

**State of West Virginia**  
**EMPLOYEE PERFORMANCE APPRAISAL**

(EPA-3. Final Review of Performance Period. Instructions on page 2-3)

|                                       |  |                                      |                          |                          |
|---------------------------------------|--|--------------------------------------|--------------------------|--------------------------|
| Employee's Name (Last, First, Middle) |  | Employee Banner ID Number            |                          |                          |
| Position Title:                       |  | Time in Present Position (in months) |                          |                          |
| Department:                           |  | Type of Rating (Mark "X" below.)     |                          |                          |
| Division:                             |  | Annual                               | Probationary             | Special                  |
| Section:                              |  | <input type="checkbox"/>             | <input type="checkbox"/> | <input type="checkbox"/> |
| Supervisor's Name:                    |  | Performance Review Period:           |                          |                          |
| Supervisor's Title:                   |  |                                      |                          |                          |

**Responsibilities:** Essential duties and responsibilities as identified in the functional job descriptions.

**Performance Standards and Expectations:** Objectives to be accomplished during the rating period.

**Acknowledgment:** A discussion of duties, responsibilities, performance standards, and expectations for the current period took place on the date below. We acknowledge our understanding of these duties, responsibilities, standards, and expectations and how they will be used to measure work-related performance during this period.

|                        |       |                      |       |
|------------------------|-------|----------------------|-------|
| _____                  | _____ | _____                | _____ |
| Supervisor's Signature | Date  | Employee's Signature | Date  |

**State of West Virginia**  
**EMPLOYEE PERFORMANCE APPRAISAL**  
**RATING INSTRUCTIONS**

**Preparation**

- Schedule an interview with each employee.
- Provide each employee with a copy of this form for self-evaluation.  
Note: Self evaluation should be encouraged but not required.
- Complete this form prior to interview, commenting briefly on all performance elements. Those elements checked "Needs Improvement" or "Exceeds Expectations" require comment.  
Note: Comments, negative or positive, should come as no surprise to the employee.
- Review the completed form with your manager prior to the employee interview.

**Interview**

- Meet with employee privately and without interruption.
- Review employee's functional job description together with expectations and standards established and communicated at beginning of performance period.
- Discuss completed appraisal form(s), allowing for employee input.
- Encourage employee to make written comments on completed form.
- Sign the form in employee's presence and secure his/her signature.

**Completing the Form**

- If you use a word processor (PC) to complete this form, print a blank copy before you begin. This will ensure that your printer will print the form properly. Word processor font differences may affect the appearance of the form.
- With the Rating Category Key as your guide, check (or "X") the appropriate box for each element. Remember that these are behavioral elements and that your judgement in each case must be supported by fact.
- There are 23 performance elements for all employees and an additional 14 for supervisors and managers.
- All 37 performance elements are stated at the "success" level and are to be considered the standard for "Meets Expectations."
- Summarize the data on the Worksheet on page 7.

**State of West Virginia**  
**EMPLOYEE PERFORMANCE APPRAISAL**

**RATING CATEGORY KEY**

**Exceeds Expectations**

- This overall evaluation demonstrates job performance at a level exceeding that of a satisfactory evaluation. The employee's performance regularly surpasses the standards expected.

**Meets Expectations**

- This overall evaluation demonstrates success and competency in the performance of the job. The employee has produced the desired or intended results and completely satisfies the established standards and expectations.

**Needs Improvement**

- This indicates an overall performance that is unacceptable due to the employee's own lack of effort or skills. The employee has not met the standards as expected and must take immediate corrective action.

**NOTE:** On pages 4, 5 and 6, you will check (or X) one of these three levels for each performance element (23 for all employees and an additional 14 for supervisors and managers). When you do so, you are comparing the employee's actual performance to the standards and expectations established at the beginning of the performance period.

| Performance Factors and Standards<br>(Check or X)                   | Needs Improvement        | Meets Expectations       | Exceeds Expectations     |
|---|--------------------------|--------------------------|--------------------------|
| <b>Maintains Flexibility</b>  |                          |                          |                          |
| Willingly accepts a variety of responsibilities.                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Adapts to new situations in a positive manner.                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Displays an openness to learning and applying new skills.           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Works well with others to achieve organization s goals.             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Is resourceful and generally seeks work process improvements.       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Comments:   |                          |                          |                          |
|   |                          |                          |                          |
| <b>Demonstrates Credibility</b>                                     |                          |                          |                          |
| Shares information with others when appropriate.                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Acts independently while keeping supervisor informed.               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Performs work according to current guidelines and directives.       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Maintains personal appearance appropriate to job.                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Exhibits ability to secure and evaluate facts before taking action. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Comments:   |                          |                          |                          |
|   |                          |                          |                          |
| <b>Customer Service</b>   |                          |                          |                          |
| Treats all customers with respect.                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Responds to customer needs within agreed time frames.               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Addresses conflicts and problem situations with patience and tact.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Comments:   |                          |                          |                          |
|   |                          |                          |                          |

| Performance Factors and Standards                             | Needs Improvement        | Meets Expectations       | Exceeds Expectations     |
|---|--------------------------|--------------------------|--------------------------|
| <b>Quantity of Work</b>                                       |                          |                          |                          |
| Work output matches the expectations established.             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Employee completes all assignments.                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Employee consistently meets deadlines.                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Comments:   |                          |                          |                          |
|   |                          |                          |                          |
| <b>Quality of Work</b>  |                          |                          |                          |
| Work results satisfy organization s goals.                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Work is organized and presented professionally.               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Work product is thorough and complete.                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Work product is free of flaws and errors.                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Comments:   |                          |                          |                          |
|   |                          |                          |                          |
| <b>Availability for Work</b>                                  |                          |                          |                          |
| Employee s attendance supports the expected level of work.    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Employee s presence can be relied upon for planning purposes. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Employee is a dependable team member.                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Comments:   |                          |                          |                          |
|   |                          |                          |                          |

**In addition to the 23 performance elements for all employees, supervisors and managers shall be rated on the following critical success factors: (1) Leadership, (2) Management, and (3) Work Environment. Check the appropriate box for each of the 14 performance elements.**

| <b>Performance Factors and Standards</b>   | <b>Needs Improvement</b> | <b>Meets Expectations</b> | <b>Exceeds Expectations</b> |
|--|--------------------------|---------------------------|-----------------------------|
| <b>Leadership</b>  |                          |                           |                             |
| Provides clear direction and purpose.  | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/>    |
| Models ethical workplace behavior.   | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/>    |
| Demonstrates influencing skills by setting goals.  | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/>    |
| Empowers subordinates to achieve objectives.   | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/>    |
| Acts to motivate, coach, and develop subordinates.   | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/>    |
| Comments:  |                          |                           |                             |
|  |                          |                           |                             |
| <b>Management</b>  |                          |                           |                             |
| Organizes and distributes work among subordinates.   | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/>    |
| Secures resources and audits their effective use.  | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/>    |
| Communicates behavioral expectations and performance standards.                                      | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/>    |
| Monitors, documents, and evaluates employee conduct and performance.                                 | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/>    |
| Provides appropriate and timely feedback.  | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/>    |
| Comments:  |                          |                           |                             |
|  |                          |                           |                             |
| <b>Work Environment</b>  |                          |                           |                             |
| Maintains a safe and healthy workplace.  |                          |                           |                             |
| Builds a team that reflects high morale, clear focus, and group identity.                            | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/>    |
| Encourages and provides opportunities for subordinates to obtain and apply new skills and knowledge. | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/>    |
| Promotes equal opportunity and protects the rights of all employees.                                 | <input type="checkbox"/> | <input type="checkbox"/>  | <input type="checkbox"/>    |
| Comments:  |                          |                           |                             |
|  |                          |                           |                             |

State of West Virginia  
**EMPLOYEE PERFORMANCE APPRAISAL**

**WORKSHEET**

Enter the total check marks in each rating category and then multiply by the assigned value.

| Rating Categories                                    | Count | Multiplier           | Category Totals |
|--|-------|----------------------|-----------------|
| Exceeds Expectations                                 |       | X 3 =                |                 |
| Meets Expectations                                   |       | X 2 =                |                 |
| Needs Improvement                                    |       | X 1 =                |                 |
| <b>Total elements rated =</b>                        |       | <b>Total Value =</b> |                 |
| (Total Value ÷ Total Elements) <b>Rating Score =</b> |       |                      |                 |

Divide the total value by the total elements rated (23, 37) to find the overall rating score.  
 (Example:  $44 \div 23 = 1.91$ ).

Make certain that you have carried your figure out to two decimal places.

Using the key below, find the numeric score and enter it as the Overall Rating.

Finally, enter the alpha score in the space provided.

| <i>Numeric Score</i>   | Key: | <i>Alpha Score</i>   |
|------------------------|------|----------------------|
| Rating of 2.51 to 3.00 | =    | Exceeds Expectations |
| Rating of 1.51 to 2.50 | =    | Meets Expectations   |
| Rating of 1.00 to 1.50 | =    | Needs Improvement    |

**Summary:**

**Overall Rating Score** \_\_\_\_\_

**Alpha Score** \_\_\_\_\_

State of West Virginia  
**EMPLOYEE PERFORMANCE APPRAISAL**

Needs Improvement     Meets Expectations     Exceeds Expectations

**A. Summary Comments:** Completed by supervisor or rater.

**B. Improvement and/or Developmental Plan:** Completed by supervisor or rater.

**C. Employee's Response:** Completed by employee

**D. Employee s Certification:**

I certify that I have reviewed this *Performance Appraisal Form*. My signature on this page implies neither my agreement nor my disagreement with the form s contents.

\_\_\_\_\_  
Supervisor s Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Reviewing Manager s Signature

\_\_\_\_\_  
Date