

Montana State Library

Employee Performance Appraisal

Employee Name_____

Job Title_____

Supervisor Name_____

Check appropriate category:

Annual Performance Appraisal (Year ending_____)

Six Month Probation Review

SIGNATURES

Employee and Supervisor(s) must sign and date below.

EMPLOYEE - I have read and understand this performance appraisal:

SUPERVISOR(S) - I have discussed this appraisal with the employee.

Employee's Signature/Date

Supervisor's Signature/Date

SECTION A: APPRAISAL OF ANNUAL OBJECTIVES, JOB DUTIES & OTHER ACCOMPLISHMENTS -

Employee and supervisor assess employee's performance based on annual objectives in the work plan and job duties as defined in the employee's job description. Any other accomplishments not addressed in the work plan or job duties should also be included. Consult with your supervisor regarding whether to write about each objective separately or to do a summary of all objectives combined. Regardless of the format used, focus on highlights of accomplishments and performance results rather than a detailed summary of the work done during the appraisal period.

1. EMPLOYEE'S SELF-ASSESSMENT:

2. SUPERVISOR'S ASSESSMENT:

SECTION B: PERFORMANCE STANDARDS ASSESSMENT

In addition to meeting annual objectives and fulfilling job duties, MSL also assesses performance based on the following measures.

Enter checkmarks below by clicking on the boxes with your mouse or pressing the SPACE BAR on your keyboard.

B = Below M = Met E = Exceeded

1. **ALL STAFF:** The standards in #1 apply to all staff regardless of position. Using "Below", "Met" or "Exceeded", employees rate their own performance; supervisors then record their assessment.

	EMPLOYEE'S ASSESSMENT			SUPERVISOR'S ASSESSMENT		
	B	M	E	B	M	E
1. SELF-ASSESSMENT (ALL STAFF COMPLETE):						
➤ Demonstrate individual commitment to MSL's services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Respect differences in others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Accept feedback and other forms of assistance from others.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Share and give credit to others by recognizing positive results.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Maintain constructive relationships with co-workers and/or volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Speak and write clearly and concisely.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Keep others informed as needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Demonstrate good listening skills and allow an open exchange of information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Provide timely, candid and constructive feedback to co-workers and supervisors.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Maintain a positive, solution-oriented focus to problems and challenges.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Seek assistance or encourage participation of others in decision-making as appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Make timely and well-informed decisions. Evaluate the associated risks, consequences and interest of stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Comply with MSL's policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

NOTE: If you do not supervise any employees, go to Section C. If you supervise staff, complete the grid below.

2. **SUPERVISORS:** The standards listed under #2 apply to all supervisors. In addition to #1 (performance standards for all staff), MSL expects its supervisors and managers to develop and use certain fundamental managerial skills and abilities. The standards below measure a supervisor's use of best practices to manage individuals and teams for performance, professional development, and accountability.

	EMPLOYEE'S ASSESSMENT			SUPERVISOR'S ASSESSMENT		
	B	M	E	B	M	E
2. SUPERVISOR'S SELF-ASSESSMENT (SUPERVISORS COMPLETE #1 ABOVE AND #2):						
➤ Lead by example in observing Library's standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Create a work environment that fosters collaboration and creativity.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Delegate responsibility and authority to staff to fulfill job duties and achieve goals.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Define clear outcomes when delegating work.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Provide staff with resources needed to do the job (or modify goals if resources not available).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Keep staff informed about information related to their work.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Express appreciation to staff for work done well	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Give timely, candid and constructive performance feedback to staff throughout the year.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Take action to correct unacceptable performance in a constructive and timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Conduct annual performance reviews with adequate preparation, attention and follow-up.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Help staff identify career development areas; provide access to professional growth opportunities (as budget/resources allow)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Maintain accessibility to staff throughout the year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Hold all staff accountable for meeting objectives and complying with library's policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION C: PERFORMANCE STRENGTHENING AND CAREER DEVELOPMENT

- **PERFORMANCE STRENGTHENING:** Based on the assessments in Sections A and B, supervisor and employee identify areas targeted for strengthening performance and recommend appropriate training and skills development objectives. Comment on any performance standard rated as "Below" in Section B and include specific examples of the deficient actions, the impact on the program or staff, and suggestions for improvement.
- **CAREER DEVELOPMENT:** Supervisor and employee define other training and learning goals for the employee (based on employee's current position and taking into account department budget and resources). Methods for achieving new skills and career development may include internal and external training programs or seminars, mentoring, special developmental or project team assignments, or formal educational opportunities such as college courses.

Recommendations identified in this section should be included in the employee's new fiscal year objectives.

1. EMPLOYEE'S RECOMMENDATIONS:

2. SUPERVISOR'S RECOMMENDATIONS:

**PERFORMANCE INPUT FROM PEERS
CONFIDENTIAL MEMORANDUM**

TO: Evaluation participant

FROM: _____ **DATE** _____
:

SUBJECT: name _____
name of employee to be appraised

The purpose of this form is to elicit your **confidential** comments about _____ performance for my consideration as part of the performance appraisal process. Please concentrate on your overall experience and any trends that you have observed in working with this person rather than on single incidents, unless they were of critical importance. My ability as a manager to provide accurate and constructive feedback is enhanced by your candid comments. **All the information provided on this form will be kept confidential and will be destroyed after I review it.**

Please return your completed form to me, in an envelope marked "confidential" by _____ (date). Thank you.

PERFORMANCE STANDARDS - Complete the evaluation of _____ performance by checking the appropriate box. If you feel that you don't have enough information to respond, please use "Don't Know."

DK = Don't Know B = Below M = Met E = Exceeded

CHECK YOUR ASSESSMENT OF YOUR PEER'S PERFORMANCE:	DK	B	M	E
➤ Demonstrates individual commitment to the Library				
➤ Accepts feedback and other forms of assistance from others				
➤ Shares and gives credit to others by recognizing positive results.....				
➤ Maintains constructive relationships with co-workers				
➤ Speaks and writes clearly and concisely				
➤ Keeps others informed as needed.....				
➤ Demonstrates good listening skills and allows an open exchange of information.....				
➤ Provides timely, candid and constructive feedback to co-workers and supervisors.....				
➤ Maintains a positive, solution-oriented focus to problems and challenges.....				
➤ Makes timely and well-informed decisions. Evaluates all of the associated risks, consequences and interest of stakeholders.....				
➤ Seeks assistance or encourages participation of others in decision-making as appropriate				
➤ Complies with library and state's policies and procedures.....				

(OVER)

WRITTEN COMMENTS – Please be specific in your comments and continue on an additional page if needed. Again, you are not obligated to reply to a particular question and if you feel that you don't have enough information to respond, just indicate "Don't Know."

a. What are the most valuable contributions being made to the department by this employee?

b. How could this employee enhance his/her contribution to your department? (Please explain)

c. Any additional information that would be helpful in my assessment of this individual?

PERFORMANCE INPUT FROM EMPLOYEES
CONFIDENTIAL MEMORANDUM

TO: MSL employee

FROM: _____ **DATE:** _____

SUBJECT: _____
name of employee to be appraised

The purpose of this form is to elicit your **confidential** comments about your supervisor's performance for my consideration as part of the performance appraisal process. Please concentrate on your overall experience and any trends that you have observed in being supervised by this employee rather than on single incidents, unless they were of critical importance. My ability as a manager to provide accurate and constructive feedback is enhanced by your candid comments. **All the information provided on this form will be kept confidential and will be destroyed after I review it.**

Please return your completed form to me, in an envelope marked "confidential" by _____ (date). Thank you.

PERFORMANCE STANDARDS – MSL expects its supervisors to develop and use certain fundamental managerial skills and abilities. The standards below measure a supervisor's use of best practices to manage individuals and teams for performance, professional development and accountability.

Complete the evaluation of your supervisor's performance by checking the appropriate box. If you feel that you don't have enough information to respond, just indicate "Don't Know."

DK = Don't Know B = Below M = Met E = Exceeded

CHECK YOUR ASSESSMENT OF YOUR SUPERVISOR'S PERFORMANCE:	DK	B	M	E
➤ Leads by example				
➤ Creates a work environment that fosters collaboration and creativity.....				
➤ Delegates responsibility and authority to staff to fulfill job duties and reach goals.....				
➤ Defines clear outcomes when delegating work.....				
➤ Provides staff with resources needed to do the job (or modifies goals if resources not available)				
➤ Keeps staff informed about information related to their work.....				
➤ Expresses appreciation for work done well.....				
➤ Gives timely, candid and constructive performance feedback to staff throughout the year				
➤ Takes action to correct unacceptable performance.....				
➤ Conducts annual performance reviews with adequate preparation, attention and follow-up.....				
➤ Helps staff identify career development areas; provides access to professional growth opportunities (a budget/resources allows).....				
➤ Maintains accessibility to staff throughout the year				
➤ Hold all staff accountable for meeting objectives and complying with MSL's policies and procedures				

(OVER)

WRITTEN COMMENTS - Please be specific in your comments and continue on an additional page if needed. Again, you are not obligated to reply to a particular question and if you feel that you don't have enough information to respond, just indicate "Don't Know."

a. What are the most valuable contributions being made by your supervisor to you as an employee?

b. What are the most valuable contributions being made by your supervisor to his/her department?

c. Are there additional or new efforts that could be made by your supervisor that would enhance your performance or contributions to his/her department? (Please explain.)

d. Any additional information that would be helpful in my assessment of this individual?

WORK PLAN for July 1, 2005 to June 30, 2006

List future objectives for coming performance period. Objectives may be continued on an additional sheet if required.

Employee Name:

Supervisor Name:

1. OBJECTIVE:

2. OBJECTIVE:

3. OBJECTIVE:

4. OBJECTIVE:

5. OBJECTIVE:

Continue objectives on an additional sheet as needed.

Supervisor's Signature

Date

Employee's Signature

Date

GUIDELINES ON WORKPLAN

Objectives give us a sense of direction, a definition of what we plan to accomplish and a feeling of fulfillment when they are achieved.

Objective setting transforms the planning process into a results-oriented agreement that assigns individual responsibility and provides for accountability. Objectives provide structure, focus and emphasis to a broad job that may have a long list of duties. They establish and document expectations on the part of managers and their employees.

To employees, an objective is an agreement to focus limited resources on producing critical results. An objective provides a target for the employee's work for a given period of time. The employee benefits by knowing exactly what is required in order to succeed.

Employees develop objectives jointly with their supervisor in connection with the performance evaluations. The achievement of agreed-upon objectives is assessed in the performance appraisal during the next evaluation.

To develop sound objectives employees need to familiarize themselves with their program's annual plan. Suggested steps are as follows:

- © review duties of job description, consistent with standing objective for all employees to satisfactorily accomplish job duties
- © consult with supervisor about needs and expectations
- © consider the following areas as applicable:
annual plan, job duties, program objectives, financial objectives, and personal development objectives
- © set learning objectives as applicable:
skill development needs, clear performance improvement expectations, new skills
- © draft objectives, limiting the total to fewer than 10
- © prioritize, listing the most critical first
- © apply the S-M-A-R-T test below
- © discuss with supervisor, focusing on resources required
- © agree and sign
- © plan when to initiate each objective; develop calendar
- © track your progress periodically and report to your supervisor quarterly
- © discuss; revise or modify objectives as appropriate with supervisor's approval
- © document achievements/progress on performance appraisal form

When you complete the objective-setting process you will benefit by knowing exactly what is required in order to succeed. Objectives should pass the S-M-A-R-T* test:

Set Objectives That Are S-M-A-R-T*!

An objective is a statement of results that are to be achieved. Each one should be:

Specific - Is it focused?

Measurable - How will you tell if it's accomplished?

Attainable - Is it a realistic target?

Resource-based - Do you have what you need (funds, time, skills) to do it?

Timely - When will it be done for the greatest value?

Example:

Secure five additional volunteers for the mailing department by November 2000.

Instead of:

Increase volunteers