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Performance Review Form

Name:	Date of Evaluation:
Job Title:	Store:
Months in this Position:	Review Period:

PART I – Introduction

Employee Commitment:

Our Company recognizes that it's employees are a crucial ingredient to the quality and success of it's products and services. It is our commitment to support the development of our staff both professionally and personally and in doing so create an organization with the ability to exceed the expectations of the company, the individual and our clients.

Purposes of Performance Reviews:

The primary purpose of a performance review is to encourage staff development and strengthen the departments overall effectiveness by:

1. identify specific indicators of achievement
2. pin-point areas of greatest/least effectiveness
3. stimulate improved performance
4. aid in promotion, retention and salary decisions
5. clearly define the goals and objectives of the organization
6. develop mutually established employee focused goals and objectives
7. increase employer-employee communications
8. evaluate effectiveness of management

Review Expectations:

Each employee is entitled to a thoughtful and careful review. Performance review success depends on both the supervisor's willingness to complete a constructive and objective assessment, and on the employee's willingness to respond to constructive suggestions for improvement and work with the supervisor to identify, overcome, and establish goals and objectives that will eliminate performance barriers.

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PART II – Discussion Questions

1. Expectations and Roles:

- a. Do you know what is expected of you in your current role?

- b. Do you believe others know what you are expected to do?

- c. Do you have a clear understanding of our core objectives for this year?

2. Facilitation:

- a. Do you have the materials and equipment you need to do your work to the level you and your team are expected?

- b. Do you feel you receive the leadership necessary to do your work to the level you and your team are expected?

- c. Are you given the time necessary to do your work?

3. Right Seat on the Bus:

- a. In this role and with this team, do you have an opportunity to do what you do best every day? [1 = 0-30%, 2 = 31-50%, 3= 51-85%, 4=86-100%] (response)
 - i. What is it you do best? (response/no number)

 - ii. You are most engaged when? (response/no number)

4. Recognition and Support:

a. Do you feel that team members are adequately recognized for their achievements?

b. How do you like to be shown you are valued or shown recognition?

(response/no number)

c. Does someone at work care about you as a person?

5. Encouragement and Development:

a. Do your peers encourage your development?

b. Is there a leadership member who is encouraging you in your development?

PART III – Professional Attribute Rating

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- A rating of '4' is to be given when someone demonstrates leadership with regards to the specific principal. They are a catalyst, with a commitment to maintaining a vigorous pursuit of a clear and compelling vision, stimulating higher performance standards with regards to the specific principal.
- A rating of a '3' is to be given when someone demonstrates leadership with regards to the specific principal. They are committed to maintaining pursuit of a pre-determined standard with regards to the specific principal.
- A rating of a '2' is to be given when someone supports the established principals
- A rating of a '1' is to be given when the employee fails to meet some portion of the principal.

Comments are required. Continue to Next Page

Evaluation Principals:

1. **Commitment to Quality/Quality of Work:** Consider the degree to which the employee is committed to following, promoting, protecting and improving The Cakewalk's Brand. Consider the degree to which the employee produces accurate, neat, timely and thorough work.

Selection	Description/Explanation	Rating
	Consistently demonstrates quality ethics, ensuring that procedures are accurately documented and followed. Always looking for ways to improve quality. Produces work of the highest quality, requiring minimal or no re-work.	4
	Clearly demonstrates a strong commitment to defining new and following existing quality principals. Produces high quality work; makes few errors, requiring minimal re-work.	3
	Mostly adheres to established quality principals and procedures. Produces acceptable work with minimal errors, requiring some re-work.	2
	Struggles to find value in quality principals. Produces marginal to unacceptable work; makes excessive errors, requires repetitive rework.	1

Comments/Performance Examples:

2. **Dedication:** Consider the degree to which the employee is dedicated to their success within the organization. Does the employee arrive at work each day prepared to be his/her best and do they give their best and to perform their job at a high level of effort.

Selection	Description/Explanation	Rating
	Prepares in advance, so that when they arrive each day they are ready to take on the challenges of the day. Throughout the day continually gives their best effort.	4
	Arrives at work prepared to perform their job at a high level of effort and is flexible in responding to daily challenges. Typically	3
	Gives little thought to preparations for their job. Most of the	2
	Does little to ensure their success. Some of the time performs	1

Comments/Performance Examples:

3. **Knowledge of Job:** Consider the employee's skills to accomplish their job; e.g. job knowledge gained through experience, continued education and specialized training. Does the employee maintain current knowledge about changes in policy and procedure; keep abreast of new developments. Consider the employee's willingness to learn and change to make themselves and the company stronger.

Selection	Description/Explanation	Rating
	Consistently exhibits exceptional knowledge and outstanding skills in even the most complex aspects of the job. Requires no assistance to perform their duties associated to their job. Shares their knowledge with other employees. Goes above and beyond to keep current with emerging trends within their job responsibilities and the industries served by the organization.	4
	Frequently demonstrates better than average knowledge and skills in all aspects of the job. Requires infrequent assistances. Shares their knowledge with other employees. Makes a continual effort to gain additional job related knowledge.	3
	Has adequate knowledge and skills to handle job duties. Requires some assistance. Is comfortable with job knowledge and makes an effort when asked to learn additional skills or seek additional knowledge.	2
	Application of knowledge is limited. Required skills are poorly demonstrated. Requires considerable assistance. Makes no effort to improve job knowledge or remain current with new technologies or is making an effort to no avail.	1

Comments/Performance Examples:

4. **Productivity/Time Management:** Consider how the employee effectively uses available working time, plans and prioritizes work, accomplishes goals and completes assignments on schedule. Consider how well the employee establishes realistic milestones for task completion and how well they multitask. Does the employee use time wisely and do they stay on task.

Selection	Description/Explanation	Rating
	Consistently completes all work on schedule; seeks additional tasks; highest output level. Uses time extremely wisely doing what they should be doing. Time lines are well thought out and milestones are met or exceeded. Multitasking is common and done well and with little to no effect on deadlines.	4
	Completes the majority work on schedule; above average output level. Uses time wisely, typically doing what they should be doing. Milestones are typically met without adjusting the timeline. Multitasking done well and with minimal effect on deadlines.	3
	Completes most work within specified deadlines; acceptable output level. Uses time well with little time spent with personal issues or doing unrelated tasks. Milestones are typically met, yet timelines are sometimes adjusted. Multitasking is done with effort and some effect on deadlines.	2
	Does not complete work within time limits, generally unsatisfactory output level. Typically gets distracted with personal issues or doing unrelated tasks. Milestones are not typically met. Multitasking is difficult, poorly done and adversely impacts deadlines.	1

Comments/Performance Examples:

5. **Initiative:** Consider the degree to which the employee demonstrates independent action and resourcefulness on the job by developing new methods, offering constructive suggestions, and/or seeking additional work. Are they frequently looking for solutions and are they willing to help make them happen.

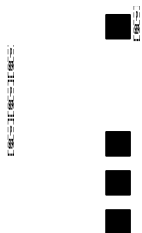
Selection	Description/Explanation	Rating
	Consistently exceeds requirements for independent action and	4
	Exceeds requirements for independent action and	3
	Meets basic job requirements for independent action and	2
	Rarely initiates independent action as required by the job;	1

Comments/Performance Examples:

6. Work Ethics and Innovation: Consider the degree to which the employee properly handles confidential information, their adherence to policies, and their commitment to productivity, coworkers, work schedules and their ability to add value to department. Are apparel, manners and sociability appropriate to the job responsibilities? Consider the degree to which the employee maintains their work environment.

Selection	Description/Explanation	Rating
	Practices exceptional work ethics; demonstrates exceptional integrity in all work, exceptional contribution to efficient operation of unit, consistently seeks ways to improve work methods. Maintains a healthy, well organized work environment. Always looking at ways to improve the work culture.	4
	Practices excellent work ethics; demonstrates excellent integrity in all work, develops methods for streamlining operations, frequently provides constructive suggestions. Maintains a healthy, organized work environment. Is willing to support suggested improvements in culture.	3
	Practices good work ethics; demonstrates integrity in all work, develops better methods of completing work, occasionally provides constructive suggestions. Could be better organized.	2
	Fails to practice good work ethics; does not demonstrate integrity at work, doesn't provide constructive suggestions. Is disorganized and/or working in an unhealthy environment.	1

Comments/Performance Examples:



7. Decision Making/Problem Solving: Consider the degree to which the employee recognizes and analyzes problems, evaluates solutions, and makes recommendations. Consider their ability to share opinions and disagreements in a healthy way. Consider the degree to which the employee deals with stress and frustration in a productive and non-distracting way.

Selection	Description/Explanation	Rating
	Consistently demonstrates outstanding problem-solving skills; able to handle complex problems creatively. Listens to others opinions and presents arguments clearly and concisely when in disagreement. Acknowledges stress, uses it to help motivate them, while preventing it from causing distraction.	4
	Demonstrates good problem-solving skills; occasionally able to handle complex problems. Participates professionally in a disagreement. Sometimes requires help in coping with stressful situations. Typically is able to keep stress related distractions to a minimum.	3
	Solves routine problems satisfactorily; requires assistance with complex problems. Requires some assistance in presenting arguments in a disagreement. Prefers to avoid stressful situations.	2
	Has difficulty recognizing and solving routine problems; does not show evidence of needed analytical skills. Does not deal well with stress or frustration, which often causes them to be distracted.	1

Comments/Performance Examples:

EXAMPLES:

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8. Quality of Interpersonal Relationships: Consider the degree to which the employee interacts and works harmoniously with guests and co-workers within or outside the department or organization. Consider their ability to work with others including diplomacy, cooperation, leadership, etc. Consider their ability to influence, support and motivate staff and/or coworkers. Do they demonstrate concern for their co-workers and the company, our resources and reputations? Does the employee speak and hear the truth?

Selection	Description/Explanation	Rating
	Consistently achieves outstanding working relationships, inspires staff and/or coworkers to excel, and leads by example. Exceptional in anticipating and meeting others needs; communicates very well with everyone.	4
	Helps to create a cooperative work environment; good team worker, promotes initiatives, makes effective decisions. Anticipates and meets the needs and communicates well with others.	3
	Typically is cooperative; works well with others, makes good decisions, supports progress of staff and/or coworkers. Sometimes fails to respond promptly or clearly in communications to others.	2
	Sometimes uncooperative; experiences difficulty relating to others, occasionally disregards staff and/or coworkers. Fails to respond or meet the needs of others.	1

Comments/Performance Examples:

9. **Diversity:** Consider how well the employee supports diversity initiatives. Contributes to building an enlightened community by creating a climate of openness and inclusiveness. Actively seeks out mutually held values with other employees while respecting and valuing individual differences. Does the employee show respect for all persons, their differences and freedom to express themselves?

Selection	Description/Explanation	Rating
	Works diligently to foster an open and inclusive environment; actively involved in diversity initiatives; always displays behavior that respects and values individual differences.	4
	Provides support for an open and inclusive environment; encourages diversity initiatives; frequently displays behavior that respects and values individual differences.	3
	Contributes in promoting an open and inclusive environment; participates in diversity initiatives, generally displays behavior that respects and values individual differences.	2
	Needs encouragement to support a diverse and inclusive environment; fails to display behavior that respects and values individual differences. Needs reminded to be patient and to work well with others.	1

Comments/Performance Examples:

10. Attendance/Punctuality: Consider arrival times, observance of time limits for breaks and lunches. Consider patterns of sick leave, prior approval for vacations and prompt notice of absence due to illness. Consider the employee's efforts towards ensuring that their absence will not disrupt the normal flow of business. Does the employee use their PTO in ways to promote a balanced work and personal life to support emotional and physical health.

Selection	Description/Explanation	Rating
	<p>Consistently regular in attendance and extremely punctual. Provides ample notice of requests for PTO. Adjusts schedule to work needs. Ensures others are prepared to perform necessary tasks during PTO minimizing the impact of their leave. Able to resume from their time off in an orderly and effective manner. PTO is used in a balanced and strategic way.</p>	4 ^{High}
	<p>Consistently regular in attendance and typically punctual. Attempts to ensure tasks are completed prior to leaving. Relies on others to ensure job is performed during their leave without providing necessary guidance. PTO is well managed.</p>	3 ^{Mid}
	<p>Fairly regular in attendance and typically punctual. Sometimes provides short notices regarding requests for PTO. Fragments the use of their PTO making it difficult to cover their work and at times creates hardships for other staff. Goes on leave without preparing others and expecting that their work will just "get done." PTO is managed fairly well.</p>	2 ^{Low}
	<p>Frequently calling in and missing work. Routinely uses PTO as fast as it is earned creating hardships for other staff and teams. Work that was to be done prior to using PTO for vacation is often left incomplete. Seldom has enough PTO to take an appropriate time off in one segment to support emotional and physical health. Unpaid days often occur due to a lack of PTO.</p>	1 ^{Very Low}

Comments/Performance Examples:

11. **Employee Management** (Supervisors Only): The employee's use of appropriate/effective management style, leadership, flexibility, care, and concern for total employee.

Selection	Description/Explanation	Rating
	Excels in supervision and leadership of subordinates; encourages employees to develop to their fullest potential; coaches and trains employees for advancement; provides honest, ongoing feedback to employees. Evaluations are completed on time, with excellence, extra care and provide clear direction to employees.	4
	Provides better-than-average supervision and leadership of subordinates; encourages employee development; coaches and trains employees; provides honest, ongoing feedback to employees. Evaluations are completed on time and are prepared appropriately providing clear direction to employees.	3
	Provides effective supervision and leadership of subordinates; encourages development; does some coaching and training; provides feedback periodically. Evaluations are completed on time, prepared appropriately and provide direction to employees.	2
	Provides little or no supervision and leadership of subordinates; does not encourage development; does not coach or train subordinates; provides little feedback. Evaluations are completed in a less the acceptable manner.	1

Comments/Performance Examples:

12. **Overall Evaluation:** Consider the performance of the employee over the entire review period and select one of the following ratings.

Selection	Description/Explanation	Rating
	Clearly outstanding	4
	Above expectations	3
	Meets expectations	2
	Needs improvement	1

Comments/Performance Examples:

Employee's Signature: _____ **Date:**

Leader's Signature: _____ **Date:**