Competency-based performance review

Employee name: _____

Job title: _____

Reviewer: _____

Review period: _____

Circle the description that best matches the employee's typical performance over the whole period. Write one example for each competency.

Competency	2 Needs improvement	3 Meets expectations	4 Exceeds expectations	Example
Reliability	Late or absent more than policy allows; misses handoffs	Works scheduled shifts, follows call-out rules	Covers gaps, plans time off early	
Quality	Frequent errors or redos	Work meets the standard with normal checking	Rarely needs checking; catches others' errors	
Customer focus	Complaints or slow follow-up	Polite, solves routine issues	Turns problems into repeat customers	
Teamwork	Avoids shared tasks	Does their share, helps when asked	Helps before being asked; trains others	
Communication	Information is missing or late	Shares what others need on time	Clear in writing and in person; keeps the team informed	
Safety and compliance	Skips required steps	Follows rules and checklists	Spots and reports risks	

Use 1 (Unsatisfactory) or 5 (Outstanding) only with a written example that clearly falls below or above these descriptions.

Overall rating (1 to 5): _____

Development focus: _____

_____ _____

Employee signature Date

_____ _____

Reviewer signature Date

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