

## **APPENDIX L**

### **STAFF PERFORMANCE REVIEW FORM**

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To help ensure that your employees are productive and satisfied, and that your practice runs as smoothly as possible, it is important to set up a system of employee performance checks. This system should ensure that position responsibilities and standards of quality are clearly defined; that periodic, standardized checks are made on employee performance; that incentives are provided for employee excellence; and that established avenues for dealing with problems and/or sub-par performance are made known to and followed by everyone in the practice.

The process of establishing a successful employee performance review program begins even before you hire an employee. In the interview, it is important that all key position responsibilities and expectations of quality are conveyed to the potential employee. Responsibilities should be explained to the candidate both in the interview and in a formal, written job description. By doing this, an individual to whom you offer a position will have a definite understanding of what will be expected of him should he take the job.

Once a position has been filled, the new employee should be placed on a pre-determined sixty or ninety day probationary period. At the conclusion of this period, the employee and her supervisor should meet to discuss the employee's progress. If performance is satisfactory, the probationary period should be lifted. If, however, performance is unsatisfactory, an established system for identifying problem areas and plans for correcting them must be utilized. Depending on the seriousness of problems, an extension of the probationary period may be necessary at this time. For optimum effectiveness, the employee should be made fully aware of any perceived problems with her performance and involved in developing solutions for them.

To keep formal records of an employee's performance, many employers administer yearly performance reviews. These are typically completed either at the end of the calendar year or on the anniversary of an employee's hire date. Annual performance evaluation reviews may vary greatly from one employer to another, depending on the type of practice and the management style of the group. Within a practice, however, similar positions should be assessed using the same standards to help maintain objectivity and fairness. Employers may or may not decide to devise a system in which responsibilities, work habits, and goals are weighted according to importance, allowing them to calculate a quantifiable, overall performance score.

In general, a performance review should include an evaluation of the employee's success in executing position responsibilities; highlight both areas of excellence and areas that need improvement, including a specific plan for improving these deficiencies; and assess the employee's general work habits, including, but not limited to, attention to detail, problem solving abilities, professionalism, reliability, and communication skills. The employer may also wish to include several goals designed to encourage the employee to excel at his or her job. The success of the employee in achieving these goals should then also be assessed in the review.

A quantitative system for evaluating these factors should be established to help ensure that employees are reviewed objectively. Space, however, should also be provided to further illuminate quantitative ratings. Many employers use a numbered rating system where, for example, "1" denotes a strong need for improvement and "4" indicates excellence, but this method is not set in stone. It is also common to hold mid-year reviews in which the employee and supervisor assess the employee's success to date, make appropriate adjustments, and note progress toward any predetermined goals.

Finally, it should be mentioned that these formal stages of the review process should be conducted in addition to, rather than in place of, frequent informal meetings to guide an employee in a productive and successful direction. In order to assist you in implementing this process, the following pages present the "skeleton" of a sample employee performance review form. It is designed to assist you in customizing your own staff review forms.

## STAFF PERFORMANCE REVIEW

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Employee Name:

Social Security Number:

Position:

Review Type (Annual, Mid-Year, Probationary, etc.):

Date of Review:

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### Instructions:

The employee's supervisor must fill out the following performance review, including supporting comments for all assessments deemed to be "marginally acceptable" (1) or "exceptional" (4) and suggestions for improvement for all assessments determined to be "marginally acceptable" (1) or "satisfactory" (2). The employee and supervisor should then discuss the review, allowing the employee both to voice his/her opinions and to write them down in the Employee Comments section at the end of the form. Finally, both individuals must sign and date the document.

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### Quantitative Values:

1. Performance level is only marginally acceptable; needs significant guidance.
  2. Satisfactory performance; quality of work is good; needs some guidance, but performs many tasks without assistance.
  3. Performance level is above average; work quality is always acceptable and sometimes exceptional; requires occasional guidance.
  4. Exceptional; work quality consistently exceeds expectations; needs minimal guidance.
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### Position Responsibilities:

**Responsibility #1** \_\_\_\_\_

Quantitative Assessment: \_\_\_\_\_ Relative Weight: \_\_\_\_\_

Comments (required for all assessments deemed to be above or below average):

**Responsibility #2** \_\_\_\_\_

Quantitative Assessment: \_\_\_\_\_ Relative Weight: \_\_\_\_\_

Comments:

**Responsibility #3** \_\_\_\_\_

Quantitative Assessment: \_\_\_\_\_ Relative Weight: \_\_\_\_\_

Comments:

**Responsibility #4** \_\_\_\_\_

Quantitative Assessment: \_\_\_\_\_ Relative Weight: \_\_\_\_\_

Comments:

**Responsibility #5** \_\_\_\_\_

Quantitative Assessment: \_\_\_\_\_ Relative Weight: \_\_\_\_\_

Comments:

**Responsibility #6** \_\_\_\_\_

Quantitative Assessment: \_\_\_\_\_ Relative Weight: \_\_\_\_\_

Comments:

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**General Work Habits:**

**Skill #1**

Quantitative Assessment: \_\_\_\_\_ Relative Weight: \_\_\_\_\_

Comments:

**Skill #2**

Quantitative Assessment: \_\_\_\_\_ Relative Weight: \_\_\_\_\_

Comments:

Skill #3

Quantitative Assessment: \_\_\_\_\_ Relative Weight: \_\_\_\_\_

Comments:

Skill #4

Quantitative Assessment: \_\_\_\_\_ Relative Weight: \_\_\_\_\_

Comments:

Skill #5

Quantitative Assessment: \_\_\_\_\_ Relative Weight: \_\_\_\_\_

Comments:

Skill #6

Quantitative Assessment: \_\_\_\_\_ Relative Weight: \_\_\_\_\_

Comments:

**Goals:**

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Goal #1

Completed: \_\_\_\_\_ Yes \_\_\_\_\_ No

Quantitative Assessment: \_\_\_\_\_ Relative Weight: \_\_\_\_\_

Comments:

Goal #2

Completed: \_\_\_\_\_ Yes \_\_\_\_\_ No

Quantitative Assessment: \_\_\_\_\_ Relative Weight: \_\_\_\_\_

Comments:

Goal #3

Quantitative Assessment: \_\_\_\_\_

Relative Weight:

Completed: \_\_\_\_ Yes \_\_\_\_ No

Comments:

Goal #4

Completed: \_\_\_\_ Yes \_\_\_\_ No

Quantitative Assessment: \_\_\_\_\_

Relative Weight:

Comments:

Goal #5

Completed: \_\_\_\_ Yes \_\_\_\_ No

Quantitative Assessment: \_\_\_\_\_

Relative Weight:

Comments:

Goal #6

Completed: \_\_\_\_ Yes \_\_\_\_ No

Quantitative Assessment: \_\_\_\_\_

Relative Weight:

Comments:

**Overall Performance:**

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Employee's overall performance is: \_\_\_\_\_

Total Weighted Score: \_\_\_\_\_

Overall Qualitative Assessment:

- \_\_\_\_ Outstanding
- \_\_\_\_ Above Average
- \_\_\_\_ Acceptable
- \_\_\_\_ Needs Improvement
- \_\_\_\_ Unacceptable

Overall Performance Comments and Suggestions for Improving Deficiencies (required):

**Employee Comments:**

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**Signatures:**

I have been shown the contents of my employee performance review and have discussed it with my supervisor.

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Employee's Signature

Date

I have objectively completed the preceding employee performance review to the best of my ability and have discussed its content with the employee with whom it concerns.

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Supervisor's Signature

Date