



## YWCA Staff Performance Review Form – For Exempt Staff

Employee Name	
Performance Review Period	
Date Hired for this Position	
Next Performance Review Date	
Reviewer	

### INPUT GUIDELINES

**(5) Outstanding** – Consistently performs in a superior manner, exceeding standards and goals across all the responsibilities of the position.

**(4) Commendable** - Generally exceeds standards established for the job’s responsibilities. The employee performing at this level consistently accomplishes more than is expected.

**(3) Competent** - Consistently meets most standards and expectations for the job. Performs most tasks well and is receptive to, comprehends, and is able to incorporate assistance provided for new tasks and/or tasks that are out of the ordinary.

**(2) Needs Improvement/Marginal** – Carries out job responsibilities inconsistently, with performance periodically falling below standards in some critical areas of responsibility.

**(1) Unsatisfactory** – Performance regularly falls below expectations - currently does not adequately meet standards for the job.

**Examples should be provided in the spaces provided, especially in areas with ratings of (1) or (2).**

*Form appears below....*

Performance Review For	
Date	
Position	

Given the responsibilities outline in the job description for this position and objectives set for the year, consider the degree to which the individual has met expectations (5 is the strongest):

<p><b>YWCA MISSION</b></p> <ul style="list-style-type: none"> <li>• Has a clear understanding of and commitment to the YWCA mission and culture, as well as how efforts, programs, and services directly relate to the mission.</li> <li>• Demonstrates knowledge and skills to eliminate racism and empower women</li> </ul> <p>Examples/Comments</p>	<p><input type="checkbox"/> 1   <input type="checkbox"/> 2   <input type="checkbox"/> 3   <input type="checkbox"/> 4   <input type="checkbox"/> 5</p> <p><input type="checkbox"/> <b>Unsure/Don't Know</b></p>
<p><b>ORGANIZATION and TIME MANGEMENT</b></p> <ul style="list-style-type: none"> <li>• Organizes and prioritizes work</li> <li>• Manages time efficiently in heavy and low work volume</li> <li>• Demonstrates ability to plan and organize work</li> <li>• Effectively implements and follows through on assignments</li> </ul> <p>Examples/Comments</p>	<p><input type="checkbox"/> 1   <input type="checkbox"/> 2   <input type="checkbox"/> 3   <input type="checkbox"/> 4   <input type="checkbox"/> 5</p> <p><input type="checkbox"/> <b>Unsure/Don't Know</b></p> <p><input type="checkbox"/> <b>Not Applicable</b></p>
<p><b>PROFESSIONAL STANDARDS AND WORK QUALITY</b></p> <ul style="list-style-type: none"> <li>• Consistently produces quality work within the time frame and resources allocated</li> <li>• Ensures that work products are clear and well-organized</li> <li>• Demonstrates integrity and professionalism</li> <li>• Strives to ensure that efficiently, effective, high quality performance is achieved throughout the organization</li> <li>• Takes initiative to ensure needed improvements are made in a timely manner</li> </ul> <p>Examples/Comments</p>	<p><input type="checkbox"/> 1   <input type="checkbox"/> 2   <input type="checkbox"/> 3   <input type="checkbox"/> 4   <input type="checkbox"/> 5</p> <p><input type="checkbox"/> <b>Unsure/Don't Know</b></p> <p><input type="checkbox"/> <b>Not Applicable</b></p>

<p><b>SETTING AND ACCOMPLISHING PRIORITIES, GOALS, AND OBJECTIVES</b></p> <ul style="list-style-type: none"> <li>• Sets clear work objectives and a course of action based on the job description and reasonable deadlines based on clearly defined priorities</li> <li>• Accomplishes job description responsibilities as well as goals and objectives developed for the period</li> <li>• Coordinates well with others to establish and implement plans; and</li> <li>• Maintains the flexibility to accommodate change</li> </ul> <p>Examples/Comments:</p>	<p><input type="checkbox"/> 1   <input type="checkbox"/> 2   <input type="checkbox"/> 3   <input type="checkbox"/> 4   <input type="checkbox"/> 5</p> <p><input type="checkbox"/> <b>Unsure/Don't Know</b></p> <p><input type="checkbox"/> <b>Not Applicable</b></p>
<p><b>TECHNICAL SKILLS/TREND TRACKING</b></p> <ul style="list-style-type: none"> <li>• Effectively demonstrates technical expertise in his/her area of responsibility</li> <li>• Demonstrates quality and accountability in work activities</li> <li>• Keeps abreast of current developments within area of responsibility</li> <li>• Displays an understanding of how his/her job function contributes to the strength of the organization as a whole</li> </ul> <p>Examples/Comments:</p>	<p><input type="checkbox"/> 1   <input type="checkbox"/> 2   <input type="checkbox"/> 3   <input type="checkbox"/> 4   <input type="checkbox"/> 5</p> <p><input type="checkbox"/> <b>Unsure/Don't Know</b></p> <p><input type="checkbox"/> <b>Not Applicable</b></p>
<p><b>LEADERSHIP</b></p> <ul style="list-style-type: none"> <li>• Effectively provides leadership, direction, and oversight</li> <li>• Stretches organizational resources to achieve objectives</li> <li>• Thinks strategically, communicates vision, expectations, and standard for performance</li> <li>• Maintains morale and motivation</li> <li>• Manages change effectively</li> <li>• Accepts responsibility</li> <li>• Sets a good personal example</li> <li>• Expects and models honest, ethical, and transparent behavior; and</li> <li>• Takes initiative to ensure needed improvements are suggested/made in a timely manner</li> </ul> <p>Examples/Comments:</p>	<p><input type="checkbox"/> 1   <input type="checkbox"/> 2   <input type="checkbox"/> 3   <input type="checkbox"/> 4   <input type="checkbox"/> 5</p> <p><input type="checkbox"/> <b>Unsure/Don't Know</b></p> <p><input type="checkbox"/> <b>Not Applicable</b></p>

<p><b>STAFF SUPERVISION, DELEGATION, AND DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>• Holds supervised staff accountable for achieving results</li> <li>• Recognizes/addresses employee performance appropriately</li> <li>• Establishes an open, motivating work environment</li> <li>• Provides appropriate guidance, training and supervision</li> <li>• Offers effective feedback</li> <li>• Addresses the concerns of direct reports</li> <li>• Effectively assigns responsibility, resources and authority</li> </ul> <p>Examples/Comments:</p>	<p><input type="checkbox"/> 1   <input type="checkbox"/> 2   <input type="checkbox"/> 3   <input type="checkbox"/> 4   <input type="checkbox"/> 5</p> <p><input type="checkbox"/> <b>Unsure/Don't Know</b></p> <p><input type="checkbox"/> <b>Not Applicable</b></p>
<p><b>COMMUNICATION SKILLS</b></p> <ul style="list-style-type: none"> <li>• Effectively conveys ideas through oral and written means both informal and formally</li> <li>• Has the ability to speak and write in a clear, concise, appropriate, and persuasive manner</li> <li>• Listens actively</li> <li>• Connects with peers, partners, and team members</li> <li>• Shares information in effective, timely, and user friendly modes</li> <li>• Seeks others opinions as appropriate to produce balanced work products</li> <li>• Keeps supervisor, other YWCA leadership appraised of changes, progress, and barriers to progress</li> </ul> <p>Examples/Comments:</p>	<p><input type="checkbox"/> 1   <input type="checkbox"/> 2   <input type="checkbox"/> 3   <input type="checkbox"/> 4   <input type="checkbox"/> 5</p> <p><input type="checkbox"/> <b>Unsure/Don't Know</b></p> <p><input type="checkbox"/> <b>Not Applicable</b></p>
<p><b>PROBLEM-SOLVING &amp; DECISION-MAKING</b></p> <ul style="list-style-type: none"> <li>• Identifies problems and analyzes causes</li> <li>• Works effectively and appropriately with others to develop effective, timely solutions</li> <li>• Evaluates the effectiveness of solutions and decisions</li> <li>• Seeks alternative solutions and creative approaches to problem solving</li> <li>• Adjusts positively to changes in workload and priorities</li> </ul> <p>Examples/Comments:</p>	<p><input type="checkbox"/> 1   <input type="checkbox"/> 2   <input type="checkbox"/> 3   <input type="checkbox"/> 4   <input type="checkbox"/> 5</p> <p><input type="checkbox"/> <b>Unsure/Don't Know</b></p> <p><input type="checkbox"/> <b>Not Applicable</b></p>

<p><b>INTERPERSONAL SKILLS AND TEAMWORK</b></p> <ul style="list-style-type: none"> <li>• uses interpersonal skills to resolve conflicts and instill cooperation, fairness, equity, and collaboration</li> <li>• effectively establishes and maintains effective working relationships inside and outside the YWCA USA</li> <li>• accepts/provides constructive feedback</li> <li>• assists others in meeting objectives</li> <li>• actively participates in, supports, and promotes team decisions, efforts, and initiatives</li> <li>• works with others in developing and implementing solutions to problems</li> <li>• shows concern and respect for those with whom h/she works and partners</li> <li>• works well in partnership with all levels of the organization</li> </ul> <p>Examples/Comments:</p>	<p><input type="checkbox"/> 1   <input type="checkbox"/> 2   <input type="checkbox"/> 3   <input type="checkbox"/> 4   <input type="checkbox"/> 5</p> <p><input type="checkbox"/> <b>Unsure/Don't Know</b></p> <p><input type="checkbox"/> <b>Not Applicable</b></p>
<p><b>INITIATIVE, PROFESSIONAL GROWTH AND DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>• is self-motivated;</li> <li>• assumes responsibility</li> <li>• identifies what needs to be done and does it</li> <li>• goes beyond specific request</li> <li>• seeks opportunities to improve productivity</li> <li>• strives to take on new roles and responsibilities</li> <li>• desires growth and projects of increasing complexity</li> </ul> <p>Examples/Comments:</p>	<p><input type="checkbox"/> 1   <input type="checkbox"/> 2   <input type="checkbox"/> 3   <input type="checkbox"/> 4   <input type="checkbox"/> 5</p> <p><input type="checkbox"/> <b>Unsure/Don't Know</b></p> <p><input type="checkbox"/> <b>Not Applicable</b></p>
<p><b>OVERALL IMPRESSION</b></p> <p>Additional Comments:</p>	<p><input type="checkbox"/> 1   <input type="checkbox"/> 2   <input type="checkbox"/> 3   <input type="checkbox"/> 4   <input type="checkbox"/> 5</p>

Summary form follows....

## PERFORMANCE HIGHLIGHTS THIS PAST YEAR

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### STRENGTHS

### EXAMPLES


### AREAS FOR DEVELOPMENT

### IMPROVEMENT INDICATORS


### MAJOR OBJECTIVES FOR THE COMING YEAR

### ACOMPLISMENT INDICATORS


**ACKNOWLEDGEMENTS:** I acknowledge that I have read this performance review and that I have been given an opportunity to discuss it with my supervisor. I understand this review will be filed in my employee file.

\_\_\_\_\_  
YWCA Staff Member

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor

\_\_\_\_\_  
Date