



Academy for Educational Development
Connecting People > Creating Change

THE ACADEMY FOR EDUCATIONAL DEVELOPMENT
EMPLOYEE APPRAISAL REPORT

An evaluation of performance and accomplishments for
Year Ending December 2007

Employee Name: Employee ID #:

Position Title Grade:

Annual Appraisal Schedule

TASK	COMPLETION DATE	SUPERVISOR'S INITIALS	EMPLOYEE'S INITIALS
Creation of & agreement on performance objectives (completion of "Step 2" of Instructions) by January 31			
Mid-year review discussion (completion of "Step 3" of Instructions) by June 30			
End-of-year review discussion (completion of "Step 6" of Instructions)			

IMPORTANT

PLEASE READ ALL INSTRUCTIONS BEFORE BEGINNING EAR



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Employee Appraisal Report Instructions

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INTRODUCTION

DEVELOPING AN EFFECTIVE EMPLOYEE APPRAISAL REPORT

This Employee Appraisal Report (EAR) is designed to achieve four important objectives relating to each employee's professional development and continued employment at AED. These objectives are:

1. To assist each employee and their supervisor establish and agree upon performance objectives for the employee's work during the upcoming year;
2. To clarify the supervisor's expectations and the employee's understanding of their responsibilities, leading to maximum performance and high productivity;
3. To open a dialogue between the employee and the supervisor regarding the employee's expertise in eleven fundamental job competencies necessary to be successful at AED; and,
4. To obligate both the employee and the supervisor to specific actions which are monitored throughout the year, and which form the basis for the employee's final performance review at the end of the year.

The foundation of the EAR is the eleven job competencies (JCs) that are listed below. The majority of these JCs are relevant to every job at AED. Under each JC, there are definitions describing activities and behaviors that demonstrate proficiency in the respective JC. Together at the performance objective setting stage, the employee and the supervisor will determine which JCs apply to the employee's job. These JCs reflect AED's values, and proficiency in these activities is crucial to AED's mission. At the end of the year, each supervisor will rate the employee in their ability to satisfactorily perform in the following JCs, which are applicable to their job:

Communication	Business Principles
Diversity	Corporate Wellness
Job Knowledge	Innovation
Productivity	Leadership
Professionalism	Staff Development
Team Work	

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**INSTRUCTIONS FOR COMPLETING THE
EMPLOYEE APPRAISAL REPORT (EAR)**

BEGINNING OF THE YEAR ACTIVITIES

STEP 1: The employee locates the EAR on the AED portal under “AED Forms, Human Resources.” S/he saves the form as a Word document on his/her personal drive. The employee completes the performance objectives and criteria for measurement in preparation for a discussion with the supervisor. These objectives can be adapted from the employee’s formal job description, work plan, contract, and/or department goals. The criteria for measurement for each performance objective will indicate which job competency or competencies it demonstrates, using the phrase [Demonstrating:].

STEP 2: The employee and the supervisor meet to formally agree on performance objectives and criteria for measurement for the upcoming year. The performance objectives are recorded in SECTION I of the EAR (please see the example below).

In SECTION II, the first 6 competencies apply to all jobs. During the goal setting meeting, the supervisor and employee will determine which of the remaining 5 competencies apply to the employee’s job. This will be indicated by placing an “X” in the box in the column to the left of each applicable competency.

Further training in this process is presented annually in the Washington, DC headquarters during the AED workshop entitled “*Setting Performance Goals*”. Those individuals unable to attend this workshop will find the workshop outline on the AED portal under “Management Services, Human Resources, Training.”

Performance Objective	Criteria for Measurement
<p>Example: Performance Objective</p> <p>Provide technical leadership in HIV/AIDS activities related to nutritional care and support.</p>	<p>Example: Criteria for Measurement</p> <ol style="list-style-type: none"> 1. Meeting all contract deliverable deadlines, prepare guidance documents, program tools, and written reports on scientific, policy, and program related issues pertaining to nutrition in the context of high prevalence of HIV/AIDS.[Demonstrating : Communication, Job Knowledge, Productivity.] 2. Keep other Center technical staff informed about current nutrition and HIV/AIDS information and state-of-the-art practices through briefings, document circulation, and as needed informal trainings. [Demonstrating: Communication, Innovation, Staff Development, Team Work.]

TIMING FOR THE COMPLETION OF STEP 2:

- By January 31st for existing employees.
- Within 30 days from the date of hire for new employees.
- Within 30 days after a new job assignment for existing employees receiving an in-grade or grade-to-grade promotion.

When SECTION I of the EAR is completed, the supervisor keeps the original, and the employee keeps a copy to guide them through their work for the upcoming year.

MID YEAR ACTIVITY

STEP 3: Supervisors and employees are **required** to meet at mid-year, (between June 1 and June 30) to discuss the employee's performance. The purpose of this meeting is to avoid surprises in performance dissatisfaction and to reinforce areas where the employee's performance goals are on track or exceeding expectations. The supervisor and employee write the date of the meeting on page 1 and both the supervisor and employee initial to indicate that the meeting took place. **This is a mandatory meeting; however, the supervisor is not required to submit a formal, written review to the HR department.**

Changes in performance objectives may be made at any time during the year, but they must be recorded in writing on the EAR.

END-OF-YEAR ACTIVITIES

STEP 4: The supervisor completes SECTION II and SECTION III of the EAR.

In SECTION II, the supervisor rates the employee's performance and capabilities in each of the mandatory competencies and each of the competencies selected as applicable to the employee's job. Definitions for the ratings are at the beginning of SECTION II. If a particular job competency is not applicable to the employee's current job, the supervisor selects "Not Applicable".

In SECTION III, the supervisor writes comments explaining how well the employee did, or did not meet the performance objectives for the year. This section also allows the supervisor to summarize and explain areas that need improvement.

When the supervisor has completed SECTION II and SECTION III, the supervisor must decide on an overall rating of the employee's performance for that year. In making this decision, the supervisor should consider several factors, such as:

1. The category which reflects the majority of the job competency ratings. For example, if the employee is rated as "1- Unsatisfactory" in 9 out of the 11 job competencies the supervisor should consider an overall rating of "1 – Unsatisfactory". This particular rating would require the supervisor to work with the Employee Relations Specialist to develop a Performance Improvement Plan (PIP) for the employee.
2. The written comments in SECTION III about how well the employee met the performance objectives for the year.
3. Any unusual circumstances, either business or personal, that may have contributed to the employee's performance. For example, if an employee's performance is substandard the last two months of the year due to an illness, this should be considered. Likewise, if an employee has exceeded normal job requirements to assist the center during a time of high staff turnover, this should be considered as well.

The supervisor completes the box at the top of the EAR signature page, indicating the overall performance rating for the year.

When completed, the supervisor gives the EAR to the employee and arranges a meeting to discuss it. At least one hour should be allowed for the EAR discussion, so that the employee has the opportunity to ask for clarification of the ratings and comments, and the supervisor and employee can together develop a performance improvement plan for any areas that need improvement.

- STEP 5: The employee reads the EAR and completes SECTION IV and SECTION V.
- STEP 6: The employee and the supervisor meet to discuss SECTION II, SECTION III, SECTION IV, and SECTION V of the EAR. Both the employee and the supervisor sign the EAR form. Copies of the completed form are made for the supervisor and the employee.
- STEP 7: The **supervisor** completes the Employee Appraisal Report Approval Sheet (also found on the AED portal under "AED Forms, Human Resources"). This page is placed at the beginning of the EAR and is used as a cover sheet. The **supervisor signs** this page and forwards the entire EAR to the project/center director for approval. **The project/center director reviews the EAR and signs the Employee Appraisal Report Approval Sheet** indicating their approval of the rating and salary increase recommendation. **The project/center director forwards the entire EAR to the group director who reviews the EAR and signs the Salary Recommendation and Approval Sheet** indicating their approval of the rating and the recommended salary increase. **The group director sends the original EAR form to the Human Resources Office.**



NOTE: A supervisor's performance review is considered a formal recommendation for salary action, but **salary decisions are not final** until the Officer-in-Charge, the VP of HR, and the President have reviewed all performance reviews for equity and fairness. Therefore, **no salary recommendation should be discussed with the employee until the approved amount is given to the supervisor in December.**

If the supervisor is recommending a promotion, they must complete and submit a **new job description, along with a copy of the Promotion and Equity Review Request Form** to the Vice President & Director of Human Resources prior to the review conversation. The specific date these documents are required will be announced each fall.

TIMING FOR THE COMPLETION OF THE ANNUAL REVIEW PROCESS:
Please see the Human Resources page in the AED Portal.

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SECTION I
PERFORMANCE OBJECTIVES

To perform this job successfully, an individual must be able to meet the following performance objectives satisfactorily. The objectives listed below are representative of the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Performance Objective	Criteria for Measurement
	A.

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SECTION II
COMPETENCY EVALUATION

Expertise in all or most of the following competencies is essential for success at AED. In this section, the supervisor must rate the employee in each competency that applies to the current job. (Specific details about the degree to which the competencies were or were not met should be included in SECTION III.)

DESCRIPTION OF RATINGS

- | | |
|-----------------------|--|
| 1 = Unsatisfactory | Employee has not reached an acceptable level of competency in this area. Skills and behaviors that require this competency are seriously deficient and require significant correction. |
| 2 = Needs Improvement | Employee needs only some improvement to reach an acceptable level of competency in this area. Skills and behaviors that require this competency are sporadic and inconsistent. |
| 3 = Successful | Employee successfully demonstrates a satisfactory level of competency in this area. Skills and behaviors that require this competency are very good and consistent. |
| 4 = Excellent | Employee excels in this competency. Skills and behaviors that require this competency are exceptional and consistent. Employee's skills and behaviors in this area exceed normal expectations. |

Competencies that apply to all jobs	
Competency - <i>Communication</i>	Rating
<ul style="list-style-type: none"> - Effectively expresses ideas & thoughts verbally and/or in written form - Exhibits good listening & comprehension skills - Uses necessary & appropriate communication methods to keep others informed 	<input type="checkbox"/> 1 = Unsatisfactory <input type="checkbox"/> 2 = Needs Improvement <input type="checkbox"/> 3 = Successful <input type="checkbox"/> 4 = Excellent
Competency - <i>Diversity</i>	Rating
<ul style="list-style-type: none"> - Demonstrates behaviors that contribute to AED's diversity initiatives - Demonstrates a commitment to continuous improvement of diversity competencies 	<input type="checkbox"/> 1 = Unsatisfactory <input type="checkbox"/> 2 = Needs Improvement <input type="checkbox"/> 3 = Successful <input type="checkbox"/> 4 = Excellent

Competency - <i>Job Knowledge</i>	Rating
<ul style="list-style-type: none"> - Demonstrates the required core administrative, technical & program competencies - Keeps abreast of trends in his/her field of expertise - Knowledgeable about the goals & objectives of the project, center, department or group 	<input type="checkbox"/> 1 = Unsatisfactory <input type="checkbox"/> 2 = Needs Improvement <input type="checkbox"/> 3 = Successful <input type="checkbox"/> 4 = Excellent
Competency- <i>Productivity</i>	Rating
<ul style="list-style-type: none"> - Effectively plans, organizes & delegates work to achieve desired results - Manages competing demands with appropriate flexibility & judgment - Effectively applies knowledge & skills to work situations 	<input type="checkbox"/> 1 = Unsatisfactory <input type="checkbox"/> 2 = Needs Improvement <input type="checkbox"/> 3 = Successful <input type="checkbox"/> 4 = Excellent
Competency - <i>Professionalism</i>	Rating
<ul style="list-style-type: none"> - Honest, reliable, dependable & conscientious - Successfully builds positive relationship with clients & colleagues - Upholds a high standard of ethical and personal conduct 	<input type="checkbox"/> 1 = Unsatisfactory <input type="checkbox"/> 2 = Needs Improvement <input type="checkbox"/> 3 = Successful <input type="checkbox"/> 4 = Excellent
Competency - <i>Team Work</i>	Rating
<ul style="list-style-type: none"> - Works cooperatively & effectively with supervisors, colleagues, & other staff at all levels to accomplish tasks & goals - Accepts (& offers) constructive criticism & feedback from (to) supervisors, colleagues, & to other staff at all levels - Exercises responsibility, courtesy, dependability & respect in work teams 	<input type="checkbox"/> 1 = Unsatisfactory <input type="checkbox"/> 2 = Needs Improvement <input type="checkbox"/> 3 = Successful <input type="checkbox"/> 4 = Excellent

Applicable	Competencies that apply to most but not all jobs.	
<input type="checkbox"/>	Competency - <i>Business Principles</i>	Rating
	<ul style="list-style-type: none"> - Adheres to AED financial & accounting procedures & solves financial problems within approved guidelines - Consistently provides client-oriented service - Demonstrates organizational commitment by participating in organizational activities, such as task forces, committees, staff meetings 	<input type="checkbox"/> 1 = Unsatisfactory <input type="checkbox"/> 2 = Needs Improvement <input type="checkbox"/> 3 = Successful <input type="checkbox"/> 4 = Excellent
<input type="checkbox"/>	Competency - <i>Corporate Wellness</i>	Rating
	<ul style="list-style-type: none"> - Consistently applies AED's values, policies, & procedures - Contributes to business development - Effectively manages resources to achieve program goals 	<input type="checkbox"/> 1 = Unsatisfactory <input type="checkbox"/> 2 = Needs Improvement <input type="checkbox"/> 3 = Successful <input type="checkbox"/> 4 = Excellent

<input type="checkbox"/>	Competency- <i>Innovation</i>	Rating
	<ul style="list-style-type: none"> - Effectively suggests, develops and/or implements creative solutions to problems & issues - Proactively enhances AED products & services 	<input type="checkbox"/> 1 = Unsatisfactory <input type="checkbox"/> 2 = Needs Improvement <input type="checkbox"/> 3 = Successful <input type="checkbox"/> 4 = Excellent
<input type="checkbox"/>	Competency - <i>Leadership</i>	Rating
	<ul style="list-style-type: none"> - Demonstrates good judgment, critically evaluates information, weighs alternative courses of action & anticipates the impact of decisions - Enables & empowers staff to succeed - Successfully builds & leverages positive relationships within & outside the organization for development, planning & implementation processes (as appropriate) 	<input type="checkbox"/> 1 = Unsatisfactory <input type="checkbox"/> 2 = Needs Improvement <input type="checkbox"/> 3 = Successful <input type="checkbox"/> 4 = Excellent
<input type="checkbox"/>	Competency- <i>Staff Development</i>	Rating
	<ul style="list-style-type: none"> - Effectively engages staff & colleagues in problem solving - Effectively mentors, coaches, counsels, & provides development of staff; encourages career development, as appropriate - Pursues opportunities to engage in professional development 	<input type="checkbox"/> 1 = Unsatisfactory <input type="checkbox"/> 2 = Needs Improvement <input type="checkbox"/> 3 = Successful <input type="checkbox"/> 4 = Excellent

SECTION III
PERFORMANCE OBJECTIVES EVALUATION

Please explain how the employee met the performance objectives established for this year.

Please indicate what areas of improvement are still needed to successfully meet performance objectives.

Using the definitions below, please select an overall performance rating for this year.

1 = Unsatisfactory

(This rating necessitates developing a Performance Improvement Plan. An employee receiving this rating must be placed on performance probation. This must be done with the approval of HR. Please contact Employee Relations Officer, Shanna Hines at ext. 8739)

2 = Needs Improvement

3 = Successful

4 = Excellent

1 = Unsatisfactory

Performance was often seriously deficient and required significant correction. Performance objectives were clearly not attained. Employee did not demonstrate proficiency in the majority of the job competencies. Employee regularly failed to meet required standards of performance.

2 = Needs Improvement

Performance was deficient and needs improvement. Only some of the performance objectives were attained. Employee's efforts often required rework or other corrective measures. Employee needs improvement in many of the job competencies to meet required standards of performance.

3 = Successful

Performance and work quality meets all expectations. Majority of the performance objectives were attained. Employee demonstrated proficiency in the job competencies most relevant to their job. Output was typical of a capable, productive performer. Employee fully meets required standards of performance.

4 = Excellent

Performance was commendable and often viewed as a model for other employees. All of the performance objectives were attained. Employee demonstrated proficiency in all the job competencies. Outputs exceeded normal expectations. Employee reached this level of excellence by demonstrating exceptional knowledge, skill and/or ability.

SIGNATURES

This review and its subsequent rating have been discussed with me. Employee's signature does not necessarily imply agreement with the rating or the contents of the review.

Supervisor's Signature

Date

Employee's Signature

Date

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SECTION IV – EMPLOYEE FEEDBACK

Employee Name:

Job Title:

Grade:

Please give us your comments on the above evaluation.

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SECTION V – PROFESSIONAL DEVELOPMENT PLAN

Employee Name:

Job Title:

Grade:

What areas do you feel you would like to improve?

How can your supervisor provide assistance to you in your job?

What internal and external professional development activities will you participate in during the upcoming year?

INTERNAL

- CareerPower Workshop
- Mentoring Program
- Executive Coaching
- In-House Seminars

EXTERNAL

- Job Related Seminars
- Continuing College Education
- Professional Certification
- Other: