



Sample Performance Review Form

Directions

The following sample performance evaluation form can be used as a guideline when reviewing an employee's performance. It contains example areas of golf operations and club functions and employee effectiveness traits. The form is a sample guide that allows an employer to rank an employee's performance in specific areas and indicate each area's relative importance. Employers can use the categories that are applicable or add additional categories of responsibility.

- The form allows for an optional employee self-evaluation area where the employee can rank how they feel they performed in each area.
- The form provides areas of general golf operations and club operations. Under each golf and club operations area are sub-categories of more detailed responsibilities. Each general operating area can be ranked overall, or each sub-category can be ranked to provide a more detailed evaluation.
- Rank each category based on the rating system below and also indicate its relative importance.

Rating System

Rating: Considering all factors and use the number of the definition that best describes this employee's overall performance in the selected area during the past period.

1. Results achieved **far exceeded the requirements** of the job in all areas
2. Results achieved **consistently exceeded the requirements** of the job in key areas
3. Results achieved **met the requirements** of the job in all key areas
4. Results achieved **met base requirements** of the job, but require improvement
5. Results achieved **did not meet the requirements** of the job and require improvement

Relative Importance

Define the relative importance for each area as it pertains as **Low, Medium, or High**

Employee Rating (Optional)	Area / Function	Manager Rating	Relative Importance	Manager Comments
	<p>General Golf Shop Operations</p> <ul style="list-style-type: none"> ▪ Overall customer service ▪ Overall administration / management ▪ Play and tee time management ▪ Upkeep / appearance of golf shop area ▪ Interaction / communication with customers ▪ Interaction / communication with Board ▪ Interaction / communication with management ▪ Interaction / communication with staff 			
	<p>Personnel Management</p> <ul style="list-style-type: none"> ▪ Staff supervision ▪ Staff training ▪ Staff appearance / conduct ▪ Staff scheduling / utilization ▪ Payroll administration 			
	<p>Tournament Operations</p> <ul style="list-style-type: none"> ▪ Tournament / event administration ▪ Development of member / customer events ▪ Marketing efforts to secure outside events ▪ Handicap administration ▪ Quality of events ▪ Frequency of events 			
	<p>Merchandising</p> <ul style="list-style-type: none"> ▪ Inventory levels / controls ▪ Product availability / selection ▪ Pricing ▪ Appearance / displays ▪ Sales / Profitability 			

Employee Rating (Optional)	Area / Function	Manager Rating	Relative Importance	Manager Comments
	Golf Instruction <ul style="list-style-type: none"> ▪ Availability of lessons ▪ Quality of lessons ▪ Junior programs ▪ Clinics ▪ Player development programs ▪ Utilization of aids / technology ▪ Club fitting 			
	Golf Cars <ul style="list-style-type: none"> ▪ Management / administration ▪ Maintenance ▪ Appearance / displays 			
	Outside Services <ul style="list-style-type: none"> ▪ Club cleaning / storage ▪ Guest services ▪ Bag assistance 			
	Budget / Finance <ul style="list-style-type: none"> ▪ Budget development / management ▪ Expense / cost management ▪ Collection / charging of fees ▪ Record keeping ▪ Reporting ▪ Business planning ▪ Revenue projections 			

Employee Rating (Optional)	Area / Function	Manager Rating	Relative Importance	Manager Comments
	<p>Marketing / Promotion</p> <ul style="list-style-type: none"> ▪ Membership sales ▪ Generating traffic ▪ Rounds / course utilization ▪ Member tournaments ▪ Outside events / outings ▪ Merchandise Sales ▪ Golf Instruction / clinics 			
	<p>Practice Facilities</p> <ul style="list-style-type: none"> ▪ Manicured / quality of hitting areas ▪ Set-up ▪ Quality and cleanliness of balls ▪ Quality of practice greens and bunkers 			
	<p>Employee Effectiveness</p> <ul style="list-style-type: none"> ▪ Analysis and problem solving ▪ Judgment and decision making ▪ General job knowledge ▪ Innovative and resourcefulness ▪ Verbal Communication ▪ Written Communication ▪ Commitment / Dedication ▪ Safety and housekeeping ▪ Level of required supervision ▪ Performance under pressure ▪ Quality of work ▪ Initiative ▪ Diligence ▪ Creativity / ingenuity ▪ Perseverance ▪ Adaptability ▪ Attitude and Cooperation 			

Employee Rating (Optional)	Area / Function	Manager Rating	Relative Importance	Manager Comments
	<p>Leadership / Management skills</p> <ul style="list-style-type: none"> ▪ Organization and planning ▪ Provides direction ▪ Reviewing and coaching staff ▪ Developing people ▪ Leadership ▪ Motivation ▪ Team relationships 			
	<p>Golf Course Maintenance</p> <ul style="list-style-type: none"> ▪ Course condition ▪ Course set-up ▪ Grounds maintenance ▪ Daily standards ▪ Equipment management ▪ OSHA ▪ EPA regulations ▪ Budget development and management ▪ Planning and scheduling 			
	<p>Food and Beverage</p> <ul style="list-style-type: none"> ▪ Controls and shrinkage ▪ Health regulations ▪ Food safety ▪ Daily standards ▪ Food costs ▪ Service and customer satisfaction ▪ Operations ▪ Banquets, parties and outings ▪ Creating and maintaining business ▪ Menu administration ▪ Staffing ▪ Alcohol management 			

Employee Rating (Optional)	Area / Function	Manager Rating	Relative Importance	Manager Comments
	OTHER _____			
	OTHER _____			
	OTHER _____			
	OTHER _____			

Overall Performance Review

Employee Strengths

Employee Weaknesses

Overall Employee Rating

Ratings

- _____ 1. Results achieved **far exceeded the requirements** of the job in all areas
- _____ 2. Results achieved **consistently exceeded the requirements** of the job in key areas
- _____ 3. Results achieved **met the requirements** of the job in all key areas
- _____ 4. Results achieved **met base requirements** of the job, but require improvement
- _____ 5. Results achieved **did not meet the requirements** of the job and require improvement

Recommendations and Plan for Improvements

Progress Review Date

Specific Annual Employee Goals

Performance Measures

<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>

Employer / Manager Comments

Employer / Manager Signature _____ **Date** _____

Employee Comments

Employee Signature _____ **Date** _____