



**VIRGINIA HOSPITAL
& HEALTHCARE
ASSOCIATION**

An alliance of hospitals and health delivery systems

NAME OF EMPLOYEE: _____

TITLE: _____

DATE OF EMPLOYMENT: _____

DATE OF EVALUATION: _____

Instructions for completing the Employee Performance Appraisal:

- The employee performance appraisal (EPA) should be completed annually by the employee and his or her supervisor(s). Please conduct the appraisal three months prior to the employee's anniversary date.
- The employee's skills and performance level should be evaluated using the following categories:
 - (1) = **Below Average (does not meet job expectations)**
 - (2) = **Fair (meets most but not all job expectations)**
 - (3) = **Average (meets all job expectations)**
 - (4) = **Above Average (exceeds job expectations)**
 - (5) = **Excellent (significantly exceeds job expectations)**
- **Parts I - IV:** The supervisor(s) should complete these parts of the EPA. The employee will be rated in four major categories: quality of work, productivity, interpersonal relationships and professionalism/work habits. The supervisor(s) should rate the employee in each of the components listed below the major category and average the component scores to arrive at the final rating for each major category. The averaged scores should be transferred and entered into the appropriate section of Part VI of the EPA.
- **Part V:** The employee should complete this portion of the EPA. Please distribute it to the employee several days before the face-to-face appraisal is scheduled to allow ample time for completion.
- **Part VI:** The supervisor(s) should complete this portion of the EPA.
- **Part VII:** May be used for additional comments by the supervisor(s) and/or the employee. **ALL PARTIES** to the appraisal must sign and date the completed form.

PART I: QUALITY

The extent to which an employee's work is accurate and thorough.

Components:	Rating:
Accuracy/Completeness: Maintains high level of accuracy in his or her work; thorough; pays strict attention to detail; follows established procedures and instructions.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Job Knowledge: Possesses technical skills and/or practical and professional knowledge to efficiently carry out job duties. Learns and adapts quickly to new procedures and technologies.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Creativity: Frequently proposes ideas and finds new and more efficient ways of performing his or her daily tasks and special projects.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Judgment/Decision Making: Uses proper judgment and decision making skills on a consistent basis.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5

Comments:

PART II: PRODUCTIVITY

The extent to which an employee produces a significant volume of work efficiently in a specified period of time.

Components:	Rating:
Volume: Produces a fully satisfactory volume of work; initiates additional work and/or projects during slack times.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Timeliness: Consistently meets deadlines and completes his or her assignments on or before the due date.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Consistency of Production: Produces daily work on a consistent basis in keeping with established goals and expectations of his or her supervisor(s).	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Planning and Organization: Plans, schedules and organizes his or her assignments to make the most efficient use of time. Makes effective use of resources and efficiently plans and implements special projects.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5

Comments:

PART III: INTERPERSONAL RELATIONSHIPS

The extent to which an employee is willing and demonstrates the ability to cooperate, work and communicate with his or her coworkers and supervisors, VHHA members and the general public.

Components:	Rating:
Personal Relationships: Maintains productive, professional and courteous relationships with others; displays appropriate levels of tact and sincerity in daily interaction with others.	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5
Flexibility: Responds promptly and positively to instructions and/or suggestions for change and improvements.	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5
Teamwork and Cooperation: Willingly and enthusiastically assists others in assignments and special projects, as assigned and as time permits.	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5
Communications Skills: Expresses ideas to others clearly and concisely, both orally and in writing.	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5

Comments:

PART IV: PROFESSIONALISM/WORK HABITS

The extent to which an employee's demeanor, professionalism and work ethic contribute to the accomplishment of association goals and objectives.

Components:	Rating:
Adherence to association policies and objectives: Supports professionally the purpose, objectives and policies of the association; follows conduct/safety rules and abides by association policies and procedures.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Attendance/Punctuality: Maintains satisfactory attendance record; punctual; regularly reports to work and related and required functions on time.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Initiative/Independence: Seeks out new assignments, assumes additional duties without reservation; works independently; requires minimal supervision and direction.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Reliability: Can be relied upon to complete assigned tasks and conduct follow-up activities related to assignments.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5

Comments:

V. Employee Comments (please attach a separate sheet of paper, if additional space is needed):

- What have you done to further the mission of VHHA this year?
- Develop tangible goals to work toward in the coming year. Make them realistic and attainable within the time frame allowed. Be specific and outline the steps necessary to achieve the identified goals.
- Did you attain the goals you set during the previous year? Please explain.
- What other accomplishments have you had and/or new abilities have you demonstrated since your last performance appraisal?
- What areas do you feel you need improvement in? How do you plan to achieve this?
- What additional education and/or training do you need to perform your job duties?

• **Comments:**

VI. Supervisor Comments (please attach a separate sheet of paper, if additional space is needed):

- What is your assessment of the employee's overall performance since his or her last performance appraisal?
- Are there goals that you would like for the employee to meet during the next year? If so, please explain.
- Does the employee have notable strengths and/or achievements that you would like to recognize on this appraisal?
- Are there areas of the employee's performance that need improvement, development or other special emphasis? If so, please explain.
- Employee's Average Rates: Transfer average ratings from Parts I-IV of the EPA. Please note and discuss with employee any area in which he or she scores above or below average.

- Quality of Work
- Productivity
- Interpersonal Relationships
- Professionalism/Work Habits

Comments:
