



**OLD DOMINION UNIVERSITY RESEARCH FOUNDATION
EMPLOYEE PERFORMANCE APPRAISAL**

Name: _____

Department: _____

Job Title: _____

Review Period: From _____ To _____

Evaluate the employee on the basis of the work during this review period. Be sure that each characteristic is considered separately, regardless of the rating in any other characteristic. Select the box below the group of words which best describes the individual; however, only select one for each characteristic. It is essential that every characteristic is rated.

RATINGS	5	4	3	2	1
1. KNOWLEDGE OF POSITION Consider knowledge essential to the person's job.	Has a thorough knowledge of work	Has very good knowledge of work	Has good knowledge Requires minimal supervision	Requires considerable supervision	Has inadequate knowledge of work
COMMENTS:					
2. QUALITY OF WORK Consider the ability to turn out work, which meets quality standards.	Outstanding	Excellent	Good	Fair	Unsatisfactory
COMMENTS:					
3. QUANTITY OF WORK Consider the volume of work produced under normal conditions.	Large volume	Very Good volume	Average volume	Slightly below average volume	Unsatisfactory volume
COMMENTS:					
4. CUSTOMER FOCUS Demonstrated commitment, dedication, cooperation, to anticipate and meet internal/external customer needs.	Very satisfied	Somewhat Satisfied	Neither Satisfied or dissatisfied	Somewhat Dissatisfied	Very Dissatisfied
COMMENTS:					
5. PROFESSIONAL DEMEANOR Consider the person's approach toward co-workers, department, and customers, and his/her willingness to work with and for others.	Excellent approach	Very Good approach	Good approach	Fair approach	Poor approach
COMMENTS:					
6. JUDGEMENT Consider the person's ability to make decisions and to utilize working time to best advantage.	Justifies utmost confidence	Applies his/her self well: needs rare supervision	Needs minimal supervision	Needs frequent checking	Needs constant supervision
COMMENTS:					
7. RELIABILITY Consider the person's ability to get the work out under pressure and to follow work through to completion.	Goes above & beyond Expectations	Can always be counted upon	Most often can be counted on	Can occasionally be counted on	Does not function well under pressure
COMMENTS:					

RATINGS	5	4	3	2	1
8. FLEXIBILITY ADAPTABILITY Consider the speed at which the person learns & the amount of instruction required to teach new duties. Ability to adjust to work changes.	Learns fast & Welcomes change	Learns with speed & adapts to change	Learns with speed & hesitantly adapts to change	Slow to learn & opposes work changes	Unable to learn & complains about work changes

COMMENTS:

9. PERSONAL CHARACTERISTICS Consider ethics, integrity, policy & procedure, role model, attendance.	Outstanding	Exceeds	Meets	Fair	Unsatisfactory
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COMMENTS:

10. COMMUNICATION Consider verbal & written skills as it pertains to the job.	Outstanding – Speaks & writes in a clear & concise manner	Exceeds – Persuasive & factual	Meets –Oral & written expression easily understood	Fair – Assistance needed in verbal or written form	Unsatisfactory- Clarity needed in verbal & written
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COMMENTS:

RATINGS	5	4	3	2	1
Sub Total Ratings (Page 1)					
Sub Total Ratings (Page 2)					
Total Ratings					

Total All Ratings _____ ÷ 10 (Categories to be Rated) = Overall Rating _____

What employee does well (strengths, accomplishments, notable achievements)

Opportunities for growth or improvement (areas for improvement, new skills to develop, responsibilities to undertake)

Review of goals/objectives for this period (progress on major accountabilities and goals)

Goals/objectives for next period (establish major accountabilities and goals for next period)

Employee development plan/training activities (developmental objectives and training activities)

Employee comments:

SIGNATURES: Employee's signature certifies that the evaluation has been discussed with the employee. It does not necessarily mean the employee agrees with the evaluation.

Employee's Signature

Date

Supervisor's Signature

Date

Human Resources Signature

Date

If Performance is rated below good, a performance improvement plan is required. Upon completion of the plan, a follow-up review is needed no later than 3 months from this performance review on _____. Should performance improve to an acceptable level overall an increase may be considered at that time, if appropriate.

OR

Pay Increases, if given, are based on performance (merit) and are subject to availability of funding.

Current Wage \$ _____

Merit Increase _____%

New Wage \$ _____