

**Johns Hopkins University
Performance Appraisal**

Employee Name: _____

Job Title: _____

Manager/Supervisor Name: _____

Evaluation Period: _____

Criteria	Rating	Unsatisfactory/Below Expectation Performer = 1	Satisfactory Performer = 2	Above Average Performer = 3	Top Performer = 4
Quantity of Work: Consider the volume of work produced		Work output is inadequate.	Work output is sufficient and in some instances exceeds minimum expectations.	Work output is higher than expected. Often exceeds deadlines or schedules.	Models productive behaviors and outcomes. Work output far exceeds typical levels.
Quality of Work: Consider the quality and value of work produced		Work is incomplete and/or requires frequent instruction, close review and/or correction. Lacks knowledge and understanding of the job.	Work is mostly accurate, thorough and complete. Requires minimal direction and review.	Work generally requires no supervisory instruction, direction, or review for high quality results. Viewed as a resource by others and an important contributor to unit.	Work is always nearly perfect in all respects. Adds value to goals of the unit, leveraging job knowledge and understanding of business needs.
Initiative, Problem Solving & Innovation: Consider ability to work independently and creatively; take responsibility for results		Is typically not a self-starter. Often requires direction, follow-up or prodding. Usually performs only up to what is minimally required.	A self-starter. Carries out job responsibilities and makes suggestions for improvements in work methods. May help others. Takes appropriate action independently.	Thinks creatively. Recognizes and seizes opportunities for improvements. Goes above and beyond.	Champions new ideas and initiatives. Consistently sets and achieves higher goals than expected.
Interaction with Others Mission & Service Excellence: Consider ability to collaborate, resolve conflict, and respond to customer needs		Has difficulty in working with others. Acts without respect to how actions affect others. Does not appear to care if others are satisfied.	Cooperates with others. Contributes to teamwork. Demonstrates respect, honesty, integrity and fairness. Responds promptly and appropriately to others.	Builds and promotes effective relationships. Anticipates business and customer needs and prevents conflict when possible.	Inspires others through own behaviors. Models adaptability and teamwork. Encourages others to work together with respect and integrity.
Communication: Consider ability to express ideas and information accurately in writing and orally		Struggles to deliver and receive messages, ideas and concepts clearly.	Involves and fully informs others in a timely way. Secures information, listens effectively and responds with understanding.	Speaks and writes clearly and effectively in a variety of settings and styles. Ability to communicate complex issues in plain language.	Expresses ideas in ways that build commitment. Inspires others. Invites open dialogue and candid discussions across different levels within the organization.
Overall Rating Non-Supervisors					

- Typically, the Overall Rating is the average rating of all categories scored
- Overall rating of a "1" or a "4" should be explained in the Comments Section

Employee's Signature Date

Manager's/Supervisor's Signature Date

**Johns Hopkins University
Performance Appraisal**

Employee Name: _____

Job Title: _____

Manager/Supervisor Name: _____

Evaluation Period: _____

Manager / Supervisor – Supplemental Evaluation

Criteria	Rating	Unsatisfactory/Below Expectation Performer = 1	Satisfactory Performer = 2	Above Average Performer = 3	Top Performer = 4
Staff Development: Consider ability to recognize and develop talent in others		Never or rarely provides staff training opportunities. Never or rarely proactively manages employee relations issues.	Encourages and provides staff development and growth opportunities. Effectively minimizes employee relations issues.	Requires staff continuous development. Integrates and prioritizes staff growth opportunities into the work and objectives of the unit.	Displays deep sense of commitment towards staff development. Creates learning environment with standards. Holds staff accountable for continued growth.
Utilization and Allocation of Resources: Consider use of university resources in an efficient and mindful way		Has not effectively managed resources under own control.	Effectively manages resources under own control. Eliminates waste. Has made process changes to maximize utilization.	Has creatively managed resources resulting in significant cost savings and benefit to the unit and the organization.	Maximizes use of resources through creative analysis, planning and implementation of new methods.
Organizational Effectiveness: Consider ability to set and reach goals based on an understanding of the business needs and organizational mission		Planning and organization has not gone beyond established practice.	Sets operational goals and objectives. Creates and aligns programs accordingly.	Creates and effectively communicates a clear vision and direction for the unit. Implements plans and sets standards to ensure continued progress.	Continually links the daily work to strategic goals. Motivates others toward stretch objectives. Constantly analyzes results and makes adjustments to meet or exceed objectives.
Overall Rating Supervisors/Managers					

- Typically, the Overall Rating is the average rating of all categories scored
- Overall rating of a "1" or a "4" should be explained in the Comments Section

Employee's Signature

Date

Manager's/Supervisor's Signature

Date

**Johns Hopkins University
Performance Appraisal**

Employee Name: _____

Job Title: _____

Manager/Supervisor Name: _____

Evaluation Period: _____

Supervisor's Comments

Employee's Comments

Next Year's Goals and Objectives (To be developed with Manager and Employee)

- *Typically, the Overall Rating is the average rating of all categories scored*
- *Overall rating of a "1" or a "4" should be explained in the Comments Section*

Employee's Signature

Date

Manager's/Supervisor's Signature

Date