



Associate Performance Appraisal

Name _____ Position _____

Supervisor _____ Dept. _____ Date of Hire _____

To be completed by the immediate supervisor. Copies will be retained by the employee being reviewed and his/her supervisor. Original is returned to the Human Resource Department.

SECTION 1 - PERFORMANCE REVIEW

Employees are evaluated on each of the factors listed below. Please use space on the back for comments if the rating circled is D or U and specify which factor you are commenting on.

Outstanding - Results significantly surpass expectations. Superior contribution to the objectives of his/her performance in assigned areas of responsibility.

Proficient - Results are very good. Significant contribution to objectives of department and functional area.

Competent - Results are good. Performance is consistent with expectations. No important areas of failure or lack of accomplishment.

Developing Results do not consistently meet expectations. May lack experience but has the capacity to improve the overall level of performance within a reasonable period of time.

Unacceptable Performance does not meet expectations.

Factor	Description	Circle One
Customer Service	The extent to which the employee provides prompt, high-quality service to members, staff, vendors and internal/external customers.	O P C D U
Communication	Creates effective working relationships by information sharing	O P C D U
Teamwork	Consensus building and using active listening skills	O P C D U
Achievement	Ability and willingness to achieve organizational and individual goals by seizing opportunities and learning from experience	O P C D U

Flexibility/Innovation	Initiates new ideas, exhibits creative thinking and grasps new concepts	O P C D U
Technical Excellence	Apply and develop technical and role specific skills and organizational knowledge	O P C D U

SECTION 2 - OVERALL PERFORMANCE RATING

Varying degrees of importance should be placed on those factors measuring performance in a given job. The overall performance rating represents a composite of your opinion, judgment and impressions of this person's performance.

Circle One: O P C D U

SECTION 3 - KEY DEVELOPMENT AREAS

Identify 2 - 3 key developmental areas the employee should focus on over the next year. Develop a plan to provide formal or informal training in these areas: _____

SECTION 4 – EMPLOYEE

COMMENTS: _____

SECTION 5 - APPROVALS

Employee Signature: _____ Date _____

(This report has been discussed with me. I understand that my signature does not necessarily indicate agreement; I can make my disagreement known by a written communication to my immediate supervisor, with a copy to the Human Resource Department.)

Reviewer Name _____ Signature _____ Date _____