

**Case Study: CRB, Inc.**

**Performance Appraisal Form**

<b>Employee Name:</b>	<b>Position/Title:</b>	<b>Department:</b>	<b>Date:</b>	
Robert Jared	Foreman	Paint and Auto body	6/30/12	
<b>Performance Attribute</b>	<b>Supervisor Comments</b>	<b>Score</b>	<b>Employee Comments</b>	<b>Score</b>
<b>Knowledge/Know-how:</b> Demonstrated knowledge or technical skills required by position. These may include command of professional body of knowledge; knowledge of organizational structure, mission, or goals.	Strong knowledge and technical skill. Instinctive knowledge of how the company can move forward in the industry.	<b>3</b>	I've got 25 years experience in paint and body shop work. I held this company together over the past year.	<b>4</b>
<b>Communication Skills:</b> Demonstrated written, listening, and interpersonal skills. These may include diplomacy, conflict resolution, or presentation skills.	Good verbal skills most of the time. Occasional difficulty in controlling anger has exacerbated existing problems. Doesn't always do paperwork needed in job.	<b>1</b>	Good enough for this job. Frustrations aren't my fault. I do my best.	<b>2</b>
<b>Work Results:</b> Work is thorough, accurate, completed on time and as planned, and is considered a quality job.	Excellent	<b>4</b>	Of course.	<b>4</b>

<b>Work Style:</b> Demonstrated good work habits. These may include being dependable, consistent, independent and self-starting, and exhibiting flexible work behavior.	<b>Excellent</b>	<b>4</b>	I'm always here before my boss and open to whatever he suggests. I work weekends and do work for free. This entire place is a lot cleaner and more organized since I got here.	<b>4</b>
<b>Service Orientation:</b> Demonstrated courteous, responsive, respectful behavior toward customers, staff, and others.	In general, Bob does a good job managing relationships with customers and staff. As noted above, he needs help managing anger issues.	<b>1.5</b>	I do the best I can in difficult circumstances.	<b>3</b>
<b>Additional Performance Attributes:</b> Supervision	Contribution to overall motivation and performance of staff is very good.	<b>3</b>	I've trained Dave and brought the mechanic and engine repair shop into being on my own time.	<b>4</b>
<b>Overall Success Rating</b>	Very good	<b>2.5</b>	Top notch	<b>5</b>

Adapted from an appraisal form developed by Boston College, found at [http://www.bc.edu/bc\\_org/hvp/c/apprais.html](http://www.bc.edu/bc_org/hvp/c/apprais.html) Accessed May 4, 2005.

This performance appraisal is meant to summarize and evaluate an individual's overall performance for the year. Five generic performance attributes and definitions are provided for all employees. These attributes address an individual's knowledge, competence, and skills as applied to one's work. Performance attributes may be added as needed in order to customize the form to the individual's position. Both the supervisor and the employee should provide an overall performance success rating using the scale below. 4—Performance far exceeds position requirements and indicates job mastery 3—Performance consistently exceeds position requirements 2—Performance meets position requirements 1—Performance does not meet position requirements

Did the employee have a work plan? Yes No  
 Did this employee show progress on a work plan? Yes No  
 Did the employee have a developmental plan? Yes No  
 Did this employee show progress on a developmental plan? Yes No

Supervisor Comments: (Describe the employee's total performance for the year and substantiate the overall success rating.)

Bob has really helped the shop get into a competitive stance. Both his own performance and his supervision have helped us get cars out on schedule and keep good employees. He works hard while he's here and he encourages the rest of the staff to put in a good day's work for a good day's pay. He volunteers his own time and ideas to enhance the shop. He suggested working with a radio station to refinish a car that they could give away in exchange for providing advertising for the shop. His enthusiasm led the employees to volunteer their time on the project. Everything is more organized since he got here. On the other hand, he really does need to learn how to manage his anger. It doesn't happen very often (maybe four times all year), but it's frightening to watch him lose his temper. So far there has been no violence (which would be a firing offense), but I can understand why one customer brought in a police officer when he came back to pay his bill after Bob got angry when the customer called him a liar. Bob's loud angry verbal response was totally inappropriate for a business setting. Paperwork is another area of weakness: Bob does as little as he can get away with, which leads to poor documentation in the customer files and problems with employee pay sheets. He complained to one owner about how the other owner didn't purchase parts on time. That owner asked in writing for a list of parts needed to monitor their purchase and the list still has not appeared.

Supervisor's Signature: Alfred E. Brown      Date: June 28, 2012

Employee Comments: (Describe your total performance and the two-way communication with your supervisor throughout the year.)

I never had a work plan and don't know what a developmental plan is. Al hired me to get this shop back on its feet and I've done that. For the first time, he's taking money home and he has me to thank for that. Sure, I get frustrated—who wouldn't with customers who want us to work for free and whine that the former owner promised them this and that. Of course, he never did anything and now we're stuck with his broken promises and no paperwork. I do my best with the paperwork but I get busy on the jobs. You've got to decide whether you want paper or cars to go out. Al and I talk every day—I give him notes about the parts I need. Then Mary says she wants a list ... tell her to ask Al! I don't have time to please a boss who's never in the shop. I've got too much going on with doing free and redo work and helping our employees be great employees. It's nice to work here most of the time. I've always liked working on old cars and we do great work. The money is starting to be ok and we're getting better equipment. We ought to get this place really turned around this next year.

Employee's Signature: Bob Jared      Date: June 28, 2012

The above performance appraisal form was adopted by CRB, Inc., a small car restoration business. Al Brown, the owner of CRB, Inc., completed it because he has been told he should give all of his employees an appraisal of their performance. This particular form was given to the foreman, Robert (Bob) Jared, to complete the employee comments. Al then filled in the supervisor comments sections