



# SUPERVISOR PERFORMANCE EVALUATION

<b>Last Name</b>		<b>First Name</b>	
<b>Department</b>	<b>Job Classification</b>		
<b>Evaluation Period</b>	<b>Evaluation Date</b>		<b>Type of Review</b> <input type="checkbox"/> Annual Performance Review <input type="checkbox"/> Three Month Follow-up Review <input type="checkbox"/> Other: _____

### INSTRUCTIONS for SUPERVISORS

Using the scale below, evaluate the performance of the employee for each category listed in the following pages. Then provide an overall evaluation for all categories. The overall evaluation may not be merely an average of the evaluation of each standard, as some of the standards may be more important than others for this person’s position. Sign and date the evaluation, obtain any other necessary signatures, discuss the evaluation with the employee, and provide a copy to the employee.

Note: The descriptions for “Above Satisfactory”, “Satisfactory”, “Conditional” and “Unsatisfactory” under each of the performance categories are provided as guidelines in assisting the supervisor in determining what ordinarily characterizes the respective performance rating; however, an entire description, may not fully apply to an employee, therefore, the supervisor may include comments to support a rating and may cross-out any terminology not considered to be applicable or appropriate.

### PERFORMANCE LEVEL

- ABOVE SATISFACTORY:** Performance consistently exceeds the standards of performance.
- SATISFACTORY:** Performance meets the needs of the job.
- CONDITIONAL:** Performance is sometimes below satisfactory level for the job. Improvement is expected. Immediate supervisor must indicate a plan for improvement in the Employee Comment section.
- UNSATISFACTORY:** Performance is consistently below satisfactory level of this job. Performance continued at this level could be grounds for dismissal. Improvement is expected. Immediate supervisor must indicate a plan for improvement in the Employee Comment section.
- NOT APPLICABLE:** When a category is not applicable due to the employee’s assignment or job description, indicate “N/A” in the Supervisor’s Comment Section.

1. SKILL LEVEL/JOB KNOWLEDGE

Familiarity with position requirements. This includes knowledge and skills required for job performance.

- Above Satisfactory (4):** Has a grasp for most or all the skills or knowledge needed for job standard. Continuously seeks to improve job performance.
- Satisfactory (3):** Has general knowledge of most phases of job. Has ability to recognize weakness and seeks assistance or help when needed.
- Conditional (2):** Work sometimes shows inconsistent application of skill procedures. Sometimes inattentive to details. Work procedure must be retraced and redone to correct details. This rating indicates that a part of the work performance is below the standards required for the position, and the employee is expected to bring performance up to a satisfactory standard.
- Unsatisfactory (1):** Does not demonstrate skill in a consistent manner, often shows errors regarding proper procedures and techniques. Work must be duplicated to correct problems and attention to details is lacking. A significant part of the work performance is below the standards required for the position and the employee is expected to bring performance up to satisfactory standards.

Additional Comments by Supervisor: \_\_\_\_\_  
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2. QUALITY OF WORK

The correctness, completeness, and accuracy of work. This also includes attention to details and checking work for adherence to standards.

- Above Satisfactory (4):** Very thorough, organized and accurate. Utilizes all information and resources to accomplish goals. New tasks are done accurately with a high quality level.
- Satisfactory (3):** Work is thorough, organized and requires few revisions. Employee may have difficulties with some new tasks. Has an understanding of what job entails. Employee's work is reliable and consistent.
- Conditional (2):** Work routinely needs revision. Organization and neatness are below expectation. Not enough attention is given to details. This rating indicates that a part of the quality of the work product is below standards of performance required for the position and the employee is expected to bring the quality of work up to a satisfactory standard.
- Unsatisfactory (1):** Inaccurate and incomplete work results, nearly always requires reworking and revisions. Work demonstrates lack of organization and neatness. A significant part of the work performance is below the standards required for the position and the employee is expected to bring performance up to satisfactory standards.

Additional Comments by Supervisor: \_\_\_\_\_  
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### 3. QUANTITY OF WORK

The amount of work produced and completed successfully. This also includes flexibility in accommodating work interruptions and changes in priorities.

- Above Satisfactory (4):** Very industrious and provides more than required. Work is turned out early or on time.
- Satisfactory (3):** Volume of work is satisfactory and meets project and goal deadlines. Chooses priorities in an acceptable manner.
- Conditional (2):** Does just enough to get by. Keeps busy but often selects the wrong priority. Does not consistently complete an adequate amount of work to meet project and goal deadlines. This rating indicates that a part of the work quantity is below the standard of performance required for the position, and it is reasonable to expect that the employee will bring performance in this area up to a satisfactory level.
- Unsatisfactory (1):** Incomplete, inaccurate work products. Usually does not complete an adequate amount of work and misses goals and deadlines. A significant part of the work is below the standards for this position and the employee is expected to bring performance up to satisfactory standards.

Additional Comments by Supervisor: \_\_\_\_\_

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### 4. DEPENDABILITY

The ability to do required jobs well with minimal supervision.

- Above Satisfactory (4):** Requires little or no supervision and is reliable.
- Satisfactory (3):** Usually takes care of necessary tasks and completes with reasonable promptness.
- Conditional (2):** Does not show a consistent record of doing jobs without an above average amount of supervision. This rating indicates that a part of the work performance is below the standard required for the position and it is reasonable to expect that the employee will bring performance in this area up to a satisfactory standard.
- Unsatisfactory (1):** Requires close supervision and is unreliable. A significant part of the work performance is below the standards required for the position and the employee is expected to bring performance up to satisfactory standards.

Additional Comments by Supervisor: \_\_\_\_\_

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## 5. JUDGMENT AND PROBLEM SOLVING

This involves recognizing a problem, determining options to correct the problem and making a decision.

- Above Satisfactory (4):** Has a high degree of accuracy in identifying long-range and daily problems. Makes quality decisions in a timely manner. Handles emergencies effectively and efficiently.
- Satisfactory (3):** Appropriate action is taken on a consistent basis and difficult situations are generally handled effectively. Uses discretion. Usually prioritizes duties effectively.
- Conditional (2):** Has problem recognizing and solving problems in a timely manner. Often needs input from supervisor on how to handle problems. This rating indicates that a part of the work performance is below the standard of performance required for the position and it is reasonable to expect that the employee will bring performance in this area up to a satisfactory standard.
- Unsatisfactory (1):** Unable to identify causes of long-range and/or daily problems. Needs constant input from supervisor on how to handle problems. A significant part of the work performance is below the standards required for the position and the employee is expected to bring performance up to satisfactory standards.

Additional Comments by Supervisor: \_\_\_\_\_

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## 6. ABILITY TO HANDLE EMERGENCIES OR UNUSUAL SITUATIONS

- Above Satisfactory (4):** Has a grasp for most or all the skills or knowledge needed to handle emergencies or unusual situations and does so with expertise and little need for supervisory assistance. Responds without hesitation or delay to or actual hazards., Remains calm. Exercises sound judgment with common sense to maintain or gain control of emergency or potentially explosive situations.
- Satisfactory (3):** Has general knowledge of most skills needed to handle emergencies or unusual situations, but has ability to recognize weakness and seeks assistance or help when needed from supervisor. Responds with little hesitation or delay and takes immediate action. Exercises sound judgment with common sense to maintain or gain control of emergency or potentially explosive situations.
- Conditional (2):** Sometimes shows inconsistent application of skill procedures necessary to effectively handle emergencies or unusual situations. Responds with hesitation or delay. Lacks in the ability to consistently make sound judgments. This rating indicates that a part of the work performance is below the standards required for the position, and the employee is expected to bring performance up to a satisfactory standard.
- Unsatisfactory (1):** Does not demonstrate skills and knowledge necessary to handle emergencies or unusual situations in a consistent manner. Often shows errors or bad judgment regarding proper procedures and techniques. A significant part of the work performance is below the standards required for the position and the employee is expected to bring performance up to satisfactory standards.

Additional Comments by Supervisor: \_\_\_\_\_  
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## 7. PROFESSIONAL CONDUCT AND WORK RELATIONSHIPS

- Above Satisfactory (4):** Has positive attitude toward job, co-workers, supervisors and the public. Shows a high degree of energy and involvement. Is extremely friendly and courteous to the public and co-workers. Always displays tact, courtesy and good manners beyond what is expected. Displays genuine interest in the citizen's or co-worker's life. Endeavors to understand the other person's point of view within the framework of sharing job activities. Works independent of supervision, complying with orders and adhering to established standards and department rules of conduct.
  
- Satisfactory (3):** Cooperates with co-workers to accomplish job duties. Is usually courteous and friendly and is mindful of his/her responsibility to the whole community. Deals with individuals in a manner that instills respect. Does not react to people who are angry, upset or abusive but remains calm, displaying self-control and patience. Maintains a helpful, courteous attitude when dealing with citizens and co-workers, and supervisors. Does not exhibit hostile, arrogant or pompous behavior, or display an indifferent, scornful or prejudicial attitude. Possesses qualities that tend to reduce friction amongst citizens or co-workers. Has a positive influence on other employees. Routinely works independent of supervision, complying with orders and adhering to established standards and department rules of conduct.
  
- Conditional (2):** Does not show a consistent positive approach to work relationships and conduct. Inconsistent relationship with other employees and/or supervisor, with often negative behavior. Sometimes may react to people who are angry, upset or abusive by displaying impatience or lack of self control. When dealing with citizens, may at times exhibit hostile, prejudicial or arrogant behavior. Occasionally may tend to create or take part in conflicts or confrontations with co-workers. Routinely disobeys departmental rules and procedures. This rating indicates that a part of the work performance is below the standard required for the position and it is reasonable to expect that the employee will bring performance in this area up to a satisfactory standard.
  
- Unsatisfactory (1):** Has a negative approach to work relationship and professional conduct, does not cooperate with co-workers and/or supervisors to perform assigned tasks. Frequently tactless, complains when given a suggestion. Easily becomes irritated or confrontational. Is unreliable and needs constant supervision. A significant part of work performance is below the standards required for the position and the employee is expected to bring performance up to satisfactory standards.

Additional Comments by Supervisor: \_\_\_\_\_  
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## 8. COMMUNICATION SKILLS

Degree to which individual exercises oral, written and listening skills to foster effective communication. This includes communication between co-workers, supervisors and the general public as well as communication via the telephone or radio transmission.

- Above Satisfactory (4):** Written and oral communications are professional, direct, clear and effective. Very good two-way exchanges and is an attentive listener.
- Satisfactory (3):** Standard performance is demonstrated by clear communications in both written and oral forms. Employee demonstrates good listening skills.
- Conditional (2):** Written and/or oral communications may be awkward or lack organization or clear direction. Poor listening skills, interrupts or ignores speaker. This rating indicates that a part of the work performance is below the standard of performance required for the position and it is reasonable to expect that the employee will bring performance up to a satisfactory standard.
- Unsatisfactory (1):** Poor language usage, either written or oral. Inattentive listener. Written or oral communications may be confusing and lack clarity and organization. A significant part of the work performance is below the standards required for the position and the employee is expected to bring performance up to satisfactory standards.

Additional Comments by Supervisor: \_\_\_\_\_  
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**9. ATTENDANCE/PUNCTUALITY**

Whether employee is faithfully present and on time at the work site; returns from meal breaks at the proper time and generally conforms to scheduled work hours.

- Above Satisfactory (4):** Less than three (3) sick time occurrences and is almost never late.
- Satisfactory (3):** Three (3) to five (5) sick time occurrences and is usually on time and tries to improve. Normally returns from meal breaks at the proper time.
- Conditional (2):** Six (6) to nine (9) sick time occurrences and/or is often late. There is a pattern of sick time used in conjunction with days off.
- Unsatisfactory (1):** Ten (10) or more sick time occurrences and/or is frequently late. There is a pattern of sick time used in conjunction with days-off.

Additional Comments by Supervisor: \_\_\_\_\_  
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**10. APPEARANCE**

The personal impression an individual makes on others. Includes cleanliness, neatness and the wearing of the complete uniform, if supplied, including the Town issued identification badge.

- Above Satisfactory (4):** Careful about personal appearance, always wearing complete Town supplied uniform if required.

- Satisfactory (3):** Generally neat and clean - almost always wears complete Town supplied uniform if required.
- Conditional (2):** Sometimes untidy and careless about personal appearance. Often does not wear complete uniform. This rating indicates that a part of the employee's appearance is below the standard required and it is reasonable to expect that the employee will bring his/her appearance up to a satisfactory standard.
- Unsatisfactory (1):** Very untidy, dirty, wrinkled, quite often does not wear Town uniform. A significant part of the employee's appearance is below the standards required for the position and the employee is expected to bring his/her appearance up to a satisfactory standard.

Additional Comments by Supervisor: \_\_\_\_\_  
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11. CARE AND USE OF EQUIPMENT

- Above Satisfactory (4):** Observes safety rules. On guard for potential safety problems, strives to avoid accidents and injury. Work area is always maintained in an orderly manner. Equipment is well taken care of and used in the manner in which it was designed for. Uniforms and related gear is always clean and well maintained.
- Satisfactory (3):** Occasional safety reminders may be necessary. Has an average safety record. Standard performance in the use and care of equipment. Work area is kept in reasonably good order. Practices lawful, defensive driving techniques and safe driving habits. Normally complies with Policies and Procedures concerning the use and care of equipment and other Town property.
- Conditional (2):** Needs frequent reminding to use safety guards and observe procedures. Warned repeatedly about safety and/or hazards on job site and/or work place. Equipment wear and malfunction are not reported to supervisors. Work area and related gear may be untidy and has to be reminded to clean up area. Occasionally fails to practice lawful, defensive driving techniques and safe driving habits. This rating indicates that a part of the work performance is below the standard of performance required for the position and it is reasonable to expect that the employee will bring performance up to a satisfactory standard.
- Unsatisfactory (1):** Is not safety conscious; fails to report accidents to supervisor upon occurrence. Area is often unsafe and safety rules ignored. Equipment may be lost or damaged due to carelessness. Work area and related gear are not kept clean and orderly. Does not practice safe driving habits. A significant part of the work performance is below the standards required for the position and the employee is expected to bring performance up to satisfactory standards.

Additional Comments by Supervisor: \_\_\_\_\_  
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## 12. SAFETY

Compliance with appropriate Town safety procedures in relation to individuals or assignments.

- Above Satisfactory (4):** Observes safety rules. On guard for potential safety problems, strives to avoid accidents and injury. Reports accidents and/or hazards immediately.
- Satisfactory (3):** Occasional safety reminders may be necessary. Reports accidents and/or hazards in a timely manner. Has an average safety record.
- Conditional (2):** Needs frequent reminding to use safety guards and observe procedures. Warned repeatedly about safety and/or hazards on job site and/or work place. This rating indicates that a part of the work performance is below the standard of performance required for the position and it is reasonable to expect that the employee will bring performance up to a satisfactory standard.
- Unsatisfactory (1):** Is not safety conscious; fails to report accidents to supervisor upon occurrence. Area is often unsafe and safety rules ignored. A significant part of the work performance is below the standards required for the position and the employee is expected to bring performance up to satisfactory standards.

Additional Comments by Supervisor: \_\_\_\_\_  
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## SUPERVISOR PERFORMANCE EVALUATION

**Instructions:** For each category listed below, please check one performance level.

EVALUATION SUMMARY					
CATEGORY	ABOVE SATISFACTORY (4)	SATISFACTORY (3)	CONDITIONAL (2)	UNSATISFACTORY (1)	N/A
1. Skill Level/Job Knowledge					
2. Quality of Work					
3. Quantity of Work					
4. Dependability					
5. Judgment and Problem Solving					
6. Ability to Handle Emergencies or Unusual Situations					
7. Professional Conduct and Work Relationship					
8. Communication Skills					
9. Attendance/Punctuality					
10. Appearance					
11. Care and Use of Equipment					
12. Safety					

### OVERALL EVALUATION

The overall evaluation may not be merely an average of the evaluation of each standard, as some of the standards may be more important than others for this person's position. **An overall rating of "conditional" or "unsatisfactory" will negate the merit increase and shall subject the employee to a three (3) month follow-up review to check for progress in the sub-standard work performance.**

Above Satisfactory       Satisfactory       Conditional       Unsatisfactory

Rated by: \_\_\_\_\_ Date \_\_\_\_\_  
Print Name and Title Date

Comments by Supervisor:

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

Comments by Department Head:

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Department Head Signature: \_\_\_\_\_ Date \_\_\_\_\_

Town Manager's Signature: \_\_\_\_\_ Date \_\_\_\_\_

**SUPERVISOR PERFORMANCE EVALUATION**

Employee's Acknowledgement of Receipt and Comment Section

**INSTRUCTIONS FOR EMPLOYEE**

The immediate supervisor must provide comments under the Improvement Plan which are required for conditional and unsatisfactory ratings in any of the performance categories.

THE EMPLOYEE UNDERSTANDS THAT HE/SHE IS EXPECTED TO IMPROVE THEIR PERFORMANCE IN THE FOLLOWING AREAS: (Use additional sheet if necessary)

Improvement Plan

- 1. Skill Level/Job Knowledge \_\_\_\_\_
- 2. Quality of Work \_\_\_\_\_
- 3. Quantity of Work \_\_\_\_\_
- 4. Dependability \_\_\_\_\_
- 5. Judgment and Problem Solving \_\_\_\_\_
- 6. Ability to Handle Emergencies or Unusual situations \_\_\_\_\_
- 7. Professional Conduct and Work Relationships \_\_\_\_\_
- 8. Communication Skills \_\_\_\_\_
- 9. Attendance/Punctuality \_\_\_\_\_
- 10. Appearance \_\_\_\_\_
- 11. Care and Use of Equipment \_\_\_\_\_
- 12. Safety \_\_\_\_\_

My signature acknowledges that I have received a copy of my performance evaluation and that I have discussed the contents of the evaluation with my Supervisor.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

Employee Comments (use additional sheet if necessary):

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