

**Information and Computer Science 125  
Project in Software System Development**

Professor Richard N. Taylor  
Fall 1999

**Performance Appraisals Due WITH each deliverable**

For each team member other than the manager, the following performance appraisals form must be filed with each deliverable.

Note that this form is to be done in a three-step process. First, the team member (non-manager) must fill out part I; second, the manager must fill out part II, while the team member fills out part III; third, the manager reads and signs part III, while the team member reads and signs part II.

In part I, the team member will describe her/his own responsibilities, accomplishments and potential improvement. In part II, the manager will review the team member's appraisal and rate her/his performance. In part III, the team member will rate the manager's performance.

The purpose of the three steps is so that both team member and manager know how they are being rated. You should be honest **without** being vengeful. Keep in mind that a bad rating in many of the indices is not indicative of poor performance and will certainly not be reflected in your grade.

Note that **all** appraisals should cover only the phase in question. Please hand in all appraisal forms with your deliverable. You will be marked down only for failing to fill out appraisals (either team member or manager), handing in illegible forms, or giving too little detail.

## I. Team Member Self Appraisal

Team Member: \_\_\_\_\_

Team Name/Number: \_\_\_\_\_

Date: \_\_\_\_\_

Phase: \_\_\_\_\_

Manager: \_\_\_\_\_

### A. Duties and Responsibilities

describes major duties, responsibilities and assignments

### B. Accomplishments

describe major accomplishments

### C. Work Objectives/Personal Development

identify work objectives you have established and skills and abilities you would like to develop

Manager Signature: \_\_\_\_\_

Team Member Signature: \_\_\_\_\_

## II. Manager Appraisal of Team Member

### A. Review

review section I and comment as appropriate (especially with appraisal of responsibilities and accomplishments)

### B. Appraisal

for each of the indices below, evaluate the team member's performance over the phase. mark the appropriate number in the right hand column based on the following guidelines: 1 = outstanding, 2 = consistently exceeds requirements, 3 = meets requirements, 4 = below requirements, 5 = unsatisfactory.

Index	Comments/Recommendations	Rating
<b>Competence</b> possesses required knowledge		
<b>Productivity</b> level of work generated		
<b>Creativity</b> conceptualizes useful, innovative approaches		
<b>Quality</b> demonstrates accuracy and thoroughness		
<b>Dependability</b> follows through on responsibilities		
<b>Communication</b> listens, expresses ideas/concepts		
<b>Initiative</b> seeks out new assignments		
<b>Judgement</b> identifies essentials establishes priorities		

Manager Signature: \_\_\_\_\_

Team Member Signature: \_\_\_\_\_

### III. Team Member Appraisal of Manager

#### A. Comments

identify any particularly positive aspects of the management throughout this phase or any problems that arose

#### B. Appraisal

for each of the indices below, evaluate the manager's performance over the phase. mark the appropriate number in the right hand column based on the following guidelines: 1 = outstanding, 2 = consistently exceeds requirements, 3 = meets requirements, 4 = below requirements, 5 = unsatisfactory.

Index	Comments/Recommendations	Rating
<b>Effectiveness</b> achieves desired results within constraints		
<b>Leadership</b> fosters good teamwork, solves team problems		
<b>Decision Making</b> sets objectives, evaluates alternatives		

Team Member Signature: \_\_\_\_\_

Manager Signature: \_\_\_\_\_