



<b>EMPLOYEE INFORMATION</b>			
<input checked="" type="checkbox"/> Year-End Review <input type="checkbox"/> Mid-Year Review			
NAME		CURRENT TITLE	
CURRENT WAGE		CURRENT SUPERVISOR and TITLE	
STORE NUMBER		AREA MANAGER and REGION	

**PERFORMANCE RATING SCALE**

**Improvement Needed:** Demonstrates less than satisfactory abilities and knowledge by often achieving less than the required results. Generally performs below established standards. Usually requires close supervision. Performance has declined significantly, or employee has not sustained adequate improvement, as required, since the last performance review. A *Performance Improvement Action Plan* must be implemented to ensure improvement is made and deficiencies are addressed. **Typically, 20% or less of people perform at an improvement needed level.**

**Competent:** Demonstrates sound abilities and job knowledge by consistently meeting established standards and achieving required results with minimal supervision. **Typically, 50 – 70% of people perform at a competent level.**

**Advanced:** Demonstrates advanced abilities and in-depth job knowledge by consistently exceeding established standards and achieving beyond required/expected results. Consistently contributes to the success of the company and department. Employee acts independently with limited managerial guidance. He or she is recognized by peers and/or customers as a leader and positive example for others. Provides leadership, fosters teamwork, is highly productive, innovative, and responsive and generates top quality work. **Typically, up to 20% of people perform at an advanced level.**

**I. JOB KNOWLEDGE**

*How well is the job understood?* The amount of job-relevant knowledge/ skill an employee has.

- Needs Improvement                       Competent                       Advanced

**II. WORK QUALITY**

*How well is the work produced?* This refers to effort that consistently achieves desired outcomes with a minimum of avoidable errors and problems, as well as a minimum consumption of resources such as time, money and materials. Good quality work is effective work.

- Needs Improvement                       Competent                       Advanced

**III. WORK RATE**

*How much work is produced?* This refers to the employee’s capacity for safe work output. Different employees doing the same job may produce different volumes of work. All other things being equal, the amount of safe output each produces will depend on their personal work speed, concentration and endurance.

- Needs Improvement                       Competent                       Advanced

**IV. COMMUNICATIONS**

*How well does the employee communicate?* This refers to the ability to communicate orally and/or in writing, with clarity and good effect. It also means to understand clearly and quickly when communications (such as instructions, orders or complaints) are received.

- Needs Improvement                       Competent                       Advanced

**V. INTERPERSONAL RELATIONS**

*How well does the employee get on with others?* Refers to the effect that the employee has on others, including their ability to establish and maintain positive and productive working relationships.

- Needs Improvement                       Competent                       Advanced

**VI. POLICY COMPLIANCE**

*Does the employee understand and comply with policies and practices?* Every organization has policies and practices dealing with issues such as record-keeping, use of organizational property, safety, etc. High compliance involves an awareness of the policies and practices, plus the willingness to comply with all reasonable requirements.

- Needs Improvement                       Competent                       Advanced



**VII. ATTENDANCE**

*Is the employee available for work when expected?* Attendance refers to the consistency that an employee shows in turning up for work and completing their normal work hours. Problems occur where there is unjustified tardiness when coming to work, unjustified absences for partial or whole working days, and unjustified early departures from work.

Needs Improvement                       Competent                       Advanced

**RATING SUMMARY**

Tally the employee overall scores below. As an example, if the employee scored competent in job knowledge, you'd check the check box under "competent." That's worth three points, so you'd write a 3 under the "point value" column. Under overall score, add the total of the points of all 7 rows.

	Needs Improvement (1)	Competent (2)	Advanced (3)	Point Value
Work Knowledge				
Work Quality				
Work Quantity				
Communication				
Interpersonal Relations				
Policy Compliance				
Attendance				
<b>Overall Point</b>				

**OVERALL SCORE**

7-11 Needs Improvement     12-17 Competent     18-21 Advanced

**PERCENTAGE INCREASE**

0%     1%     2%     3%     4%     Other

**COMMENTS**-Please include any additional comments you would like to make.

Employee Comments	Supervisor Comments

**Employee Signature:** .....                      **Date:**    /    /

**Supervisor Signature**.....                      **Date:**    /    /

**DIRECTIONS**

1. Complete this form on a computer and save in a confidential location as [employee's name, winter 2004 review.]
2. Print out form, give review to employee, and obtain employee comments/signature.
3. Enter employee's applicable info on your store's Performance Review Summation sheet.
4. Place completed review in employee file.

