

## **TIPS AND IDEAS FOR JOB PERFORMANCE EVALUATION SUCCESS**

**(Page 1 of 3. Use arrows at bottom to view all three pages of this pdf document.)**

1. Distribute the performance anchor sheet each year to all employees you are supervising after you have determined what should be included in each performance measure for each essential function.
2. Plan and schedule two meetings during the year — each about 15 minutes, to discuss with your employee where they fall on the evaluation grid for each of the performance measures. Discuss issues, concerns, and expectations in order to achieve a certain rating in the defined areas.
3. When evaluating performance using this grid, give the benefit of the doubt and grade up when things look arguable. This is preferable, and you will improve both the willingness of employees to follow a performance evaluation process of this type while appearing fair.
4. Consider modifications you would like to make to this grid each year to help your work unit achieve new work goals. Simply change the performance measures to correspond with behaviors that will complement the work goals.
5. Allow employees to develop goals and objectives to improve their performance evaluation ratings.
6. Have employees contribute to the generation of performance measures that pertain to the behavioral anchors on this chart at the beginning of each year.

## EXAMPLE ONLY: PLUMBING TECHNICIAN

	Outstanding	Above Average	Competent	Marginal	Unsatisfactory
<b>a. QUALITY OF WORK:</b>	Solves all problems within scope of essential functions without assistance from other employees or supervisor. Quality of work is consistently	Rarely needs assistance to solve problems associated with essential functions of position. May occasionally experience an error.	Recognizes problems consistently; and seeks assistance as necessary. Quality of work is average compared to others. Errors may occur	Frequently fails to recognize problems and/or resolve such problems using assistance or resources. Errors frequently occur in	Consistently fails to recognize problems within scope of essential functions or seek assistance. Errors are consistently identified.
<b>b. QUANTITY OF WORK</b>	Always completes work orders and work in a timely and expedient manner. Has no reservations about being assigned to any HVAC related	Nearly always completes work orders and/or associated work in a timely and expedient manner. Accepts all HVAC related work	Usually completes work orders and work in a timely and expedient manner. Completion rate is about average for this position. Some	Frequently fails to complete work and work orders in a timely and expedient manner. Many HVAC related functions require help or	Rarely completes work and work orders in a timely and expedient manner. Most HVAC job functions are unable to be completed due to
<b>c. INTEREST</b>	Always seeks and/or asks for information & new knowledge from coworkers and management. Takes advantage of all new training	Frequently seeks/asks for information and new knowledge from peers and management. Takes advantage of nearly all new training	Demonstrates willingness to learn new skills associated with essential functions. Seeks and asks for such training.	Infrequently demonstrates willingness to learn new skills. Rarely willing to take advantage of training opportunities or learning	Does not demonstrate willingness to learn new skills. Rarely, takes advantage of training opportunities or learning experiences.
<b>d. ATTENDANCE &amp; PUNCTUALITY</b>	Rarely late to work. May be sick only a couple days a year.	Seldom late to work. Sick or lost work days are very few.	Provides appropriate and timely documentation through employee assistance program, when requested, after accumulating more	Has been unable to provide timely and appropriate documentation for absences or tardiness through the EAP.	Consistently unable to provide appropriate and timely documentation to support absences and tardiness.
<b>e. RESPONSIBILITY &amp; DEPENDABILITY</b>	Easily works in an outstanding manner without supervision. Consistently meets commitments and deadlines. Needs no supervision on routine	Meets commitments and deadlines nearly always. Needs minimal supervision on routine tasks.	Commitments and deadlines are met 90% of the time. Needs occasional supervision on routine tasks.	Needs constant checking, even on routine tasks. Frequently does not meet commitments and deadlines more.	Regularly fails to meet commitments and deadlines. Work and progress must be checked all the time.
<b>f. USE OF TIME</b>	Plans work exceptionally well and skillfully manages the use of time making it possible to assist others and accept other projects and tasks.	Plans work and efficiently manages time making it possible to complete all assignments.	Plans work and uses time effectively and completes most assignments in a timely manner	Sometimes fails to plan work effectively which results in backup of assignments and tasks.	Consistently fails to plan work and assignments resulting in incomplete work, errors, or other negative effects on HVAC.
<b>g. COOPERATION</b>	Is eager to share knowledge and skills with other employees. Seeks out AND creates opportunities to share such information with coworkers. Is a highly	Willingly shares knowledge and skills with others, and provides training and education seminars within HVAC.	Willingly shares knowledge and skills with coworkers when requested by management or coworkers.	Reluctant to share knowledge and skills with others.	Refuses to share information with others. Resists cooperating with departmental needs at cross-training and staff development through
<b>h. INITIATIVE</b>	Regularly recognizes job-related problems and initiates corrective action.	Frequently recognizes job-related problems and initiates corrective action.	Recognizes job-related problems and initiates corrective action. Employee does so at an average rate compared to other employees in	Seldom recognizes job-related problems and initiates corrective action.	Rarely or never recognizes job-related problems and initiates corrective action.
<b>i. PERSONAL RELATIONSHIP</b>	Displays enthusiasm about the HVAC work and the position. Cooperates freely with associates and customers.	Appears happy at his or her work. Cooperates freely with associates and customers.	Accepts most assignments without complaint or reservation. Cooperates with coworkers when requested to do so. Follows	Frequently questions suitability of assignments. Complains regularly about the nature of the work. Cooperates with coworkers	Has been insubordinate. Refuses aspects of job duties does not like. Does not fairly share in unpleasant duties. Complain about jobs,
<b>j. ACCEPTS CONSTRUCTIVE CRITICISM</b>	Always accepts suggestions and criticism in a constructive manner. Asks for feedback about skills and abilities during the year from	Usually accepts suggestions and criticism in a constructive manner.	Sometimes has difficulty accepting constructive criticism in a constructive manner.	Is sometimes defensive when given criticism. Does not frequently consider ownership of problems and difficulties on job.	Is defensive when criticized. Blames others for mistakes and work related problems. Unable or unwilling to accept personal responsibility for
<b>k. GENERAL APPEARANCE</b>	Wears appropriate attire to work and appears well groomed and clean every day upon arrival. Wears all proper protective equipment and takes	Wears appropriate attire to work and is general well groomed and clean. Wears proper protective equipment and exercises reasonable	Wears proper clothing to work and utilizes proper safety and protective equipment most of the time.	Does not regularly appear clean and well groomed. Frequently fails to wear protective equipment and take proper safety precautions on the job.	Frequently wears improper attire and does not exercise precautions regarding safety and use of protective equipment.

**WORKSHEET - Use for supervision notes, ideas for annual modification of anchors, etc.**

	Outstanding	Above Average	Competent	Marginal	Unsatisfactory
<b>a. QUALITY OF WORK:</b>					
<b>b. QUANTITY OF WORK</b>					
<b>c. INTEREST</b>					
<b>d. ATTENDANCE &amp; PUNCTUALITY</b>					
<b>e. RESPONSIBILITY &amp; DEPENDABILITY</b>					
<b>f. USE OF TIME</b>					
<b>g. COOPERATION</b>					
<b>h. INITIATIVE</b>					
<b>i. PERSONAL RELATIONSHIP</b>					
<b>j. ACCEPTS CONSTRUCTIVE CRITICISM</b>					
<b>k. GENERAL APPEARANCE</b>					