

**Performance Appraisal Review for Non-Exempt Employees**

Employee Name		Department	
Title		Date Started Current Position	
Date of Review		Current Supervisor	

**Instructions**

- Review employee’s performance for the entire period; refrain from basing judgments on recent or isolated events only. Concentrate on rating one factor at a time.
- Consider the employee on the basis of the standards expected to be met for the job the employee is assigned based on the length of time in the job. Rate the employee on how well the requirements of the job are fulfilled.
- Place a check in the box that summarizes the employee’s performance in that factor since the last review (or from date of hire if this is the employee’s first review).
- Keep in mind the relative importance of the factors will vary according to the position.
- After rating the employee on each factor, enter examples to support the rating.
- Guard against letting your appraisal of factors fall into a consistent or routine pattern. There are usually wide differences in individuals with respect to various factors considered.

**Part 1:** Responsibilities and Accomplishments

Responsibilities: List the employee’s major job responsibilities.

Accomplishments: List the employee’s major accomplishments since the last review. What went well? What could have been better? Comment on barriers to completion or any other noteworthy points.

**Part 2:** Rate the employee by checking the appropriate box and enter comments to support the rating. When there are no job duties/responsibilities relating to a particular category, write “Non Applicable” and move to the next category.

Job Knowledge: Employee’s ability for the technical/professional requirements of the job. The adequacy of employee’s skills and employee’s understanding of normal job requirements. Employee’s understanding of departmental functions. Employee’s efforts to keep skills current.

Consistently  
Below  
Expectations

Occasionally  
Below  
Expectations

Consistently  
Meets  
Expectations

Frequently  
Exceeds  
Expectations

Consistently  
Exceeds  
Expectations

Supporting Examples:

Attendance/Punctuality: How conscientious employee is about attendance, punctuality, lunch periods, etc. Consider the time spent away from work area in conversation, etc.

Consistently  
Below  
Expectations

Occasionally  
Below  
Expectations

Consistently  
Meets  
Expectations

Frequently  
Exceeds  
Expectations

Consistently  
Exceeds  
Expectations

Supporting Examples:

Flexibility: Ability to change activities, plans, etc. to accommodate new or varied situations. How well does the employee adjust priorities, change methods, or adapt to new ideas to meet changing departmental or company priorities? How well does employee respond to suggestions for change?

Consistently  
Below  
Expectations

Occasionally  
Below  
Expectations

Consistently  
Meets  
Expectations

Frequently  
Exceeds  
Expectations

Consistently  
Exceeds  
Expectations

Supporting Examples:

***Complete the ratings, then review the categories. You may want to consider some categories more important than others in determining your final evaluation. Please read the following descriptions and check the level that describes the overall performance of your employee.***

**Level 1 - Consistently Below Expectations**

Performance is below expectations for most aspects of the job.

**Level 2 - Occasionally Below Expectations**

Performance occasionally does not meet expectations for some aspects of the job. Objectives occasionally are not met or are met with a minimum level of acceptability.

**Level 3 - Consistently Meets Expectations**

Performance fully meets the expectations for all aspects of the job. The employee's performance is consistent, reliable and effective. Employee is able to accomplish all established objectives.

**Level 4 - Frequently Exceeds Expectations**

Performance frequently exceeds the expectations for most aspects of the job on a sustained basis. Employee performs complex, difficult parts of the job competently and thoroughly, including extra or unique tasks assigned.

**Level 5 - Consistently Surpasses Expectations**

Employee excels in virtually all aspects of the job, having nearly reached the ultimate in job performance on a sustained basis. Performance is of a quality rarely achieved.

**Personal Management:** Employee manages their time, accepts responsibility and completes work assignments on time. Works to protocols, established routines and guidelines effectively. Employee is openly accountable for their work.

Consistently  
Below  
Expectations

Occasionally  
Below  
Expectations

Consistently  
Meets  
Expectations

Frequently  
Exceeds  
Expectations

Consistently  
Exceeds  
Expectations

Supporting Examples:

**Job Performance:** How well employee maintains their output of work. Volume of work employee performs under normal circumstances. Neatness, thoroughness and accuracy of employee's work.

Consistently  
Below  
Expectations

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Supporting Examples:

**Teamwork:** Employee's ability and willingness to work with associates, supervisors and peers of different backgrounds and perspectives. Cooperates and contributes to team efforts. Gives their best effort and keeps team goals in mind. Promotes group success instead of self promotion.

Consistently  
Below  
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Supporting Examples:

**Initiative:** How well employee grasps instructions without close follow-up. How well employee performs in the face of obstacles. How alert the employee is in the absence of their supervisor.

Consistently  
Below  
Expectations

Occasionally  
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Supporting Examples:

**Part 3:** Strengths and Areas for Improvement

List employee's strengths.

List employee's areas for improvement and your recommendations.

Are employee's skills being fully utilized? What training or skill development should be implemented to fully develop employee's potential? What are employee's career aspirations, and what actions are required to meet them?

**Part 4:** Goals and Objectives

List 1 to 3 goals (minimum) to be obtained by the employee before the employee's next review. These should be specific, measurable, achievable, relevant, time-bound, and linked to departmental/corporate objectives. These may include new and better ways to carry out job responsibilities, manage the employee's future development and increase their current performance. Include specific steps for the employee to take.

\_\_\_\_\_  
Supervisor's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
2nd Level Supervisor

\_\_\_\_\_  
Date

I have seen and reviewed the review. All items have been covered with me. I realize that my signature does not imply that I am in agreement with the review.

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

**PART 5: Performance Level examples for questions on the Non-Exempt Performance Appraisal**

<b>CONSISTENTLY BELOW (1)</b>	<b>OCCASIONALLY BELOW (2)</b>	<b>CONSISTENTLY MEETS (3)</b>	<b>FREQUENTLY EXCEEDS (4)</b>	<b>CONSISTENTLY EXCEEDS (5)</b>
<b><u>JOB KNOWLEDGE</u></b>				
Has serious gaps in technical and professional knowledge resulting in work below standards. Quality and level of knowledge does not increase over time.	Demonstrates inadequate technical and professional knowledge. Completes work that is sometimes inaccurate or does not adhere to policies or standards.	Demonstrates adequate technical and professional knowledge required for the job.	Frequently uses technical knowledge to plan and execute complex tasks. Exhibits growth in competence over time.	Demonstrates superb technical and professional knowledge; recognized for expertise in the field.
<b><u>PERSONAL MANAGEMENT</u></b>				
Declines to accept responsibility for performance and quality. Seldom follows standards and procedures.	Requires coaching for routine decisions. Deviates from standards and procedures.	Performs reliably and accepts responsibility for decisions. Is able to learn from incorrect judgments.	Consistently performs well, even in difficult circumstances. Capable of researching alternative methods.	Anticipates what needs to be done without direction or guidance. Responds to changing needs willingly and productively, using creativity and innovation.
<b><u>JOB PERFORMANCE:</u></b>				
Rarely completes work on time, frequently makes errors and produces work that seldom meets standards, policies or procedures.	Works unreliably with inconsistent quality and is sometimes unable to adjust work level to demand.	Reliably completes work in a manner that is accurate, adheres to policies and procedures and is acceptable in all respects.	Routinely exceeds standards in volume and quality of work, allowing for completion of additional assignments.	Works at a fast pace in a manner that is frequently recognized for accuracy, volume, comprehensiveness, understandability and results.
<b><u>TEAMWORK:</u></b>				
Shows little or no consideration or concern for others. Does not comply with superior's decisions and directions.	Lacks confidence in briefings and discussions. Is not willing to become actively involved in group projects	Voluntarily participates in activities in support of a group effort. Accepts working styles which are different from one's own style	Demonstrates exceptional skill in working with others and eliciting their cooperation. Works well with little supervision.	Can sway a hostile audience to his/her point of view. Is extremely effective in solving human relations problems, solutions always reflect fair and equal treatment
<b><u>INITIATIVE:</u></b>				
Never seeks additional tasks or assignments. Tends to avoid difficult situations.	Rarely initiates new ideas. Does not seek assistance when needed.	Seeks appropriate assistance in difficult situations. Anticipates potential problems and takes necessary steps to handle them.	Researches issues thoroughly in order to develop alternative solutions to problems. Does not hesitate to make required decisions.	Anticipates and sees what needs to be done without direction or guidance. Always seeks out additional tasks to increase skills and make a positive contribution.
<b><u>ATTENDANCE / PUNCTUALITY:</u></b>				
Attendance and punctuality seriously affects other employees performance in the department	Attendance and punctuality are being noticed by other employees as a problem	Reports to work as scheduled, on time & prepared to start work. Avoids late arrivals, early departures. Notifies supervisor of absence prior to start of shift	Seldom has unscheduled absences or tardiness.	Rarely has unscheduled absences or tardiness. Volunteers, without question for overtime.
<b><u>FLEXIBILITY:</u></b>				
Tends to shirk difficult situations. Is disorganized and usually unprepared	Rarely seeks involvement in new or changed situations. Has difficulty prioritizing workload and/or mapping long term projects	Adapts to changes in assignments and environment. Uses support services within the organization	Easily adapts to fluctuations and changing priorities. Monitors progress on projects and takes preventive actions to ensure completion by established deadlines	Always seeks out additional tasks to increase skills and make a positive contribution. Often successfully handles difficult and important projects where limited resources are a significant factor