



EMPLOYEE SELF-APPRAISAL TEMPLATE



Use this template for employees to evaluate their own performance.

Employee Name:

Date of review:

Job Title:

Review period:

Department:

Manager:

Please evaluate your own performance against the following criteria:

- 1 – Poor
- 2 – Fair
- 3 – Satisfactory
- 4 – Good
- 5 – Excellent

Space is provided for you to include supportive examples and make comments for use in discussion

	1	2	3	4	5
Role					
Job specific knowledge: Do you feel you have the required knowledge to perform your role?					
Comments:					
Job-specific skills: Do you feel you have the right skills to perform your role?					
Comments:					
Job description: Is your job description an accurate reflection of your role?					
Comments:					
Key responsibilities: Add new row for each job specific responsibility					
Comments:					
Company & Culture					
Knowledge and implementation of organisational values: Do you understand and uphold the organisation's values?					

Comments:					
Relationships with peers: How do you rate your relationships with other team members?					
Comments:					
Relationship with line manager: How do you rate the ability to work effectively with your line manager?					
Comments:					
Competencies					
Adaptability: How receptive are you to new ideas and adapting your working practices and behaviour?					
Comments:					
Collaboration: How effectively do you believe you work with others?					
Comments:					
Verbal communication: How effectively do you feel you communicate with others either face-to-face, by phone, or by video?					
Comments:					
Written communication: How effectively do you feel you communicate with others by email, report-writing or other written methods?					
Comments:					
Listening: How well do you listen to peers, supervisors, junior colleagues and managers?					
Comments:					
Responsiveness: How quickly and appropriately do you respond to others and how accessible are you to them?					
Comments:					
Leadership: How easily can you inspire and lead others and motivate them towards common goals?					
Comments:					
Honesty & Integrity: How do you rate your professional behaviour against organisational ethics and values?					
Comments:					
Inclusivity: How well do you promote an inclusive working environment in respect of age, disability, race, gender, sexuality and beliefs?					

Comments:					
Results and Quality: How well do you achieve targets and goals?					
Comments:					
Resilience: How do you handle difficulties and challenges to achieve results?					
Comments:					
Initiative: How well do you anticipate needs and use problem-solving without explicit instruction?					
Comments:					
Development & Growth					
Accomplishments: Do you feel you have accomplished what you aimed to during this review period?					
Comments:					
Training: Do you feel the training you have received during this review period has been aligned with your performance goals and objectives?					
Comments:					
Development: Do you feel you are given adequate opportunities for development in line with your professional objectives?					
Comments:					
Growth: Are you able to identify areas for growth during the next review period?					
Comments:					
Feedback: Do you feel you are given adequate and constructive feedback about your performance and ongoing development?					
Comments:					
Satisfaction: Do you enjoy most aspects of your work?					
Comments:					
Any other comments:					



MANAGEMENT PERFORMANCE REVIEW TEMPLATE



Use this template for line managers to evaluate the performance of employees.

Employee Name:

Date of review:

Job Title:

Review period:

Department:

Review completed by:

Please evaluate the individual's performance against the following criteria:

- 1 – Poor
- 2 – Fair
- 3 – Satisfactory
- 4 – Good
- 5 – Excellent

Space is provided for you to include supportive examples and make comments for use in discussion.

	1	2	3	4	5
Role					
Job specific knowledge: Does the individual demonstrate competent knowledge to perform their role well?					
Comments:					
Job-specific skills: Does the employee demonstrate skill competence in all aspects of their role?					
Comments:					
Productivity: Does the person complete the amount of work expected in the required timeframe?					
Comments:					
Key responsibilities: Add new row for each job specific responsibility e.g. technical skills					
Comments:					
Company & Culture					
Knowledge and implementation of organisational values: Does this individual uphold and embody the values and ethos of the company?					

Comments:					
Relationships with peers: Does this person work effectively and productively with others?					
Comments:					
Relationship with line manager: How do you rate the working relationship between yourself and this employee?					
Comments:					
Competencies					
Adaptability: How receptive is this individual to new ideas and adapting working practices and behaviour?					
Comments:					
Collaboration: How well does this employee work with others?					
Comments:					
Verbal communication: How effectively does this person communicate with others either face-to-face, by phone, or by video?					
Comments:					
Written communication: How effectively does this person communicate with others by email, report-writing or other written methods?					
Comments:					
Listening: How well does this employee listen to peers, supervisors, junior colleagues and yourself?					
Comments:					
Responsiveness: How quickly and appropriately does this individual respond to others and how accessible are they to them?					
Comments:					
Leadership: How well does this person inspire and lead others and motivate them towards common goals?					
Comments:					
Honesty & Integrity: How do you rate this individual's professional behaviour against organisational ethics and values?					
Comments:					

Inclusivity: How well does this employee promote an inclusive working environment in respect of age, disability, race, gender, sexuality and beliefs?					
Comments:					
Results and Quality: How well does this person achieve targets and goals?					
Comments:					
Resilience: How well does this individual handle difficulties and challenges?					
Comments:					
Initiative: How well does this person anticipate needs and use problem-solving without explicit instruction?					
Comments:					
Development & Growth					
Potential: Do you have a good and aligned understanding about this employee's progress and potential within the organisation?					
Comments:					
Training: Do you feel the individual has been offered and benefited from appropriate training during this review period?					
Comments:					
Development: Do you have a clear development plan which is aligned with the objectives of the individual and the organisation?					
Comments:					
Growth: Are you able to identify areas for growth during the next review period?					
Comments:					
Dependability: How well can you rely on this individual to perform work assignments, take on responsibilities, and be accountable?					
Comments:					
Any other comments:					



PEER EVALUATION TEMPLATE



Use this template for co-workers to evaluate the performance of their fellow employees.

Employee Name:

Date of completion review:

Job Title:

Department:

Peer evaluation forms are anonymous and used to create overall scores which support discussion.

Please evaluate your co-worker's performance against the following criteria:

- 1 – Poor
- 2 – Fair
- 3 – Satisfactory
- 4 – Good
- 5 – Excellent

There is space at the end for specific comments if you wish to make them. The scores you give will be collated with those of others to provide anonymous feedback for the co-worker being evaluated.

	1	2	3	4	5
Role					
Job specific knowledge: Do you think this co-worker has good knowledge of their role?					
Job-specific skills: Do you think this co-worker has skill-proficiency in this role?					
Productivity and time keeping: Do you think this person uses their time effectively and productively?					
Key responsibilities: <i>Add new row for each job specific responsibility e.g. technical skills</i>					
Company & Culture					
Knowledge and implementation of organisational values: Does this individual uphold and embody the values and ethos of the company?					
Relationships with peers: Does this person work effectively and productively with others?					
Policies & Procedures: How well does this person follow and apply company policies and procedures?					

Competencies					
Adaptability: How receptive is this individual to new ideas and adapting working practices and behaviour?					
Collaboration: How well does this employee work with others?					
Verbal communication: How effectively does this person communicate with others either face-to-face, by phone, or by video?					
Written communication: How effectively does this person communicate with others by email, report-writing or other written methods?					
Listening: How well does this employee listen to peers, supervisors, junior colleagues and yourself?					
Responsiveness: How quickly and appropriately does this individual respond to others and how accessible are they to them?					
Leadership: How well does this person inspire and lead others and motivate them towards common goals?					
Honesty & Integrity: How do you rate this individual's professional behaviour against organisational ethics and values?					
Respect: Do you feel this person treats you with professionalism and respect?					
Inclusivity: How well does this employee promote an inclusive working environment in respect of age, disability, race, gender, sexuality and beliefs?					
Resilience: How well does this individual handle difficulties and challenges?					
Initiative: How well does this person anticipate needs and use problem-solving without explicit instruction?					
Feedback: Does this employee regularly give you constructive feedback, including praise?					
Any other comments:					
<i>These comments are confidential and will be used to support discussion during the individual's appraisal.</i>					