

EMPLOYEE PROGRESS REPORT

Employee _____

Job Title _____

Date Hired/Promoted _____

Review: 90 day probation 180 day probation Annual

Instructions:

1. Circle one of the numbers (1 through 5) on the scale which best describes the performance of the employee. When appraising someone, decide how well the individual meets the requirements of the job, area or category being evaluated without reference to personal likes or dislikes. Be sure the evaluation is based solely on observations of job-related performance. Think back to how the employee performs from day-to-day, not to recent happenings or isolated dramatic incidents that might sway the overall evaluation since the last performance appraisal. If you think you are not in a position to rate a particular area, or the area does not apply to the employee, leave it blank.
2. Comment on the reason for the rating, giving behavioral examples if possible. Comments are essential to an appraisal. Comments should be used to explain ratings and to make specific suggestions for improvement and/or development. Every employee deserves to know why a rating is what it is and what the supervisor perceives as the strongest points and areas that need improvement.

The following is a brief description of the scale anchors:

- 1 - Unacceptable Performance: Fails to satisfy the minimum level of assigned accountabilities or meet and expected performance standards for the area or category.
- 2 - Marginal Performance: Sometimes satisfies the minimum level of assigned accountabilities, but fails to consistently meet the expected performance standards for the area or category.
- 3 - Standard Performance: Consistently meets expected performance standards for the area or category. Seldom falls below expected performance and will occasionally perform above standard requirements. A solid, reliable employee consistently meeting all job requirements and providing the services which are required and expected of the area or category.
- 4 - Commendable Performance: Performance sometimes exceeds the expected performance level of an average, standard employee. The employee, on his/her own initiative, sometimes performs in a fashion above what is required and expected within the area or category.
- 5 - Exemplary Performance: Performance consistently and clearly exceeds the expected performance level. The employee regularly performs in a manner above what is required and expected within the area or category. Minimum supervision required.

1. QUANTITY OF WORK

Produces a minimal amount of acceptable work. Works slowly. Most work not completed on time or is unfinished.

Produced adequate amount of acceptable work meeting job requirements. Completes majority of work on time.

Produces an exceptional amount of work. Normally completes all work ahead of schedule.

1

2

3

4

5

Comments:

2. QUALITY OF WORK

Most work requires considerable checking. Amount of rework high. Lacks accuracy, clarity, and/or adequacy.

Work requires average amount of checking with minimal rework. Majority of work is accurate and adequate.

Consistently turns out work of highest quality with little rework. All work is accurate and adequate. Minimal checking required.

1

2

3

4

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Comments:

3. COOPERATION

Shows reluctance to work with others. Resists team involvement. Does not always follow instructions.

Works well with associated. Is comfortable with team involvement. Follows instructions well.

An outstanding team worker. Accepts instructions enthusiastically. Very helpful and supportive of superiors and subordinates.

1

2

3

4

5

Comments:

4. JOB KNOWLEDGE

Knows and understands bare minimum requirements for doing job. Satisfied with limited knowledge. Learns new methods and procedures slowly.

Has the knowledge of the average worker for this job. Responds to and learns new policies, procedures and methods well.

Has very thorough knowledge of the job responsibilities and functions. Learns new policies, procedures and methods extremely well.

1

2

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4

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Comments:

5. DEPENDABILITY

Often absent from work. Productivity inconsistent and below expected levels. Misses or is late meeting many deadlines and/or assignments.

Is regularly at work and maintains expected level of productivity. Normally meets and exceeds deadlines for work assignments.

Always available to do what is needed. Consistently exceeds productivity expectations. Always meets assigned deadlines.

1

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Comments:

6. PLANNING AND ORGANIZATION

Needs help in developing an approach and method on routine assignments. Generally unorganized.

Plans and organizes adequately. Steps are logical and efficient. Requires normal amount of help in approach.

Develops sound and suitable plans. Understands overall scope. Requires minimal amount of help or guidance.

1

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Comments:

7. WORKS INDEPENDENTLY OF SUPERVISION

Follows instructions but generally will not act unless told. A seldom volunteer for new assignments, normally waits for further instructions.

Takes necessary steps to accomplish objectives. Normally seeks new assignments after completing old ones.

Independently originates and develops constructive ideas. Actively seeks new assignments.

1

2

3

4

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Comments:

8. KEEPS OTHERS INFORMED

Seldom talks or communicates with supervisor or co-workers. Does not relay information or ideas adequately.

Keeps supervisors and co-workers adequately informed/

Keeps supervisors and co-workers very well informed. Makes a real effort to relay information.

1

2

3

4

5

Comments:

Supervisory/Technical Personnel

9. ENGAGES IN REGULAR FEEDBACK WITH SUBORDINATES

Reluctantly responds to requests for subordinate feedback. Seldom offers advice or suggestions to subordinates.

Provides feedback when critical incidents occur. Keeps subordinates well informed on policies, events and performance.

Regularly meets with subordinates to review their activities and provide feedback on a regular basis.

1

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Comments:

10. TIMELINES OF DECISIONMAKING AND ACTION

Often fails to meet deadlines. Has difficulty operating under time constraints. Avoids or puts off difficult or sensitive decisions.

Most actions and decisions made within reasonable and expected time frames. Resolves majority of problems associated with the job.

Typically anticipates needs for decisions and actions, getting things accomplished ahead of schedule. Tackles difficult problems.

1

2

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Comments:

11. ORAL COMMUNICATIONS

Unable to present self clearly or understandably when speaking to others. Lacks confidence and poise when making oral presentations.

Presents ideas and information clearly when speaking to others. Is easily understood.

Highly effective in presenting ideas and facts to others. Displays much confidence and is easily understood.

1

2

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4

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Comments:

12. WRITTEN COMMUNICATIONS

Unable to express ideas in writing. Uses poor grammar. Structure and thoughts are not organized.

Expresses ideas understandably. Uses standard English language with acceptable structure and grammar. Infrequent errors.

Effectively presents self, ideas, and information when using written communication. Very clear, concise and understandable.

1

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5

Comments:

Summary of Ratings

To calculate the summary evaluation rating, add the following:

All personnel

Quantity	_____
Quality	_____
Cooperation	_____
Job Knowledge	_____
Dependability	_____
Planning and Organization	_____
Works Independently of Supervision	_____
Keeps Others Informed	_____
Supervisor/technical personnel	_____
Engages in Regular Feedback with Subordinates	_____
Timeliness of Decisionmaking and Action	_____
Oral Communications	_____
Written Communications	_____
TOTAL RATING	

Major Accomplishments and Strengths:

Recommended Training and/or Development Activities:

Additional Comments:

Date

Rater's Signature

To be completed by Rater's Supervisor:

Comments:

Date

Rater's Supervisor's Signature

To be completed by Employee:

Check one: I agree disagree with this evaluation.

Comments:

Personal Improvement: What do you plan to do during the next appraisal period to improve performance?
How, in your opinion, can your supervisor help you to improve?

Date

Employee Signature

Date

Department Head Signature

Date

Personnel Signature

Date

Borough Manager Signature