

CWA STAFF EVALUATION FORM

Employee _____ Title: _____

Evaluator _____ Title: _____

Type of evaluation: Annual _____ Probationary _____

Date of last evaluation _____ Date of present evaluation _____

INSTRUCTIONS

This evaluation is intended to measure performance; but more importantly, it is designed to assist the support staff person in developing skills and in pinpointing problems, so that performance can be improved.

The evaluation form has two parts. Part I should be completed by the support staff person being evaluated prior to completion of Part II by the evaluator. The evaluator should review and take into consideration the support staff person's responses to Part I.

After completion of Part II, the Evaluation Form should be given to the person being evaluated who can then make comments where provided for in Part II. A performance evaluation conference should then be scheduled where the evaluation is discussed in full and new goals and objectives determined.

At the conclusion of the conference, the employee and evaluator shall sign the Evaluation Conference Completion Report indicating that the conference was held. You will note that there is no requirement that the employee concur in the recommendation or in the evaluation itself. The only requirement is that the conference be held.

The completed Evaluation Form and the written employee comments concerning the same, if any, should be forwarded to the Human Resources Director for filing in the employee's personnel file, after review by the Executive Director. Any comments noted on the form by the Executive Director will be shared with the employee. An evaluation is a confidential document and should be forwarded to the Director in a sealed envelope and marked confidential.

The Evaluation must be completed on all Probationary Employees at the conclusion of their first 90 days of employment. Three weeks prior to the end of the probationary period, the supervisor shall advise the Executive Director, in writing, whether they recommend permanent status for the employee. At a minimum, Evaluations shall be performed on permanent employees on an annual basis.

CWA EVALUATION FORM
PART I
EMPLOYEE'S SELF EVALUATION

Employee Name _____ Title _____

Evaluator _____ Title _____

SELF EVALUATION

Please list below the principal accountabilities (no more than eight) or end results that were expected of your position during this appraisal period. Use the following definitions to rate your level of performance relative to each accountability:

- 1 Performance fell below expectations.
- 2 Generally satisfactory achievement, however, potential for performance improvement is evident.
- 3 Attainment of principal objectives and performance expected of a well-trained individual in this job.
- 4 Achievements exceeded what was expected of a well-trained individual in this job.
- 5 Consistently demonstrated outstanding exceptional achievements.

<u>Goal/Objective</u>	<u>My Rating</u>
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
5. _____	_____
6. _____	_____

EMPLOYEE'S SELF EVALUATION

A. What major contributions did you make to the agency during the year?

B. What job skills or abilities have you developed or improved upon during your appraisal period?

C. What responsibilities could be added to your job that would more fully utilize your skills and abilities?

D. Indicate job related skills and abilities you must improve upon and suggestions for how you might achieve the improvement.

E. Describe other job interests you have and/or your employment goals.

F. What skills and abilities, if any, would you need to acquire or enhance in order to attain the goals described above.

G. List possible goals and objectives for next evaluation period.

PERSONNEL EVALUATION FORM PART II

(To be completed by Evaluator)

A. BASIC PERFORMANCE CONSIDERATION

Instructions to Evaluator: Circle appropriate number. Include comments as warranted.

JOB KNOWLEDGE is a measure of the information concerning work duties which an individual should have for a satisfactory job performance.

Poorly informed about work duties	1
Lacks knowledge of some phases of work	2
Moderately informed; can answer most common questions	3
Understands all phases of work	4
Has complete mastery of all phases of job	5

Evaluator's Comments:

Employee's Comments:

QUALITY OF WORK is a measure of the correctness of work duties performed.

Makes frequent errors	1
Careless; makes recurrent errors	2
Usually accurate; makes only average number of mistakes	3
Requires little supervision; is exact and precise most of the time	4
Requires absolute minimum of supervision; is almost always accurate	5

Evaluator's Comments:

Employee's Comments:

PLANNING is a measure of the ability to assess needs and organize work in a manner that ensures the timely and successful completion of job responsibilities.

Plans poorly	1
Is occasionally unable to assess and organize work responsibilities	2
Normally plans well	3
Plans and organizes well most of the time	4
Always plans and organizes work responsibilities well	5

Evaluator's Comments:

Employee's Comments:

STRESS MANAGEMENT is a measure of the employee's ability to withstand pressure and remain calm in crisis situations.

Appears to "go to pieces" under pressure; appears "jumpy" nervous	1
Occasionally "blows up" under pressure; appears easily irritated	2
Appears to have average tolerance for crises; usually appears calm	3
Tolerates most pressure; likes crises more than the average person	4
Thrives under pressure; really enjoys solving crises	5

Evaluator's Comments:

Employee's Comments:

INITIATIVE AND DRIVE is a measure of the desire to attain goals, to achieve.

- Has poorly defined goals and acts without purpose; puts forth practically no effort. 1
- Sets goals too low; puts forth little effort to achieve 2
- Has average goals and usually puts forth effort to achieve these 3
- Strives hard; has high desire to achieve 4
- Sets high goals and strives incessantly to reach these 5

Evaluator's Comments:

Employee's Comments:

DEPENDABILITY is a measure of the ability to do required jobs well with a minimum of supervision.

- Requires close supervision; is unreliable 1
- Sometimes requires prompting 2
- Usually takes care of necessary tasks and completes with reasonable promptness 3
- Requires little supervision; is reliable 4
- Requires absolute minimum of supervision 5

Evaluator's Comments:

Employee's Comments:

ATTENDANCE is a measure of the faithfulness in coming to work daily and conforming to work hours.

Often absent without good excuse and/or frequently reports to work late	1
Lax in attendance and/or reporting for work on time	2
Usually present and on time	3
Very prompt; regular in attendance	4
Always regular and prompt; volunteers for overtime when needed	5

Evaluator's Comments:

Employee's Comments:

COMMUNICATION is the measure of the individual's ability to communicate in writing and orally with staff and clients.

Usually requires rewriting or extensive editing; usually imprecise and unclear in verbal communications	1
Sometimes requires extensive editing of written work; oral communications lack some precision and clarity	2
Satisfactory writing and speaking skills	3
Takes care in writing; usually speaks with precision and clarity	4
Written and oral communications are always clear, efficient, precise; written work almost never needs editing.	5

Evaluator's Comments:

Employee's Comments:

CREATIVITY is a measure of talent for having new ideas, for finding new and better ways of doing things, and for being imaginative.

- Rarely has a new idea; is unimaginative 1
- Occasionally comes up with a new idea 2
- Has average imagination; has reasonable number of new ideas 3
- Frequently suggests new ways of doing things; is very imaginative 4
- Continually seeks new and better ways of doing things; is extremely imaginative 5

Evaluator's Comments:

Employee's Comments:

DECISION-MAKING ABILITY is a measure of the ability of an individual to analyze a problem or issue, evaluate solutions, and arrive at a timely selection of the most appropriate solution.

- Delays and procrastinates, does not take a clear position; consistently makes inappropriate decisions. 1
- Needs prodding to take a position; not consistent; sometimes makes inappropriate decisions. 2
- Generally arrives at the appropriate decision without delay and based upon an informed understanding. 3
- Usually arrives at the appropriate decision with minimum delay and based upon an informed understanding. 4
- Almost always arrives at the appropriate decision with minimum delay and based upon an informed understanding and considers the possible effects of the solution. 5

Evaluator's Comments:

Employee's Comments:

INTERACTION MANAGEMENT is a measure of the ability of individual to develop mutually rewarding working relationships with subordinates, peers and superiors (including clients).

Blunt; discourteous; antagonistic	1
Sometimes tactless; distant; aloof	2
Agreeable and pleasant	3
Always very polite; willing to help; outgoing	4
Inspiring to others in being courteous and very pleasant; excellent at establishing good will	5

Evaluator's Comments:

Employee's Comments:

PRODUCTIVITY IMPROVEMENT CONTRIBUTION is a measure of overall contribution the individual makes to improve the productivity of the office, in comparison with other employees with the same job responsibilities and length of service on this job.

Definitely unsatisfactory	1
Substandard, but making progress	2
Doing an average job	3
Definitely above average	4
Outstanding	5

Evaluator's Comments:

Employee's Comments:

STRENGTHS/AREAS NEEDING IMPROVEMENT

Please comment on items from Parts I, A and B which are strengths of this employee.

Please comment on items from Parts I A and B which should be improved upon.

PART II C PRINCIPAL ACCOUNTABILITIES CHECKLIST AND RATING

Instructions to Evaluator: Tally the evaluation ratings and circle the appropriate final evaluation rating using the list below.

- 1 Failure to meet requirements of present job. Performance indicates deficiency which seriously interferes with attainment of expected results.
- 2 Performance does not meet required standards. Generally achieves satisfactory results, but there is obvious room for improvement.
- 3 All key assignments were accomplished. Job performance is fully satisfactory.
- 4 Achievements which contribute to organizational goals. Job performance exceeds job requirements.
- 5 Job performance consistently and significantly exceeds the position requirements and objectives. Exceptional achievement is demonstrated in key areas of responsibility.

Overall Evaluation Rating	1	2	3	4	5
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A. GOALS

List principal goals or objectives expected of this employee during the next appraisal period which are related to his/her job description, or which may be in addition to those stated in the job description and program policies and provide a rating as indicated above.

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____

EVALUATION CONFERENCE

An Evaluation Conference was held on _____ between
_____ (employee) and _____ (evaluator)
at which the performance of the employee was discussed.

Employee Initials

Evaluator Initials

Executive Director's Signature

Date

06/00