



Annual 360 Review

Please provide feedback about an employee with who you have interacted.

Name: _____ Job Title: _____

Manager: _____ Department: _____

Ratings Definition

EXCEPTIONAL (5): Consistently exceeds all relevant performance standards. Provides leadership, fosters teamwork, is highly productive, innovative, responsive and generates top quality work.

EXCEEDS EXPECTATIONS (4): Consistently meets and often exceeds all relevant performance standards. Shows initiative and versatility, works collaboratively, has strong technical & interpersonal skills or has achieved significant improvement in these areas.

MEETS EXPECTATIONS (3): Meets all relevant performance standards. Seldom exceeds or falls short of desired results or objectives.

BELOW EXPECTATIONS (2): Sometimes meets the performance standards. Seldom exceeds and often falls short of desired results. Performance has declined significantly, or employee has not sustained adequate improvement, as required since the last performance review or performance

NEEDS IMPROVEMENT (1): Consistently falls short of performance standards.

Customer Focus

5 - Exceptional; 4 - Exceeds Expectations; 3 - Meets Expectations; 2 - Below Expectations; 1 - Needs Improvement.

	5	4	3	2	1	NA
Personally demonstrates that external (or internal) customers are a high priority. Identifies customer needs and expectations and responds to them in a timely and effective manner. Anticipates and prevents delays or other things that can adversely affect the customer. Keeps customers informed about the status of pending actions and inquires about customer satisfaction with products or services. This is in sharp contrast to behavior patterns that tend to disappoint customers, leave them feeling forgotten and unimportant or that otherwise result in unmet needs or expectations.						
Comments:						

Teamwork

5 - Exceptional; 4 - Exceeds Expectations; 3 - Meets Expectations; 2 - Below Expectations; 1 - Needs Improvement.

	5	4	3	2	1	NA
Is an effective team player who adds complementary skills and contributes valuable ideas, opinions and feedback. Communicates in an open and candid manner and can be counted upon to fulfill any commitments made to others on the team. This is distinctly different from those who withhold ideas and opinions, offer ideas or opinions that rarely add value to team discussions, have established a track record with many unmet commitments, and/or have not contributed skills that complement the skills of others on the team.						
Comments:						

Initiative

5 - Exceptional; 4 - Exceeds Expectations; 3 - Meets Expectations; 2 - Below Expectations; 1 - Needs Improvement.

	5	4	3	2	1	NA
Recognizes opportunities and initiates actions to capitalize on them. Looks for new and productive ways to make an impact. Demonstrates this characteristic when it comes to generating new ideas or processes, capitalizing on new business opportunities, seeking-out and taking-on increasing responsibility or resolving problems as they occur. Uses sound judgment about when to take action and when to seek guidance or permission. This is in contrast to those who fail to notice opportunities, wait to be asked or instructed before taking action, seldom offer new ideas or express reservations about taking on additional responsibilities.						
Comments:						

Innovative Thinking

5 - Exceptional; 4 - Exceeds Expectations; 3 - Meets Expectations; 2 - Below Expectations; 1 - Needs Improvement.

	5	4	3	2	1	NA
Is on-the-lookout for new and innovative approaches that will improve efficiency. Embraces and champions new ideas and encourages others to do likewise. Recognizes and rewards people and teams who are creative and innovative. This is in sharp contrast to those who tend to embrace the status quo, struggle with new approaches and discourage others when they are creative and innovative in the pursuit of increased efficiency or effectiveness.						
Comments:						

Seeking Feedback

5 - Exceptional; 4 - Exceeds Expectations; 3 - Meets Expectations; 2 - Below Expectations; 1 - Needs Improvement.

	5	4	3	2	1	NA
Tends to seek out feedback for the purpose of improving work performance and listens to such feedback with an open mind. Leaves those who provide feedback satisfied that they have been heard and that their suggestions will be put to use. This is in clear contrast to those who fail to initiate requests for constructive feedback, come across as closed and defensive when presented with suggestions for improved effectiveness and leave the person providing feedback doubtful that it has been taken to heart or will lead to positive changes in the behavior of the receiver.						
Comments:						

Additional Feedback

In what areas is this employee a role model for others in the organization?

In what areas do you recommend this employee focus development?



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