



Memo

To: All Supervisors
Re: Employee Performance Reviews

There are four basic types of Employee Performance Reviews:

- **90 Day Orientation Review:** This review is based on the completion of the employee's orientation period and is given approximately 90 days from the employee's start date.
- **Merit Review:** This review is based on a change of job responsibilities and usually is given by the supervisor within 30-60 days of the new position's start date. The merit review is used to assess the employee's performance of the new responsibilities.
- **Annual Review:** This review follows approximately one year of employment and should be given the following June or December, whichever is sooner.
- **Disciplinary Action Review:** This review may be necessary if an employee's performance is not parallel with the Company's standards and may be conducted at any time.

A review is a formal evaluation of an employee's performance in comparison to Company standards and predetermined goals. This may or may not include a compensation increase. **A review should not be a guarantee for a salary increase.**

When conducting an employee performance review:

1. Have established performance standards with all employees from the beginning.
2. Have mutually set measurable goals.
3. Measure the employee's actual performance.
4. Compare the employee's actual performance with the standards.
5. Discuss the appraisal with the employee.

Instructions:

1. Review the employee's performance for the entire period. Try to refrain from basing judgments on recent or isolated events only. Disregard your general impression of the employee and concentrate on rating one factor at a time.
2. Consider the employee on the basis of the standards expected to be met for the job and the length of time the employee has been assigned to the job. Rate the employee on how well the requirements of the job are fulfilled.
3. Rate the employee in a way that summarizes the employee's performance since the last appraisal (or date of hire if this is the employee's first review.)
4. Keep in mind that the relative importance of the factors will vary according to the position.
5. After rating the employee on each factor with a score of 1-5, enter appropriate comments to support your rating.
 - 1 - Outstanding - fair exceeds requirements of the job.
 - 2 - Very Good - usually exceeds job requirements.
 - 3 - Satisfactory - meets all job requirements
 - 4 - Fair - meets minimum job requirements.
 - 5 - Unsatisfactory - falls well below requirements of the job.
6. Consider the employee's achievement of previous goals (disregard if first appraisal). Refer to the prior appraisal. List each goal you had set and indicate whether the employee achieved, failed to reach, or exceeded the goal. Explain in detail (using additional sheets if necessary) any situations or conditions that may have affected attainment.
7. List the employee's strengths.
8. List the employee's weaknesses and your recommendations for improving them.



9. Are the employee's skills being fully utilized? What training or skills development should be implemented that would fully develop the employee's potential.
10. List one to three goals to be attained by the employee before the employee's next review. Indicate preparation and training necessary to attain these goals and projected completion date. Goals must be realistic and reasonably accomplishable during employee's regular working time.
11. Encourage the employee to describe any reaction to ratings, feelings about current position, future plans, and steps being taken to reach goals.
12. The Employee Review Form should be signed by both the supervisor and the employee.
13. **Submit the original, signed Employee Review Form to the Human Resources Manager.**

Progressive Disciplinary Action

Should there be a problem regarding the employee's adherence to **Company's** rules, the employee should be given the opportunity to change the unacceptable behavior:

- The employee should be given a **verbal explanation** of the errant behavior, including a reiteration of what the Company policy is regarding that behavior. In addition, the employee should be advised of the consequences of further infractions of the rule in question. If no further problems occur with regard to the issue raised at the verbal warning stage, no further disciplinary action will be taken.
- If the problem persists, the employee should be given a **written explanation** of the errant behavior, including a reiteration of what the Company policy is regarding that behavior. In addition, the employee should be advised that continuation of the problem will lead to suspension without pay for a stated period of time. As before, the employee should be given an opportunity to change the unwanted behavior and, if the behavior does not recur, no further disciplinary action should be taken.
- If verbal and written warnings fail to bring about a change in the undesired conduct, the employee may be **suspended without pay** and should be informed that further occurrences of the conduct will lead to the employee's immediate discharge, without additional warnings. During this suspension, it is intended that the employee will have the opportunity to reflect on his/her work experience with the Company and decide if he/she would like to continue employment under the guidance of the written explanation of his/her behavior.
- **Termination** should result if the employee is unable to maintain an acceptable level of behavior.

Immediate Disciplinary Action

Amerwest reserves the right to bypass the disciplinary steps and base its disciplinary action on the severity, frequency or combination of infractions when circumstances warrant immediate action. It is not the intent of the Company to replace **Amerwest's** commitment of employment-at-will.