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This chapter covers deciding on competencies, creating a rating scale, and dealing with your existing form.
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The real-life performance review forms provided in this chapter can help readers develop or customize their own forms. Elements that may change from form to form include rating scales, physical layout, competencies, ratio of qualitative to quantitative feedback, format of items to be rated, use of objectives or goal setting, and development planning.

PART III
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This chapter includes the competencies most commonly used in performance management today, along with narrative statements that describe an employee's performance at three levels: "Exceeded Expectations," "Met Expectations," and "Did Not Meet Expectations." This chapter is divided by competency, and the narratives are written in paragraph format. They can easily be downloaded, customized, and adapted for any job title in any industry or profession.

ABOUT THE AUTHORS