

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 4.)

### **Performance Rating Scale**

- 
- 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.)
-

## A. Customer Service

## Level Of Performance

(Circle appropriate rating)

1. Provide friendly, accurate and timely handling of all reservation and non-reservation inquiries through established procedures	5	4	3	2	1	N/A
2. Ensure Reservation Sales Agents follow established phone dialog on all reservation calls	5	4	3	2	1	N/A
3. Ensure Reservation Sales Agents follow established Customer Service Expectations	5	4	3	2	1	N/A
4. Forecast and schedule personnel and hours of operation based on standard procedures to ensure optimal levels to meet reservation customer service levels	5	4	3	2	1	N/A
5. Provide comprehensive out-bound call services as needed to ensure customer service	5	4	3	2	1	N/A
6. Other:	5	4	3	2	1	N/A
Sum of Ratings						
Number of Performance Expectations Evaluated ÷						
<b>CUSTOMER SERVICE</b>						____ . ____
<i>Comments and / or Examples:</i>						

## B. Daily Execution

## Level Of Performance

(Circle appropriate rating)

1. Participate in individual location's reservations set up and development process	5	4	3	2	1	N/A
2. Communicate vehicle availability and pricing strategy to the Reservation Sales Agents	5	4	3	2	1	N/A
3. Ensure Reservation Sales Agents follow established Profitability, Teamwork and Administrative Expectation guidelines	5	4	3	2	1	N/A
4. Forecast Reservation Builds	5	4	3	2	1	N/A
5. Communicate with DM any rate/booking concerns, e.g. high/low rates, location hours, vehicle utilization, etc.	5	4	3	2	1	N/A
6. Maintain acceptable booking ratios and no show percentage to ensure optimal revenue is generated	5	4	3	2	1	N/A
7. Enhance all Brand's Images in the community	5	4	3	2	1	N/A
8. Other:	5	4	3	2	1	N/A
Sum of Ratings						
Number of Performance Expectations Evaluated ÷						
<b>DAILY EXECUTION</b>						____ . ____
<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. 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
3. 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
4. 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
5. Complete performance review forms annually within specified deadlines	5	4	3	2	1	N/A
6. Communicate effectively with staff including providing ongoing feedback to employees regarding work performance and expectations.	5	4	3	2	1	N/A
7. Schedule labor appropriately to meet the center's business needs	5	4	3	2	1	N/A
8. Share information with Traffic, Operations and back office departments as needed	5	4	3	2	1	N/A
9. Provide performance feedback to employees	5	4	3	2	1	N/A
10. Ensure all agents in proper uniform / work attire at all times	5	4	3	2	1	N/A
11. Other:	5	4	3	2	1	N/A
Sum of Ratings						
Number of Performance Expectations Evaluated ÷						
<b>PEOPLE MANAGEMENT</b>						____ . ____
<i>Comments and / or Examples:</i>						

### D. Location Environment

### Level Of Performance

(Circle appropriate rating)

1. Keep interior of Reservation Sales Center clean and orderly	5	4	3	2	1	N/A
2. Ensure Reservation Sales Agent's work stations are clean and orderly	5	4	3	2	1	N/A
3. Maintain Reservation Sales Center equipment and perform preventive maintenance	5	4	3	2	1	N/A
4. Follow loss prevention and safety practices	5	4	3	2	1	N/A
5. Operate the location according to government regulations	5	4	3	2	1	N/A
6. Other:	5	4	3	2	1	N/A
Sum of Ratings						
Number of Performance Expectations Evaluated ÷						
<b>LOCATION ENVIRONMENT</b>						____ . ____
<i>Comments and / or Examples:</i>						

### E. Operating Standards

### Level Of Performance

(Circle appropriate rating)

1. Meet Company standards on attendance and punctuality	5	4	3	2	1	N/A
2. Adhere to Company rules of conduct	5	4	3	2	1	N/A
3. Follow established telephone system guidelines	5	4	3	2	1	N/A
4. Comply with established telephone system and reservations statistics reporting	5	4	3	2	1	N/A
5. Follow recommended labor cost guidelines	5	4	3	2	1	N/A
6. Other:	5	4	3	2	1	N/A
Sum of Ratings						
Number of Performance Expectations Evaluated ÷						
<b>OPERATING STANDARDS</b>						____ . ____
<i>Comments and / or Examples:</i>						

## F. Overall Performance Rating

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

## G. Overall Comments

<b>Instructions</b>	<ul style="list-style-type: none"><li>■ Take the opportunity to give and receive feedback on the overall performance review.</li><li>■ Focus all comments on the performance period being reviewed.</li><li>■ Indicate overall strengths and areas for development (that are within the employee's control).</li></ul>
---------------------	--

*Supervisor's Comments*

*Employee's Comments*

**Rev. 08/05**

Employee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_, 200\_\_

Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_, 200\_\_

Next Level Signature: \_\_\_\_\_ Date: \_\_\_\_\_, 200\_\_