meets all of the requirements of the position. Performance standards and expectations are met on a continuous basis.
- 79 - 97 (4) **OUTSTANDING (Exemplary)** Performance has consistently gone above and beyond the requirements of the position. Job objectives are exceeded on a continuous basis.
- 98+ (5) **DISTINGUISHED (Superior)** Performance is superior in all aspects of the position requirements. Contributions are distinguished and achievements are extraordinary.

Employee Signature	Date
Supervisor Signature	Date
Administrative Signature	Date