



### 3. Performance Standards

<b>5 = Outstanding</b>	Consistently achieves well above the highest level of required performance. Demonstrates the highest standards of work performance.
<b>4 = Above expectations</b>	Performance frequently exceeds expectations.
<b>3 = Meets expectations</b>	Performance demonstrated is what is expected in the position.
<b>2 = Improvement needed</b>	Performance does not consistently meet expectations. Improvement needed.
<b>1 = Unsatisfactory</b>	Performance fails to meet job requirements.

### 4. Evaluation

	Employee's Rating					Manager's Rating				
(Place an X in the box under the appropriate rating or N/A for 'Not Applicable')	1	2	3	4	5	1	2	3	4	5
<b>Quality and Quantity of Work</b>										
Assures accuracy, thoroughness and reliability of results										
Meets the workload requirements of the job										
Is proficient in technical skills required for the job										
Demonstrates a comprehensive understanding of the knowledge required to complete job responsibilities										
<b>Decisions</b>										
Conducts thorough analysis before making decisions										

Makes sound, logical and timely decisions											
<b>Planning and Time Management</b>											
Develops and implements effective action plans											
Meets deadlines as required											
Maintains performance under pressure											
<b>Performance Management</b>											
Achieves own objectives											
Delegates appropriate tasks to appropriate people											
Gives employees adequate information and authority											
Follows up progress on delegated projects											
Provides ongoing feedback and training to employees where relevant											
<b>Initiative</b>											
Displays initiative in the position and does not seek unnecessary clarification or instruction											
Generates and implements worthwhile, practical new ideas and methods											
Responds effectively to changing needs of the workplace.											
<b>Relationships</b>											
Interacts appropriately with customers/clients, both internally and externally											
Displays good interpersonal skills											
Uses appropriate methods to resolve conflict											

Acts in best interest of the organisation											
<b>Communication</b>											
Listens attentively and demonstrates full understanding											
Oral — expresses ideas effectively											
Written — expresses ideas effectively											
<b>Overall standard of performance</b>											

*Additional Comments:*

## 5. Objectives and Key Performance Indicators (KPIs)

Objectives and Key Performance Indicators should be entered at the beginning of the review period and assessed at the end of the review period. Each objective or KPI must be specific and measurable.

Objective/KPI	Employee's Assessment	Manager's Assessment	Timeframe

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## 6. Training and Development

Please list any training or development needed in order to meet the goals set in section 5.

## 7. Comments

Employee's Comments:

Manager's/Supervisor's Comments:

The employee's signature confirms his/her self assessment and that the performance appraisal has been discussed with them. The Manager's/Supervisor's signature confirms his/her ratings and comments and discussion with the employee.

Employee: \_\_\_\_\_ Date: \_\_\_\_\_

Manager/Supervisor \_\_\_\_\_ Date: \_\_\_\_\_