

OVERALL EVALUATION

Consider all you know about the employee's job performance. Then use the following scale to evaluate the overall proficiency of the employee in meeting performance expectations. Check the level that best describes the employee's overall performance.

- Exceptional: Consistently exceeds the performance standards for the job. Requires little or no supervision; is sought out as an expert for troubleshooting problems or for training purposes; handles routine and unexpected jobs equally well; extends help to other parts of the hotel.
Highly successful: Usually exceeds the performance standards for the job; handles expected and much of the unexpected well with very limited supervision; is knowledgeable and skillful about their duties and can teach others; takes personal responsibility for continual skill enhancement.
Successful: Satisfactorily meets the performance standards for the job. handles expected and some of the unexpected well and does so with a normal degree of supervision; has knowledge in area and can teach fundamentals to others; can continue to develop with additional coaching, advanced training or experience.
Needs Improvement: Performance does not consistently meet the performance standards for the job; demonstrates some performance deficiencies or inconsistencies; can improve with additional basic training, coaching or experience.
Unacceptable: Performance is clearly deficient and improvement has not been noted; improvement is required; additional follow-up will be needed.
Not Applicable: Too early to evaluate; unable to evaluate.

GENERAL INSTRUCTIONS

Please complete all sections of this evaluation form that apply to the employee's position. Fill in the General Information section first, then evaluate the employee on each job function as described in each performance standard. If you are unable to evaluate any aspect of the employee's performance at this time, leave that part blank. In the employee's performance, discuss your rating with the employee. record any development plans that are appropriate and obtain the necessary acknowledgement signatures.

PERFORMANCE STANDARDS

Please mark all statements below which accurately describe the typical performance of the employee on a day-to-day basis. Count and record the total number of marks for each performance standard.

Guest Satisfaction

- Greets and smiles at guests
Greets regular guests by name
Speaks or acknowledge guests waiting for service
Explains the hotel's special amenities to guests
Stays calm when guests become upset
Never sounds rushed or too busy for guests
Anticipates guests' needs for special service or attention
Considers guest preference when making room assignment
Answers the telephone without delay
Gives accurate directions to the guest
Tactfully explains hotel policies to guests
Remains patient even with the most demanding guest
Never displays anger in front of guests
Initiates polite conversation with guests
Explains why guest requests cannot be satisfied

Summary table for Guest Satisfaction with columns for performance levels (14-15, 10-13, 7-9, 0-6) and descriptions (highly successful, successful, below expectations, needs immediate improvement).

DEVELOPMENT PLAN

If the employee's performance is either "needs improvement" or "unacceptable," a development plan is required; otherwise it is optional. The plan should include activities and training programs, as well as expected completion dates and methods for evaluating the improved or new skills.

Blank lines for writing a development plan, followed by signature lines for Employee, Supervisor, and General Manager, and a section for Acknowledge of Probation/Year End discussion.

PERFORMANCE PLANNING AND EVALUATION

NIGHT AUDITOR

JOB SUMMARY

The night auditor is responsible for balancing the revenue and expense transactions which occurred during the day at the hotel and for performing all of the responsibility for front desk during the evening. Essential job functions include: closing and balancing all room accounts; counting and balancing cash and credit card receipts; balancing direct bill accounts; verifying and balancing vouchers; running a trial balance; investigating or analyzing out-of-balance situations; making adjustments or corrections to accounts as per hotel policy; completing various computer audit reports; filling for the front desk clerk as needed; meeting hotel standards for guest service and work habits; and other duties as assigned.

Signature and information lines for Property, Employee name, SSN, Supervisor's Name, and Date.

Audit Procedures

- Balances room accounts accurately
Balances room accounts in a timely manner
Balances cash, credit cards, direct bills, vouchers, and other hotel accounts accurately and on time
Quickly locates sources of out-of-balance situations
Makes appropriate adjustments or corrections to accounts
Prepares accurate reports as required by management
Coordinates audit procedures with minimum disruption to the front desk computer system
Insures proper security for guests, employees and cash at night by following hotel safety procedures

Summary table for Audit Procedures with columns for performance levels (8, 6-7, 4-5, 0-3) and descriptions (highly successful, successful, below expectations, needs immediate improvement).

Personal Development

- Solves difficult problems which occur on the job
Finds better ways to do the job
Reports unusual guest situations to the next shift
Asks question when not sure how to do something
Fully comprehends the computerized front desk system
Can operate the hotel switchboard system
Completes paperwork/reports accurately
Knows who to contact if unable to solve a problem
Uses judgement when enforcing hotel policies
Can teach others how to do the job
Learns technical information as quickly as most others in this position

Summary table for Audit Procedures with columns for performance levels (14-15, 10-13, 7-9, 0-6) and descriptions (highly successful, successful, below expectations, needs immediate improvement).

Work Habits

- Has no unexcused absences
Gives advance notice when absence is anticipated
Is prompt in reporting to work
Is prompt in returning from breaks
Wears clothing appropriate for the position
Personal appearance (hair, makeup, etc) appropriate for the position
Personal hygiene or cleanliness is appropriate for the position
Follows safety and security procedures (e.g. key control, fire alerts, back belts, appropriate shoes, etc)
Work at a rate sufficient to keep pace with job demands
Accepts work assignments without complaints
Helps co-workers with their job duties as needed
Seeks out work assignments rather than wait for a manager's direction

Summary table for Work Habits with columns for performance levels (11-12, 9-10, 7-8, 0-6) and descriptions (highly successful, successful, below expectations, needs immediate improvement).