

Employee Name: _____ Employee Number: _____
Reports to (Name and Position): _____ Location: _____
Performance Period Beginning: _____ Ending: _____
Length of Time in Current Position: _____ Length with Company: _____
Other Information: _____

Instructions

- If the employee is responsible for additional results, and / or tasks, write those in the area marked "Other" in the appropriate category.
- Review performance documentation in employee working file.
- Gather and analyze performance data from various sources (observation, reports, documentation).
- Complete Performance Review by evaluating employee performance using the rating scale below. (Use whole numbers only.)
- If a particular expectation does not apply, please circle N/A.
- Calculate performance rating for each category. To determine the category rating, add the rating scores for each criteria, then divide by the number criteria in that category. Round to one decimal point, i.e.: $3.27 = 3.3$.
- Calculate the overall performance rating. (See instructions on page 6.)

Performance Rating Scale

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- 5 = Clearly Outstanding**
Far exceeds performance expectation, making contributions that result in major changes or improvements within area of responsibility. Demonstrates superior application of skills on the job.
 - 4 = Above Expectations**
Exceeds the stated expectation and successfully performs very difficult tasks. Highly skilled in relation to the critical elements of the job.
 - 3 = Good**
Successfully meets the performance expectation and demonstrates competent performance. Meets all the critical requirements of the job.
 - 2 = Needs Improvement**
Performs adequately against the expectation, but does not completely and consistently meet the performance expectations. Needs to improve skills and / or performance.
 - 1 = Unsatisfactory**
Fails to meet required performance expectation. Performance is below the expectation established.
 - N/A = Not Applicable**
Not applicable for the period being reviewed. (Explain in comments section.)
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A. Customer Service

Level of Performance

(Circle appropriate rating)

1. Courteous and helpful rental personnel	5	4	3	2	1	N/A
2. Location Reservation accuracy	5	4	3	2	1	N/A
3. Location Rental accuracy	5	4	3	2	1	N/A
4. Location Rental Closing accuracy	5	4	3	2	1	N/A
5. Complete Rental process from greeting to customer departure in 10 minutes or less	5	4	3	2	1	N/A
6. Complete Return process from greeting to customer departure in 5 minutes or less	5	4	3	2	1	N/A
7. Mechanical and physical condition of vehicles acceptable for rentals (I.e. PM's current, no missing hubcaps, etc.)	5	4	3	2	1	N/A
8. Service Delivery Standards - Cleanliness of vehicle's weekly audits according to the Vehicle Service Standards Process F 0201-1204	5	4	3	2	1	N/A
9. Service Delivery Standards - Cleanliness of vehicles	5	4	3	2	1	N/A
10. Service Delivery Standards – Ready Slips Prepared on Clean vehicles Including identification of vehicle damage according to the Vehicle Damage Definitions Process F 0101-1204	5	4	3	2	1	N/A
11. Implement policies and processes	5	4	3	2	1	N/A
12. Other:	5	4	3	2	1	N/A
Sum of Ratings						
Number of Performance Expectations Evaluated ÷						
CUSTOMER SERVICE RATING						___ . ___
<i>Comments and / or Examples:</i>						

B. Daily Execution

Level of Performance

(Circle appropriate rating)

1. Prepare vehicles to meet reservation demand; open with assigned number of clean cars. If no assigned number has been established, location must open with a minimum of 20 clean cars. Vehicles cleaned according to the Vehicle Service Delivery Standards F 0201-1204	5	4	3	2	1	N/A
2. Prepare vehicles to meet reservation demand; open with assigned number of clean trucks. If no assigned number has been established, location must open with a minimum of 5 clean trucks. Vehicles cleaned according to the Vehicle Service Delivery Standards F 0201-1204	5	4	3	2	1	N/A
3. Enhance NextCar involvement in the local market community	5	4	3	2	1	N/A
4. Forecast vehicle needs in total by class	5	4	3	2	1	N/A
5. Forecast and schedule labor needed to meet customer service needs	5	4	3	2	1	N/A
6. Ensure all Location Managers work schedules that cover business peak periods.	5	4	3	2	1	N/A
7. Manage incremental sales process	5	4	3	2	1	N/A
8. Implement policies and processes	5	4	3	3	1	N/A
9. Other:	5	4	3	2	1	N/A
Sum of Ratings						
Number of Performance Expectations Evaluated ÷						
DAILY EXECUTION RATING						___ . ___
<i>Comments and / or Examples:</i>						

C. People Management

Level of Performance

(Circle appropriate rating)

1. Use recommended recruiting, selection and hiring practices	5	4	3	2	1	N/A
2. Implement human resources policies regarding hiring, training, development, discipline, motivation, termination and other performance issues consistently and fairly.	5	4	3	2	1	N/A
3. Refer to employee handbook and applicable HR established procedures to ensure adherence along with thorough and timely preparation of all necessary documentation.	5	4	3	2	1	N/A
4. Complete performance review forms annually within specified deadlines	5	4	3	2	1	N/A
5. Communicate effectively with staff including providing ongoing feedback to employees regarding work performance and expectations.	5	4	3	2	1	N/A
6. Train and develop employees to include ensuring employees attend all company training programs designated for employee's job classification	5	4	3	2	1	N/A
7. Ensure all personnel in proper uniforms, including name tags at all times	5	4	3	2	1	N/A
8. Ensure all personnel answer company telephones professionally stating the location's brand name, the employee's name, and an appropriate greeting. (Greeting Example: "How May I Help You", etc.)	5	4	3	2	1	N/A
9. Implement policies and processes	5	4	3	2	1	N/A
10. Other:	5	4	3	2	1	N/A
Sum of Ratings						
Number of Performance Expectations Evaluated ÷						
PEOPLE MANAGEMENT RATING						___ . ___
<i>Comments and / or Examples:</i>						

D. Location Environment

Level of Performance

(Circle appropriate rating)

1. Keep interior and exterior of location clean and in good repair	5	4	3	2	1	N/A
2. Maintain equipment and perform preventative maintenance	5	4	3	2	1	N/A
3. Follow loss prevention and safety practices	5	4	3	2	1	N/A
4. Maintain current Material Safety Data Sheets (MSDS) on all chemicals utilized	5	4	3	2	1	N/A
5. Display vehicles for customer awareness and accessibility, and point-of-purchase information/signage (Examples: High Line vehicles visible at customer points of viewing – Rent Me signs in displayed vehicle windows, etc.)	5	4	3	2	1	N/A
6. Approved Signage displayed. (No Handwritten signs on display without prior management approval.)	5	4	3	2	1	N/A
7. Operate the location according to government regulations	5	4	3	2	1	N/A
8. Implement policies and processes	5	4	3	2	1	N/A
9. Other:	5	4	3	2	1	N/A
Sum of Ratings						
Number of Performance Expectations Evaluated ÷						
LOCATION ENVIRONMENT						____ . ____
<i>Comments and / or Examples:</i>						

E. Financial Control

Level of Performance

(Circle appropriate rating)

1. Maintain fleet (car) utilization at _____% (agreed upon level)	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input checked="" type="checkbox"/> agreed upon	2	1	N/A
2. Maintain fleet size at _____ (agreed upon level)	5	4	3 <input checked="" type="checkbox"/> agreed upon	2	1	N/A
3. Maintain revenue per unit (RPU) at _____ (agreed upon level)	5	4	3 <input checked="" type="checkbox"/> agreed upon	2	1	N/A
4. Achieve net refueling of _____% (agreed upon level)	5 <input type="checkbox"/>	4 <input type="checkbox"/>	3 <input checked="" type="checkbox"/> agreed upon	2	1	N/A
5. Follow recommended labor cost guidelines	5	4	3	2	1	N/A
6. Follow recommended asset control procedures for cars/trucks	5	4	3	2	1	N/A
7. Attain 100% customer signed Incident Reports and 100% pass ratio on incident reporting, claims set up, paperwork submittal and claims' paperwork retention according to VIR & Claims Set Up process R 0101-0104	5	4	3	2	1	N/A
8. Attain 100% processing of vehicle damage pictures according to the Digital Pictures for Claims procedure, R 0201- 0205	5	4	3	2	1	N/A
9. Follow Vehicle Movement Process, F 0101-1204 for Damaged Vehicles (Ready Slip prepared noting damage and (copy) given to driver for receiving location, etc.)	5	4	3	2	1	N/A
10. Achieve local market objectives	5	4	3	2	1	N/A
11. Achieve business plan contribution objectives	5	4	3	2	1	N/A
12. Implement policies and processes	5	4	3	2	1	N/A
13. Other:	5	4	3	2	1	N/A
Sum of Ratings						
Number of Performance Expectations Evaluated ÷						
FINANCIAL CONTROL RATING						___ . ___
<i>Comments and / or Examples:</i>						

F. Overall Performance Rating

Instructions	<ul style="list-style-type: none"> ■ Write in the weight for each Performance Category below. <u>Note:</u> Weight is determined by the Business Unit, and must total 100%. ■ Insert your ratings from Categories A to E in the Category Rating box below. ■ Multiply the Weight times the Category Rating to determine Weighted Performance Rating. ■ Total the results in the Weighted Performance Rating column to get Total Rating. (Round to one decimal point.) ■ Prepare SMART Goals using Individual Goals Plan 		
Performance Category	Weight X	Category Rating =	Weighted Performance Rating
A. Customer Service	20		____ . ____
B. Daily Execution	20		____ . ____
C. People Management	20		____ . ____
D. Location Environment	20		____ . ____
E. Financial Control	20		____ . ____
Total	100%		____ . ____
Performance Rating Scale =			____ ÷ 100 = __. __

Performance Review: Self

Instructions:

- Review the specific performance expectations for your job.
- Provide specific, observable examples of what you consistently do well and what skills you want to improve upon.
- Give yourself credit – identify examples of performance where you’ve “gone the extra mile”.
- Be candid in your response – there is always an opportunity to improve performance.

A. CUSTOMER SERVICE

What do you consistently do well in customer service?

How could you improve the level of service you provide customers?

B. PROFITABILITY

What do you consistently do well to improve profitability?

How could you be more effective at improving profitability?

C. TEAMWORK

What do you consistently do well to build teamwork in the operation?

How could you be more effective at building teamwork in the operation?

D. JOB KNOWLEDGE/ADMINISTRATION

What do you consistently do well to indicate a complete understanding of your job?

How could you be more effective in your job?
