

Mgt Appraisal Form

Property: \_\_\_\_\_ Location: \_\_\_\_\_

Name: \_\_\_\_\_ Position: \_\_\_\_\_

Appraiser: \_\_\_\_\_ Position: \_\_\_\_\_

Type of Review: (Check one)  Probation  Quarterly  Annual/Merit

Review Due Date: \_\_\_\_\_ Review Period: From: \_\_\_\_\_ To: \_\_\_\_\_

**Instructions:**

Listed below are ten managerial competency areas which may be applied to all managers. Using the following performance rating definitions, please review and evaluate the manager's performance in each of the key areas for the appraisal period indicated:

Performance level		Average Rating *
1.	Far exceeds standards and expectations	1.0 - 1.5
2.	Consistently exceeds job standards and expectations	1.6 - 2.5
3.	Meets the job standards and expectations	2.6 - 3.5
4.	Sometimes meets the job standards and expectations	3.6 - 4.5
5.	Overall work does not meet the minimum job standards	4.6 - below

To determine overall performance level, average all ten competencies equally

Complete each section	Performance Level (Circle one)	Provide comments/examples
<p><b>Leadership:</b> Advocates and demonstrates continuous improvement, motivates and empowers others, sets high goals and performance expectations for self and work group, takes initiative and is willing to take calculated risks to accomplish objectives, sets a positive example for others to follow. Consistently advocates serving guests.</p>	1. 2. 3. 4. 5.	_____ _____ _____ _____ _____
<p><b>Communication:</b> Keeps work group informed, speaks and writes clearly and concisely, actively listens to others ideas and seeks clarification, encourages and creates channels for communication among peers. Keeps upper management informed of key issues and communicates in a timely proactive manner. Receives directions and feedback well.</p>	1. 2. 3. 4. 5.	_____ _____ _____ _____ _____
<p><b>Teamwork:</b> Creates cooperative work groups, coordinates and liaisons with other resources/department when affected, gives credit and recognition to others, collaborates and builds trust among others, treats people fairly, equally advocates celebration when appropriate.</p>	1. 2. 3. 4. 5.	_____ _____ _____ _____ _____
<p><b>Business Focus:</b> Actions and conclusions support business strategy, customer focus is the norm. Identifies and implements increased revenue or cost reduction measures without detracting from service or operational quality, as appropriate to position. Understands industry conditions and trends. Interacts with other departments, participates in community events, business forums, etc.</p>	1. 2. 3. 4. 5.	_____ _____ _____ _____ _____
<p><b>Problem Solving:</b> Identifies problems and recognizes symptoms, counsels, and recommends alternative solutions. Takes initiative, thinks creatively to solve problems, involve others and/or directs to appropriate level or department for resolution.</p>	1. 2. 3. 4. 5.	_____ _____ _____ _____ _____

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Complete each section	Performance Level (Circle one)	Provide comments/examples
<b>Planning and Organizing:</b> Demonstrates comprehensive thoughts and produces realistic action plan and time frames, breaks complex problems into manageable components, sets priorities correctly, anticipates potential issues impacting plan, develops procedures for ensuring quality, is detail oriented, maximizes and organizes resources to ensure timely completion.	1. 2. 3. 4. 5.	_____ _____ _____ _____ _____ _____
<b>Performance Management:</b> Sees the development of people as a key responsibility, gives timely performance feedback to include written performance appraisals, regularly coaches, credits and counsels, actively supports training and mentoring, delegates and provides assignments that develop individual abilities, allows people to learn by making mistakes. Ensures subordinates have career developments information and plans as appropriate.	1. 2. 3. 4. 5.	_____ _____ _____ _____ _____ _____
<b>Adaptability:</b> Quickly adjusts to new ways as conditions change. Helps others adapt to changing environments, adjusts management style to fit the the person or situation. Easily adapts to changing priorities. Stays focused on the priority while supporting the team through transition. Balance multiple projects simultaneously.	1. 2. 3. 4. 5.	_____ _____ _____ _____ _____ _____
<b>Work Habits:</b> Handles responsibilities with a high level of professionalism, works works to achieve highest standards, demonstrates commitment and does what is necessary to get the job done, acts decisively and stands up for own viewpoint, maximizes time and resources. Demonstrates sound judgement and solid decision making skills.	1. 2. 3. 4. 5.	_____ _____ _____ _____ _____ _____
<b>Business Objective Accomplishment:</b> Accomplishes MBO's, meets financial and personal objectives as appropriate for scope of position. (Examples for field operations include profits/revenue, employ opinion survey, guest tracking/score-card, turnover, etc.)	1. 2. 3. 4. 5.	_____ _____ _____ _____ _____ _____

**Major Accomplishments**

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**Areas of Strength**

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**Development areas, Goals, Action Plans**

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**Managers's Comments**

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Overall Performance Level: \_\_\_\_\_ Percentage Increase: \_\_\_\_\_

Associate signature: \_\_\_\_\_ Date: \_\_\_\_\_

Appraiser signature: \_\_\_\_\_ Date: \_\_\_\_\_