

EMPLOYEE NAME	EMPLOYEE SSN OR BADGE NO.	PERIOD COVERED
TITLE	DEPARTMENT	APPRAISER NAME
APPRAISAL CONTRIBUTORS:		

INSTRUCTIONS: Please indicate your assessment of the performance of the employee named based on the criteria listed below.

- All input should be based on your interaction with the employee and the input you have received from others. Hearsay and rumor have no place in performance input.
- Your feedback must be objective. i.e., it should meet the following:
 - your personal likes, dislikes and biases should be set aside,
 - your input should be verifiable and specific,
 - input should be based on patterns of performance not a single incident

On each of the behavioral indicators listed below indicate your assessment of the individual named, based on your interaction and observations. Keep in mind that objective feedback on both positives and negatives is the purpose of 360° performance assessment. Some individuals perform better overall than others and each of us has our own strengths and weaknesses. It is important that we provide candid feedback on what each person does well and what they need to improve upon in terms of development needs.

Behavioral Ratings are: A=Always, M=Mostly, N=Normally, R=Rarely, N=Never, Not Observed—if you have not observed the stated behavior enough to rate leave the rating blank.

NOTE: ALWAYS means you have never known the individual being rated to act other than described (i.e., 95% of the time is NOT always). Very few people behave so consistently as to deserve this rating on individual characteristics. No person behaves consistently enough to deserve this rating on more than a few characteristics. Any rating of "always" or "never" must be supported by comments providing substantiating evidence.

Overall Performance Ratings are: 1=Outstanding, 2=Excellent, 3=Fully Successful, 4=Acceptable, 5=Unacceptable. Please read the definitions carefully before assigning an overall rating.

ACCOMPLISHMENTS: Below is the statement of accomplishment agreed to.

ACCOMPLISHMENT COMPETENCIES: Respond to the statements below based on your observation of and experience with this individual as they accomplished the above stated items. Mark the appropriate response.

- | | | | | | |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| 1. Identifies opportunities and obstacles proactively | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 2. Selects the right activities to work on from a range of competing alternatives | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 3. Meets commitments | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 4. Manages multiple tasks effectively and efficiently | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 5. Overcomes obstacles with stamina and persistence | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 6. Makes sound business and technical decisions | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |

ACCOMPLISHMENT COMMENTS: (Input specific comments or supporting examples about the individual's accomplishments):

TEAM COMPETENCIES: People working together to accomplish tasks is the foundation of all organizations. Rate the individual on each behavioral competency listed keeping in mind that "team" is not limited to immediate work team but also includes other teams with whom the individual interfaces within the company as well as customers and suppliers. Mark the appropriate response

- | | | | | | |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| 1. Practices effective interpersonal skills | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 2. Creates a work environment of cooperation and harmony | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 3. Is effective at negotiating and resolving conflicts | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 4. Adapts easily to changes needed to make the team successful | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 5. Expresses opinions and works well with other people to maximize team objectives | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 6. Takes initiative to act upon opportunities and problems beyond his/her immediate assignment | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 7. Completes assignments and fulfills her/his commitments to the team | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 8. Utilizes problem solving techniques to work toward team solutions | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 9. Actively promotes teamwork and information sharing across organization boundaries | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |

TEAM COMPETENCY COMMENTS (input specific comments here about the individual's team competencies and performance):

LEADERSHIP CHARACTERISTICS: Every employee must be a leader at times. Leadership is as much a role people move in and out of depending on circumstance as it is a job. Rate the individual on the characteristics below based on their behavior when leadership opportunities arise in their job. Mark the appropriate response.

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|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| 1. Sets and models high standards for self and others | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 2. Provides information and messages in an honest, upfront manner | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 3. Takes a stand on important issues when necessary | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 4. Develops simple, meaningful conclusions from complex information | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 5. Builds effective relationships | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 6. Demonstrates presence and self-confidence | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 7. Develops and implements strategies that add value and provide competitive advantage | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 8. Facilitates constructive change | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 9. Exhibits resourcefulness, positiveness, and flexibility | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 10. Provides on-going mentoring, feedback, and developmental suggestions | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 11. Leadership style is positively supported by peers, subordinates, and other colleagues. | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |

LEADERSHIP COMMENTS (input specific comments about the individual's leadership impact and style):

ETHICS CITIZENSHIP: Along with consistently acting in an ethical manner, being a spokesperson and ambassador for ethical business practices is vital. Rate the individual on each of the behavioral characteristics listed based upon your observations of them. Mark the appropriate response.

- | | | | | | |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| 1. Actions and behavior demonstrate the highest ethical values | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 2. Is fully informed, and informs others of ethical, legal, and corporate standards and code of conduct | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 3. Sets clear expectations of ethical behavior and regularly reinforces this expectation with others | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 4. Anticipates ethical issues in business situations and avoids creating ethical dilemmas | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 5. Willing to listen and talk through ethics issues | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |
| 6. Demonstrates the personal integrity and courage to intervene where an ethics issue requires action, regardless of business consequences. | <input type="checkbox"/> A | <input type="checkbox"/> M | <input type="checkbox"/> N | <input type="checkbox"/> R | <input type="checkbox"/> N |

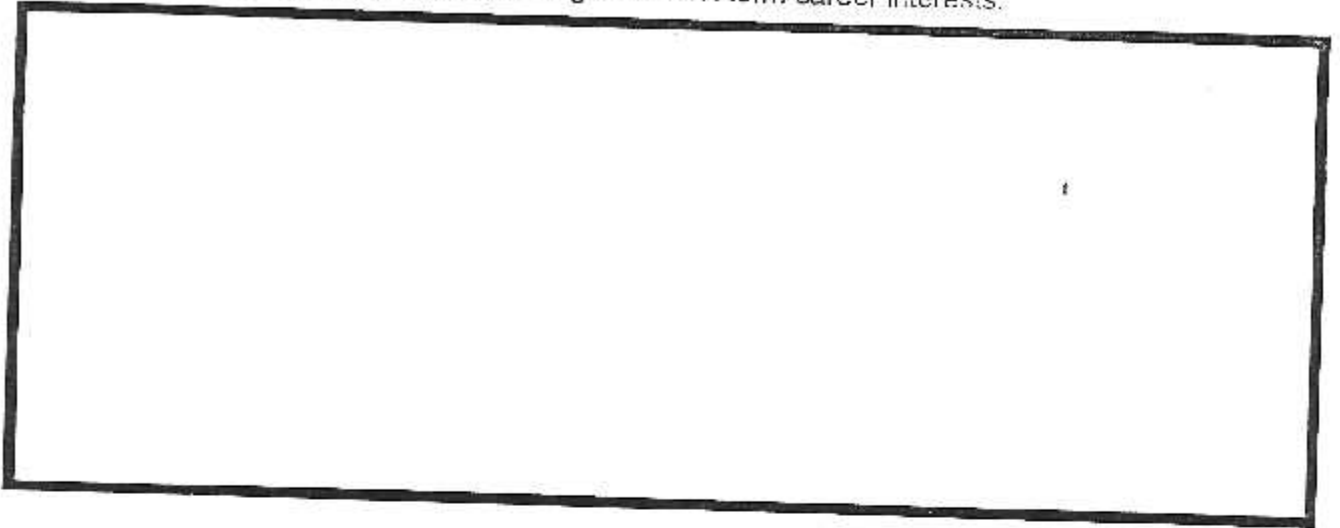
ETHICS CITIZENSHIP COMMENTS (input specific comments about the individual's behavior around ethics issues):

JOB SKILLS:

Versatility: List skills the employee possesses or has attained during rating period.

Criticality: List the specialized skills utilized by the employee that are vital to the company's success.

CAREER INTERESTS: Indicate your long and short term career interests.



DEVELOPMENTAL OBJECTIVES/NEEDS (DEVELOPMENTAL OBJECTIVES/NEEDS: What development do you need etc.) in order to improve your current skills/performance and help you grow toward your career interests?

