



# Performance Evaluation

## Self-Evaluation

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Employee Name: \_\_\_\_\_ Social Security: \_\_\_\_\_  
Hire Date: \_\_\_\_\_ Last Review Date: \_\_\_\_\_ Review Date: \_\_\_\_\_  
Department: \_\_\_\_\_ Status:  Full time  Part time  
Job Title: \_\_\_\_\_ Job Date: \_\_\_\_\_  
Supervisor: \_\_\_\_\_ Supervisor Title: \_\_\_\_\_

In completing this evaluation, rate yourself according to your job requirements stated in your job description. The rating should be based solely on your performance not a comparison to others.

The performance review consists of standards related to the essential functions and responsibilities of the position. You are to be evaluated based on your performance since your last review. If it has been more than one year since the last review, or if this is your first review, only rate your performance during the past year. Complete the self-evaluation prior to the one-on-one meeting with your supervisor.

A scale numbered from 1 to 5 is listed at the top of each page. These five categories are:

- 1 – Unacceptable: Performance is problematic. Fails to perform most responsibilities acceptably; meets few expectations.
- 2 – Marginal: Some performance standards are not met.
- 3 – Satisfactory: Performance meets established standards and expectations.
- 4 – Exceptional: Performance is regularly above standards. Regularly excels in responsibilities and exceeds expectations.
- 5 – Outstanding: Performance is exceptional and at a markedly higher level. Performance standards and goals are continuously and substantially surpassed. Knowledge of the job is at the highest level.

Underneath each standard is a section for comments. Please include an unbiased comment based on your rating and give a specific behavioral example for each. **Any rating other than '3' must be accompanied by these two criteria stating the reason for the rating.**

You should sign your self-evaluation before the one-on-one discussion. During the one on one discuss you will have the opportunity to talk about rating differences and expectations of the job. You will also sign the supervisor's review at the end of the one-on-one discussion to indicate that they received the review, not that they necessarily agree with it. If you have any questions regarding this process feel free to contact the Human Resources department at 615-466-5138.

	<b>Unacceptable 1</b>	<b>Marginal 2</b>	<b>Satisfactory 3</b>	<b>Exceptional 4</b>	<b>Outstanding 5</b>	<b>Insert Numerical Rating</b>
<b><u>Adherence to Policy &amp; Procedure</u></b> Follows County and Department policies to include conduct, safety, and work ethic.	Unaware and/or unconcerned of your actions towards others and the County.	Shows little awareness or concern of your actions; reluctant to accept responsibility for actions.	Able to size up a situation and identifies and accepts consequences.	Accepts and abides by policies and procedures; avoids putting County into a liability situation.	Always sees the impact of decisions; high degree of sensitivity to relationships within the County; very aware level of acceptance of responsibility.	
<b>Explanation for Rating if other than "3":</b>						
<b><u>Quality:</u></b> Work is accurate, thorough, neat, and meets departmental standards.	Consistently produces poor quality work that does not meet minimum standards. Work is inaccurate, incomplete, and unorganized.	Work is lacking in quality and occasionally fails to meet departmental standards.	Work is usually accurate, thorough, neat, and meets departmental standards.	Work often exceeds departmental standards.	Consistently produces exemplary work that exceeds the departmental standards.	
<b>Explanation for Rating if other than "3":</b>						
<b><u>Accuracy:</u></b> Absence of errors.	Constantly commits errors.	Error level too high. Needs improvement.	Makes average number of mistakes.	Very accurate. Commits few errors.	Extremely accurate. Rarely commits an error.	
<b>Explanation for Rating if other than "3":</b>						

	<b>Unacceptable 1</b>	<b>Marginal 2</b>	<b>Satisfactory 3</b>	<b>Exceptional 4</b>	<b>Outstanding 5</b>	<b>Insert Numerical Rating</b>
<p><b><u>Innovation &amp; Cost Awareness:</u></b> Imagination and creativity used to improve office procedures, lower costs, and increase efficiency. Avoids waste.</p>	Never offers a new procedure or new idea.	Rarely suggests new ideas.	Average number of suggestions for improving methods and procedures.	Often suggests beneficial changes for improving methods and procedures.	Constantly offers imaginative suggestions for improving operations. Suggestions are often implemented by dept.	
<b>Explanation for Rating if other than "3":</b>						
<p><b><u>Initiative:</u></b> Performs work with minimum supervision; seeks out new assignments; anticipates needs; follows through to meet deadlines.</p>	Shows little initiative. Never volunteers. Sticks closely to job routine.	Shows some initiative. Should do more without having to be told.	Does not shirk. Voluntarily attempts to solve non-routine job problems as they occur.	Above average. A self starter. Will generally volunteer.	Places highest priority on getting things done. Constantly accepts difficult or unpleasant jobs to achieve goals.	
<b>Explanation for Rating if other than "3":</b>						

	<b>Unacceptable 1</b>	<b>Marginal 2</b>	<b>Satisfactory 3</b>	<b>Exceptional 4</b>	<b>Outstanding 5</b>	<b>Insert Numerical Rating</b>
<b><u>Job Knowledge:</u></b> Practical and technical knowledge required for the job. Up to date on changes.	Severely lacking in knowledge.	Noticeable deficiencies in job knowledge.	Understands job routine. Some knowledge still to be acquired.	Completely understands all aspects of the job.	Understands why job functions are performed and the relationship with others jobs. An expert.	
<b>Explanation for Rating if other than “3”:</b>						
<b><u>Alertness:</u></b> Ability to quickly understand new information and situations.	Very slow to grasp ideas and events.	Usually needs extra instruction.	Understands most new ideas and developments without excessive explanation.	Fast learner. Grasps new information quickly.	Extremely bright. Analyzes and understands with minimum instruction.	
<b>Explanation for Rating if other than “3”:</b>						
<b><u>Judgment:</u></b> Good decision making skills; sees what needs to be done and acts appropriately; takes responsibility for decisions.	Frequently makes irrational decisions. Poor judgment.	Too often selects wrong alternative.	Usually exercises sound judgment.	Above average reasoning ability. Seldom errs in judgment.	Sustains high level of sound judgment. Decisions usually best under given circumstances.	
<b>Explanation for Rating if other than “3”:</b>						

	<b>Unacceptable 1</b>	<b>Marginal 2</b>	<b>Satisfactory 3</b>	<b>Exceptional 4</b>	<b>Outstanding 5</b>	<b>Insert Numerical Rating</b>
<p><b><u>Productivity:</u></b> Ability to meet output requirements in volume and efficiency within established time frames.</p>	Usually below acceptable standard.	Barely acceptable level of output. A slow worker.	Satisfactory. Meets expectations of average output.	Usually exceeds the norm. A fast worker.	Exceptional producer. Generates maximum output.	
<b>Explanation for Rating if other than “3”:</b>						
<p><b><u>Communication:</u></b> Conveys ideas clearly in oral and written form, using appropriate language and tone. Listens, asks, and provides feedback.</p>	Oral and written communication is unclear. Language and tone is unacceptable.	Oral and written communication is occasionally below departmental standards. Language and tone needs improvement.	Oral and written communication meets departmental standards. Language and tone is appropriate.	Oral and written communication is occasionally above departmental standards.	Oral and written communication is exceptional. Language and tone is consistently above departmental expectations.	
<b>Explanation for Rating if other than “3”:</b>						

	<b>Unacceptable 1</b>	<b>Marginal 2</b>	<b>Satisfactory 3</b>	<b>Exceptional 4</b>	<b>Outstanding 5</b>	<b>Insert Numerical Rating</b>
<p><b><u>Reliability:</u></b> Dependability and trustworthiness.</p>	Not reliable. Often fails to deliver a complete job.	Occasionally leaves routine tasks incomplete.	Can be relied on to complete all aspects of job.	Complete work with little supervision. Will complete occasional special projects.	Extremely dependable and trustworthy. Accepts all assignments. Always performs as expected.	
<b>Explanation for Rating if other than “3”:</b>						
<p><b><u>Attendance &amp; Punctuality</u></b> Arrive and leave on time to work, meetings, and appointments. Adhere to work schedules.</p>	Frequently unexcused lateness or absence from work. Very poor attendance record.	Occasionally has unexcused lateness or absence from work.	Occasionally late or absent with proper notification.	Rarely late or absent.	Almost never late or absent. Always accepts overtime work, if offered.	
<b>Explanation for Rating if other than “3”:</b>						

	Unacceptable 1	Marginal 2	Satisfactory 3	Exceptional 4	Outstanding 5	Insert Numerical Rating
<p><b><u>Planning:</u></b> Establishes appropriate course of action for self and others to accomplish goals. Uses resources well, prioritizes work.</p>	Never provides project planning. Projects are unorganized and of poor quality. Prioritizes tasks poorly resulting in assignments consistently turned in late.	Occasionally provides project planning. Organization of tasks is minimal and does not usually meet departmental standards. Projects are occasionally turned in on time.	Project planning meets departmental standards. Organization and prioritization of work is acceptable. Projects are turned in on time.	Project planning exceeds departmental standards. Organization and prioritization of work is great and projects are occasionally turned in ahead of time.	Provides exemplary project planning and projects are of excellent quality. Prioritizes tasks extremely well resulting in all assignments completed ahead of time and accurately.	
<b>Explanation for Rating if other than “3”:</b>						
<p><b><u>Stress Tolerance:</u></b> Even temperament. Acceptance of routine tension, pressure, and changing conditions.</p>	Volatile, inconsistent personality. Disrupts work environment.	Occasional display of temper or emotion sufficient to disrupt others and hinder own performance.	Even tempered. Absorbs routine pressures of job.	Can tolerate unusual pressure and tension without hindering performance.	Performs consistently and effectively under extreme pressure. Never visibly falters.	
<b>Explanation for Rating if other than “3”:</b>						

	<b>Unacceptable 1</b>	<b>Marginal 2</b>	<b>Satisfactory 3</b>	<b>Exceptional 4</b>	<b>Outstanding 5</b>	<b>Insert Numerical Rating</b>
<b><u>Courtesy:</u></b> Respect for feelings of others. Politeness on the job.	Frequently rude. Causes noticeable discomfort to others.	Occasionally impolite to coworkers or others.	Observes common courtesies, does not offend.	Very conscientious of other's feelings and rights. Always polite.	Extremely courteous, well mannered and polite. Always considers others.	
<b>Explanation for Rating if other than "3":</b>						
<b><u>Interpersonal Relationships:</u></b> Willingness to cooperate, problem solve, and share information. Teamwork.	Consistently exhibits unprofessional and discourteous behavior in day-to-day dealings with others. Usually uncooperative.	Occasionally interacts with others in a professional manner. Too often uncooperative when faced with reasonable requests.	Interacts with others in a professional manner. Demonstrates ability to cooperate, problem solve, and share information appropriately.	Very cooperative. Often offers assistance. Can be counted on to help.	Consistently goes out of your way to insure that others feel comfortable. Constantly offers aid and always available to help others.	
<b>Explanation for Rating if other than "3":</b>						
<b><u>Appearance &amp; Habits:</u></b> Personal habits, clothing, and grooming.	Frequently offensive.	Occasionally sloppy in appearance or display of offensive habits.	Usually properly dressed and groomed.	Rarely exhibits poor appearance or offensive habit.	Always properly dressed; personal habits never offensive or in poor taste.	
<b>Explanation for Rating if other than "3":</b>						

	<b>Unacceptable 1</b>	<b>Marginal 2</b>	<b>Satisfactory 3</b>	<b>Exceptional 4</b>	<b>Outstanding 5</b>	<b>Insert Numerical Rating</b>
<b><u>Organization:</u></b> Organization of individual's work and work area.	Usually disorderly and chaotic.	Frequently unorganized or work area in disarray.	Work sufficiently organized to efficiently perform the job.	Highly organized and efficient; rare instances of poor performance from lack of order	Precise in organizing; immediate access to anything needed. Extremely efficient.	
<b>Explanation for Rating if other than "3":</b>						
<b><u>Behavior Flexibility:</u></b> Ability to modify and change behavior in order to reach a goal.	Reluctant to change; blocking behavior; rigid stances; makes up mind before all facts are obtained.	Reacts to criticism by becoming argumentative and defensive; will only modify under pressure	Will generally listen to ideas and opinions of others with an open mind and will modify, when necessary.	Perceptive to reactions of others; tends to listen to ideas and opinions of others; open minded; modifies behavior when appropriate.	Seeks suggestions and comments, evaluates and modifies behavior to enhance success of change	
<b>Explanation for Rating if other than "3":</b>						
<b><u>Leadership:</u></b> Effectiveness in getting others to accomplish a task or accept an idea.	Does not offer suggestions and frequently prefers to criticize rather than positively reinforce.	Gives up easily when faced with an obstacle; rarely succeeds in getting ideas accepted by others.	Is positive in working with others; carries out the intention of the task and demonstrates trust in others to carry out the task.	Encourages discussion, recognizes the questions of others, keeps the discussion on subject, and summarizes the discussion; is looked up to by others.	Stimulate collaboration or agreement of others; ideas and suggestions are immediately accepted; intervenes in times of conflict and maintains cooperation.	
<b>Explanation for Rating if other than "3":</b>						

List the employee's significant accomplishments during the year.

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List specific continued development plans of the employee to include goals and dates for accomplishment and/or training desires:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

Overall Performance Rating (add numerical rating and divide by 20) \_\_\_\_\_  
Ratings below 3.0 require a Performance Improvement Plan.

Supervisor Summary:

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Employee Comments:

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Supervisor Signature: \_\_\_\_\_

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

Employee Signature: \_\_\_\_\_

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