ALA American Library Association

Exempt Employee Performance Appraisal Form

Name	Employee Title	Unit/Department	Supervisor Name	Review Period

PERFORMANCE RATINGS AND DEFINITIONS

Performance Competencies

5 **Exceptional** – Consistently exceeds all performance expectations; provides leadership, fosters teamwork, is highly productive, innovative, responsible for and generates very high quality work; also gained new knowledge to benefit themselves/department. The employee is consistently viewed as a role model not only within their department, but throughout the association.

4 **Exceeds Expectations** – Consistently meets and often exceeds all performance expectations; shows initiative, works collaboratively and is often seen as role model for others in the department.

3 **Meets Expectations** – Meets all relevant performance expectations

2 **Below Expectations** – Sometimes meets performance expectations. Performance is often inconsistent and needs/receives coaching on a regular basis.

1 **Expectations Not Met** – Consistently fails to meet performance expectations

Performance Goals

5 The goal was met and greatly exceeded. This may have involved attaining a stretch goal

4 The goal was met and partially exceeded

3 The goal was met

2 A portion of the goal was met.

1 No sections or portions of the goal were met

1.	***Major Category - Knowledge and Productivity*** *Establishes employee's knowledge surrounding their job and the associated work productivity.* ***Weight***	**PERFORMANCE ASSESSMENT** **Employee** N/A 5 4 3 2 1 **Supervisor** N/A 5 4 3 2 1

Job Knowledge: *Shows comprehensive knowledge of skills needed to carry out responsibilities of their job. In addition, the employee is well aware of company policies and adheres to accordingly. Employee uses specialized knowledge to effectively complement that of member leaders and volunteers, who value the employee's contributions. Employee is also considered a resource for others to turn towards based on their job knowledge. Employee also stays up to date with changes in their job. Employee recommends enhancements to the job for the betterment of the department/company.*

Technical Knowledge: *Applies specialized knowledge gained through training and experience; keeps informed of new developments in the field; shares relevant information with others. The employee is also proficient in the software they use in their job. Uses IT as a strategic resource*

Quality of Work: *Work is clear, well-organized, and accurate, performed as directed, and conforms to established standards.*

Quantity of Work: *The employee is able to manage their normal workload and at times is able to accept additional work and continue to meet established deadlines.*

Dependability and Reliability: *Conscientious, responsible, employee comes to work on time and is focused on their job throughout the day with minimal disruptions. They can also be counted on to complete their work on a timely basis and keep their supervisor informed when delays occur. This employee is also considered a go to person within their department.*

2.	***Major Category - Initiative and Problem Solving*** *Establishes employee's Initiative and Problem-Solving Skills to their work* ***Weight***	**PERFORMANCE ASSESSMENT** **Employee** N/A 5 4 3 2 1 **Supervisor** N/A 5 4 3 2 1

Initiative: *Originates or develops ideas or gets things started; shows willingness to tackle new challenges, seeks additional assignments, responds effectively to unusual or particularly demanding situations.*

Problem Solving and Decision Making: *Shows ability to obtain information needed to make a decision; exercises sound judgment; shows decisiveness in recommending or taking action. The employee is resourceful in finding solutions to challenging problems. In addition, when this*
employee has a problem, they look to solve it before asking their supervisor and will also come to their supervisor with potential answers.

Flexibility and Adaptability: *Adjusts to new assignments and changing workloads, working to maximum potential. Employee also demonstrates the flexibility to adapt to change as well as the drive to initiate and lead change*

Service Orientation: *A desire to help or serve customers, to meet their needs. Focuses one's efforts on discovering and meeting the customer's or member's needs with sensitivity and understanding. Employee exhibits an understanding of ALA's member leader and volunteer culture/structure and serves all member groups appropriately and effectively*

3.	***Major Category - Communication*** *Demonstrates strong communication skills among fellow employees, external stakeholders and members.* ***Weight***	**PERFORMANCE ASSESSMENT** **Employee** N/A 5 4 3 2 1 **Supervisor** N/A 5 4 3 2 1

Oral Communication: *Employee demonstrates strong two way (speaking & listening) communication skills. Information and ideas are conveyed in a clear and timely manner. Employee is an articulate contributor in meetings, and an organized and compelling presenter (if required in the position).*

Written Communication: *Employee has a clear, effective, concise, and well-organized writing ability. Written communications are free of errors. Employee also effectively manages email ensuring that their emails convey proper messaging and are sent to the appropriate people. Employee understands and employs different writing styles appropriately for different purposes and audiences.*

Listening Skills: *Employee is an active and attentive listener; shows genuine interest and when appropriate, empathy is shown when listening to others; they exhibit appropriate nonverbal behavior to show receptivity; employee improves communication through paraphrasing, reflecting and summarizing; questions are asked to clarify other people's points of view; listens without interrupting; when in a group setting, listens to others opinions and does not dominate the conversation.*

Working with Others: *Cooperates with other individuals and groups internally and externally, as appropriate; solicits, understands, and respects the opinions of others. Understands the team concept; is sought after by others to work collaboratively on projects; is viewed as a team player. Understands the importance of a membership organization. Employee actively encourages others to share their thoughts in an honest non-threatening forum. Employee exhibits an understanding of ALA's member leader and volunteer culture/structure and serves all member groups appropriately and effectively. Employee is easily approachable. The employee is eagerly sought out by others to assist on projects, reports, etc.*

4.	***Major Category - Strategic Focus*** *Employee understands the nature of the Association and how their role impacts day to day operations; also understands the relationship between their area and others within the company.* ***Weight***	**PERFORMANCE ASSESSMENT** **Employee** N/A 5 4 3 2 1 **Supervisor** N/A 5 4 3 2 1

Vision: *The employee has a clear understanding of the business from a strategic perspective. The employee understands how their department's relationship with other departments impacts the day to day operations of the business. In addition, as the priorities of the department and business change, the employee understands the change and adapts to it.*

Planning: *Accurately forecasts relevant operating and business conditions; establishes productive objectives, strategies, and plans; develops effective budgets; establishes priorities; develops efficient work schedules and plans.*

Change: *Employee is comfortable with ambiguity within a changing environment ensuring that when changes occur they are embraced and are applied to their job. The employee can also explain the changes to others in an understandable manner. Has a fundamental curiosity and understanding of the Association that they are a part of.*

Change (Employee Supervisors Only): *Understands own role in the change process; understands and addresses reactions and resistance to change; effectively communicates change; leverages the involvement of key stake holders; involves others in decision making and implementation of change; establishes structures and roles to support change.*

Employee Comments
Supervisor Comments

Goal 1 Title		Goal 1 Weight Percentage
Description		
Deliverables		
Employee Comments		
Goal 1 Assessment		
	Employee Goal 1	5 ☐4 ☐3 ☐2 ☐1
	Supervisor Goal 1	5 ☐4 ☐3 ☐2 ☐1
Supervisor Comments:		

Goal 2 Title		Goal 2 Weight Percentage
Description		
Deliverables		
Employee Comments		
Goal 2 Assessment		
	Employee	☐5 ☐4 ☐3 ☐2 ☐1
	Supervisor	☐5 ☐4 ☐3 ☐2 ☐1
Supervisor Comments:		

Goal 3 Title		Goal 3 Weight Percentage
Description		
Deliverables		
Employee Comments		
Goal 3 Assessment Employee Goal 1 ☐5 ☐4 ☐3 ☐2 ☐1 Supervisor Goal 1 ☐5 ☐4 ☐3 ☐2 ☐1		
Supervisor Comments:		

Goal 4 Title		Goal 4 Weight Percentage
Description		
Deliverables		
Employee Comments		
Goal 4 Assessment Employee ☐5 ☐4 ☐3 ☐2 ☐1 Supervisor ☐5 ☐4 ☐3 ☐2 ☐1		
Supervisor Comments:		