

Performance Appraisal - Administrative Staff

() First/3 Month Appraisal () Routine Annual Appraisal () Special Appraisal

NAME:

DATE:

JOB TITLE:

COMPLETED BY: Employee () Supervisor ()

The first part of this Performance Appraisal Form asks for quantitative ratings on various aspects of job performance, on a scale of 1 to 10. For each characteristic of job performance to be assessed, there are 5 alternative verbal descriptions of how well the person might or might not be performing her/his job. Choose the wording that best describes job performance and then select either the high or low number next to the blank to indicate the numerical rating selected.

For example, for question #1, if the most accurate description of performance is "ability exceeds normal job requirements," then the numerical rating is a "7" or an "8." Decide which of these two numbers is most appropriate and write it in the blank line provided on that line.

Write notes in the margins for added specificity and clarity.

1. EFFECTIVENESS IN DEALING WITH INSIDE PEOPLE: Extent to which employee cooperates with and effectively influences those with whom s/he comes in contact. (This item includes showing respect and communicating effectively with staff and others).

- 1 - 2 ____ Relations too ineffective to retain in job without improvement.
- 3 - 4 ____ Somewhat less effective than required by job.
- 5 - 6 ____ Maintains effective working relations with others.
- 7 - 8 ____ Ability exceeds normal job requirements.
- 9 - 10 ____ Extraordinary ability, beyond that which present job can fully utilize.

2. EFFECTIVENESS IN DEALING WITH OUTSIDE PEOPLE: Extent to which employee cooperates with and effectively influences those with whom s/he comes in contact. (This item includes showing respect and communicating effectively with church leaders and others).

- 1 - 2 ____ Relations too ineffective to retain in job without improvement.
- 3 - 4 ____ Somewhat less effective than required by job.
- 5 - 6 ____ Maintains effective working relations with others.
- 7 - 8 ____ Ability exceeds normal job requirements.
- 9 - 10 ____ Extraordinary ability, beyond that which present job can fully utilize.

3. JOB KNOWLEDGE: Extent of job information and understanding possessed by employee. (This item includes acquiring necessary new information).

- 1 - 2 ____ Knowledge inadequate to retain in job without improvement.
- 3 - 4 ____ Lacks some required knowledge.
- 5 - 6 ____ Knowledge fully satisfies job requirements.
- 7 - 8 ____ Very well informed on all phases of work.
- 9 - 10 ____ Extraordinarily well informed, beyond the scope which present job can fully utilize.

4. ACCURACY: Correctness in performance of work duties and responsibilities.

- 1 - 2 ____ Makes very frequent errors. Requires close supervision.
- 3 - 4 ____ Careless; makes more than acceptable number of errors. Requires extra supervision.
- 5 - 6 ____ Usually accurate; makes average number of errors. Requires average supervision.
- 7 - 8 ____ Very accurate most of the time. Requires little supervision.
- 9 - 10 ____ Highly accurate almost all of the time. Requires minimal supervision.

5. EFFECTIVENESS in carrying out programmatic goals and attaining objectives, particularly as relates to positive transitions (wherever applicable).

- 1 - 2 ____ Clearly unsatisfactory attainment; corrective action indicated.
- 3 - 4 ____ Just getting by; needs improvement.
- 5 - 6 ____ Satisfactory attainment.
- 7 - 8 ____ Above average attainment.
- 9 - 10 ____ Superior attainment; highly meritorious performance.

6. EFFICIENCY in completing a normal amount of work in a timely manner.

- 1 - 2 ____ Not meeting minimum requirements; corrective action indicated.
- 3 - 4 ____ Barely completing enough work to get by; needs improvement.
- 5 - 6 ____ Amount and timeliness of work is satisfactory.
- 7 - 8 ____ Industrious ... exceeds the norm.
- 9 - 10 ____ Highly industrious ... superior work output.

7. JUDGMENT/DISCRETION: Extent to which decisions and actions are appropriate and based on sound reasoning and weighing of possible outcomes.

- 1 - 2 ____ Judgment too poor to retain in job without improvement.
- 3 - 4 ____ Judgment not entirely adequate to meet demands of the job.
- 5 - 6 ____ Exercises good judgment in various circumstances arising on the job.
- 7 - 8 ____ Excellent judgment in determining the proper course of action.
- 9 - 10 ____ Superior judgment at all times.

8. INITIATIVE: Extent to which employee is a "self-starter" in attaining job objectives.

- 1 - 2 ____ Lacks sufficient initiative to retain in job without improvement.
- 3 - 4 ____ Lacks initiative in some respects.
- 5 - 6 ____ Displays satisfactory initiative.
- 7 - 8 ____ Shows above average initiative.
- 9 - 10 ____ Extraordinary initiative.

9. JOB ATTITUDE: Amount of interest, enthusiasm, and positive intent shown on the job.

- 1 - 2 ____ Attitude too poor to retain in job without improvement.
- 3 - 4 ____ Attitude poor in some respects.
- 5 - 6 ____ Good attitude.
- 7 - 8 ____ Very positive, interested and enthusiastic.
- 9 - 10 ____ Exceptionally positive attitude at all times.

10. ADAPTABILITY: Extent to which employee adapts to changes in work situation.

- 1 - 2 ____ Does not adapt enough to retain in job without improvement.
- 3 - 4 ____ Resists changes in work situation.
- 5 - 6 ____ Adapts to changes with little difficulty.
- 7 - 8 ____ Very quickly adapts to changes.
- 9 - 10 ____ Highly adaptable in all situations.

11. PRESENTATION OF SELF: General physical and verbal appearance put forth to people inside and outside the association.

- 1 - 2 ____ Represents association too unfavorably to retain in job without improvement.
- 3 - 4 ____ Presentation of self needs some improvements.
- 5 - 6 ____ Presentation of self is satisfactory.
- 7 - 8 ____ Always represents association well.
- 9 - 10 ____ Exceedingly favorable presentation to all people at all times.

YOUR RESPONSES TO THE FOLLOWING QUESTIONS ARE OPTIONAL

What I want my supervisor to know regarding:

- a. My personal mission
- b. My job description
- c. My job satisfaction/sense of motivation
- d. My compensation level
- e. My personal growth achievements
- f. My personal growth needs/strengths
- g. My sense of my role on the ministry team

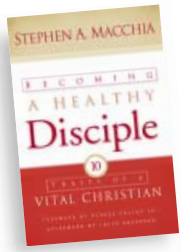
Employee's Signature _____ Date _____

Supervisor's Signature _____ Date _____

Employee's signature verifies that this appraisal has been discussed with employee. Same signature does not indicate agreement/disagreement with contents. Does the employee wish to dispute their supervisor's assessment of their work?
___Yes ___No

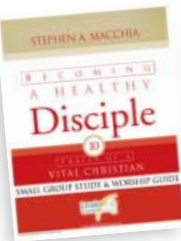
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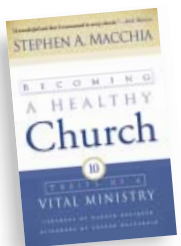
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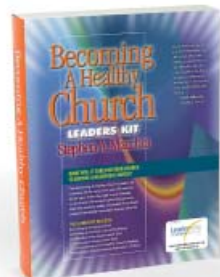
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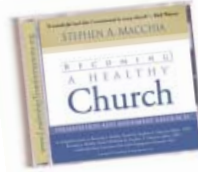


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ASSESSMENT

- **Assessing the Health of Your Church** (PowerPoint)

ASSESSMENT RESOURCES

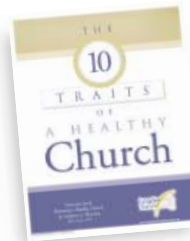
- **Leadership Team Assessment Tool** – Sample (PDF); Tabulation Spreadsheet (Excel); and Tabulation Instructions (Word)
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- **Additional Assessment Questions** (PDF)

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- **Moving from Assessment to Planning** (PowerPoint)

*Formatted for Macintosh® and PC. PDF files require Adobe® Acrobat® Reader version 3 or higher. PowerPoint®, Excel® and Word® files require Microsoft® Office 97® for PC, and Office 98® for Macintosh.

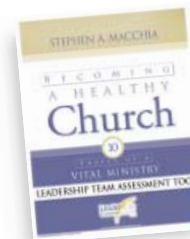
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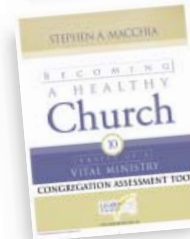
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