

 Document: WDRS ER – Performance Review Instructions	Document #: ER-010	Issue date: 10/12/2010	Revision #: 001	Revision date: 05/20/2011
---	--------------------	------------------------	-----------------	---------------------------

Instructions for Completing the Performance Review Form

The purpose of the review form is to provide a written record of an employee’s performance during a specific review period. As a supervisor, you are urged to be candid in your evaluation, both for the benefit of the employee and for the accuracy of the review record. The completed review will become part of the employee’s permanent record.

Personal Data

Enter the payroll identification number, first and last name, job title, division or section and department of the employee you are reviewing. Enter your name as the reviewer. Optional to enter matrix-level manager(s) (“dotted-line” or “parenthesis” managers on the organizational chart or project manager who directs work for the employee).

Performance Goals: On-going Job Responsibilities/Projects

After you have held a discussion with the employee about goals and expectations, enter the employee’s goals* and major job responsibilities in this section. Write the goals as specifically as possible to ensure that both you and the employee have an understanding of the expectations and what will be evaluated during the year. Typically an employee will have 4-8 goals and/or job responsibilities. Goals and job responsibilities may be amended throughout the review period as necessary.

Results and Accomplishments

In this section, note observations about the employee’s performance during the current review period. List major accomplishments or achievements. Record results against the established goals and job responsibilities. Be as specific as possible. Refer to the employee’s accomplishment report before writing this section. If there is a difference in perception between the employee’s accomplishment report and your observations, discuss these issues with the employee before you write the results.

Goal/Job Responsibility Ratings

Assign a rating to each established goal and/or job responsibility based upon results over the current review period.

Core Competencies

Discuss the competencies at the beginning of the review period to ensure that you and the employee have a shared understanding of the expectations. Descriptions of core competencies are available at http://wdrs.fnal.gov/elr/competencies_04.pdf (page 1 of 3). You may be flexible in how definitions are applied. Competencies should be defined in a way that is appropriate for the position, the employee and the work environment.

Competency Ratings

Rate each competency based upon observed behaviors and feedback from others.

Job-specific Competencies

Some jobs require specific job-related competencies. Add these competencies as needed. A list of suggested competencies is available at http://wdrs.fnal.gov/elr/competencies_04.pdf (page 2 of 3). You may add others as appropriate.

Managerial/Supervisory Competencies

Rate these competencies only for employees who have management or supervisory responsibilities. A description of these competencies is available at http://wdrs.fnal.gov/elr/competencies_04.pdf (page 3 of 3).

Summary of Performance and Review of Competencies

Highlight the employee's major accomplishments. Note the employee's strengths and development needs as they relate to performance. You may also comment on other factors of performance that were not included in the review of goals and job responsibilities.

Performance improvement needs may emerge during the performance cycle. If so, record the action plan that you and the employee have discussed. These needs must be addressed and corrected in order for the employee to meet performance expectations. If not addressed, these improvement needs may become larger and more serious needs and may result in a Performance Improvement Plan (PIP).

Performance improvement needs can be addressed by taking the following steps:

- discuss the specific need with the employee and describe how it is affecting performance; ensure the employee sees why there is a need to improve
- select a behavioral goal (state a specific outcome the employee needs to achieve)
- discuss how the goal can be reached and ask the employee what actions he/she can take to meet the goal; include any suggestions that you may have
- agree on a plan of action
- determine how progress will be measured
- set a timetable that includes checkpoints to measure progress toward the goal.

Provide ongoing support and feedback to help the employee achieve the goal. When you see positive change, recognize and reinforce it.

Resolutions of performance needs and results are included in this section in next year's review.

Summary of Laboratory Committee and Service Work

Highlight the employee's accomplishments on Laboratory committees and other Laboratory services.

Career Development Plan

The career development plan is designed to help an employee who is meeting performance expectations to continue to grow and develop. The development plan is optional, but highly desirable. It provides employees with a tool for ongoing learning, growth and motivation. It also helps the Lab prepare for the future by having employees who are prepared to meet future needs.

Development can include training (on-the-job or classroom), job experiences, cross-training or formal education that prepares an employee for the future. Development can be geared to the current position or to a future position.

Development may include:

- honing existing skills to a higher level
- preparing for changes in the current job that result from new technology or work redesign
- acquiring new skills for anticipated department needs
- formal education for moving along a career path.

After you complete the performance review, initiate a career development discussion. Here are some guidelines:

- ask the employee how he/she would like to develop; provide some of your own insights and suggestions
- allow the employee to select a goal; provide a reality check if needed
- discuss how the development goal can be reached and agree on a plan of action
- set a timetable
- document the plan in the Career Development Plan section of the Performance Review document
- provide ongoing support.

Since the Career Development Plan is optional, it does not receive a rating. However, progress toward career development goals should be noted on the next performance review in the Career Development Plan section to document the employee's interest and progress.

Signatures

All three signature sections must be completed before the performance review discussion takes place with the manager and employee .

Matrix-Level Manager Comments

This section is optional. The reviewer may attach comments from the matrix-level manager (dotted line or parenthesis on the organizational chart or project manager).

Employee Comments

This section is optional. It may be used by the employee to make comments about the content of the review or to note other relevant aspects of his/her job or performance.

Mentor Comments

This section is optional. Mentors of scientific staff may make comments here.

Overall Rating

Select one [overall rating](#) for the employee. The rating reflects performance on goals/job responsibilities and competencies during the current review period. Employees who receive an overall rating of “Does Not Meet expectations” should be placed on a Performance Improvement Plan (PIP). Contact the Employee Relations Office for assistance.

Submission

After you have conducted the performance review discussion with the employee, submit the form and the employee accomplishment report to your D/S/C Designee. The form will then be sent to the D/S/C Human Resources Generalist.