

# Performance Appraisal

**Combined Performance Appraisal Form with an integrated Training Needs Analysis**

**Compliments of Training Games, Inc.**

To create a 360 degree appraisal, a blank form should be completed by both the employee and supervisor independently. During the face to face meeting, a combined form should be created from the above completed forms. This gives the employee input to the process. The supervisor must take care to incorporate both to make sure the employee receives a fair and objective review with all input being considered.

A word about setting objectives. To be complete an objective must be S.M.A.R.T. That is, it must be:

**Specific**

**Measurable**

**Achievable**

**Results orientated**

**Time framed**

# Employee Performance Appraisal Form

## And Training Needs Analysis

Employee Name	Department	Position
Evaluating Manager	Current Date	Period Covered

### SECTION I - Performance Against Previous Major Objectives (Objectives and/or Responsibilities)

List previously established major objectives or responsibilities and assign a rating of performance. Include specific results and actions.

Objectives	Results	Rating

<b>Unacceptable</b> Employee demonstrates insufficient knowledge of basic job requirements, and consistently fails to meet basic objectives. Results are often incomplete and require very close supervision. Immediate improvement is required to avoid disciplinary action or termination.	<b>Developmental</b> Employee demonstrates incomplete knowledge of job basics and occasionally fails to meet job accountabilities. Results are occasionally incomplete, inaccurate or require additional supervision. Improvement is observable but still below expectations.	<b>Competent</b> Employee demonstrates full knowledge of job basics and consistently meets all job requirements. Consistently produces accurate and timely results with normal supervision.	<b>Commendable</b> Employee demonstrates a high level of job skills and knowledge and frequently exceeds job requirements. Consistently produces accurate and timely results with minimal supervision.	<b>Exceptional</b> Employee demonstrates mastery of all job requirements and consistently exceeds all job expectations. This is done with minimal supervision and frequently goes beyond the scope of the job.
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**SECTION II - Job Specific Skills, Knowledge, and Abilities**

List job specific skills, knowledge and abilities needed to perform at levels above the rating given in Section I.

Skill, Knowledge or Abilities	Things Done Well	Training Needed & Time Frame

Examples of the types of job specific skills, knowledge or abilities are:

- |                        |                         |  |
|------------------------|-------------------------|--|
| - Technical skills     | - Languages             | - Analytical Skills  |
| - Leadership skills    | - Physical abilities    | - Any skills, knowledge or abilities<br>needed to perform the current position |
| - Communication skills | - Independent Judgement |  |

**SECTION III - New Major Objectives (Skills, Knowledge, Abilities)**

List job specific skills, knowledge and abilities needed to perform at levels above the rating given in Section I.

Objectives	Training Steps	Time Frames

Be specific about the types and dates of training needed to improve the employees skill and knowledge set. Use separate paper if needed.

**SECTION IV - Supervisor Comments**

Manager summarizes conclusions about overall performance

**Strengths****Opportunities for Improvement****Major Accomplishments During this Period****Manager Comments****Overall Performance Rating**

- Unacceptable
- Developmental
- Competent
- Commendable
- Exceptional

NOTE: The employee signature below serves only to verify that the employee has read this appraisal. The employee has three days from the date of this appraisal to add or attach comments to this review. All such comments will be included in their permanent file.

Employee Signature

Date

Manager Signature

Date

**SECTION V - Developmental Plan**

Employee and manager jointly agree upon these actions for further employee development. These may include job-related or personal development such as training, study, other activities, career objectives, and actions your manager can take to support your development.

What skills, knowledge or abilities are need most to support your current position? Choose the most important ones.

What specific training or activities can be done to accomplish the above?

What are your long range career goals?

What special training or credentials do you desire?

How is this organization going to support your developmental plan? Manager, trainer or organization.

Employee Signature

Date

Manager Signature

Date