

SUPERVISOR EVALUATION WORKSHEET

In preparation of completing the Final Appraisal Form with the Employee being evaluated, the Supervisor and/or the Department Head should evaluate and review the Employee's previous performance using this worksheet as discussed under the General Instructions No. 4 which will be used as a reference and review when conducting the Final Appraisal with the Employee.

Supervisor Name: _____

Date: ____/____/____

Employee Name: _____

1. INTERACTIONS/COMMUNICATIONS	ENTER RATING (1 low, 5 high) *You may use half ratings (e.g. 2.5, 3.5)	
<p>Description: Includes interaction with supervisors, coworkers, other departments, citizens, & other governmental agencies; encompasses the areas of sensitivity, adaptability and written and oral communication.</p> <p>Expectations: Interacts professionally and courteously with supervisors, coworkers, citizens and others; readily shares information and provides assistance; verbally communicates information in an understandable manner; written communications are consistently clear and accurate; demonstrates understanding of instructions; demonstrates tolerance in working with coworkers, others and with changes in job conditions; demonstrates tolerance of differing behaviors, customs and communication styles; understands and works toward group goals and objectives; encourages and is receptive to new ideas and procedures.</p> <p>Additional Supervisory Expectations: Provides clear and concise directions and evaluations; is well prepared for presentations; is able to speak to small and large groups; confers with subordinates, supervisors and the public as appropriate; listens and responds in a manner that demonstrates understanding of ideas, information and opinions expressed.</p> <p>COMMENTS:</p>		

2. PERSONAL BEHAVIOR	ENTER RATING (1 low, 5 high) *You may use half ratings (e.g. 2.5, 3.5)	
<p>Description: Addresses how the employee behaves in the workplace, including working as a team player.</p> <p>Expectations: Behavior is a positive example for other staff; is present at work and meetings in a consistent and timely manner; dress and grooming is appropriate to position; is fair and impartial in dealing with others; exhibits sensitivity to ethical issues; responds appropriately to adverse and stressful situations; shows good judgment in a variety of circumstances; effectively adjust to changing priorities and circumstances; demonstrates tolerance with work associates and job conditions; interactions with others are of the highest level of integrity and ethical conduct; sets a strong personal example by demonstrating respect for others and their ideas.</p> <p>Additional Supervisory Expectations: Takes ownership for responsibilities and is accountable for actions; promotes and exhibits open commitment to teamwork; works to resolve interpersonal conflicts; displays cooperative behavior to other supervisors and subordinates; places team objectives ahead of personal agenda.</p> <p>COMMENTS:</p>		

3. PLANNING AND ORGANIZATION	ENTER RATING (1 low, 5 high) *You may use half ratings (e.g. 2.5, 3.5)	
<p>Description: Includes anticipation of needs for use of time and other resources to consistently meet or exceed requirements for timeliness; work goals are consistent with the appropriate level of supervision.</p> <p>Expectations: Uses time effectively; completes assignments on time; discerns priority assignments; identifies and selects appropriate alternatives; demonstrates problem-solving abilities for level of work/assignments; completes assignments and follows through; understands relationships between his/her position and other jobs, departments, agencies and the public; uses resources effectively; identifies and takes action to reduce the need for duplicate actions and for future use of resources.</p> <p>Additional Supervisory Expectations: Is able to deal with multiple projects and prioritizes plans for them; directs activities and coordinates activities with other personnel and departments; is organized and knows status of all work activities; develops reasonable goals and objectives based on sound planning; demonstrates ability to manage costs by completing work within established budgets; solicits and effectively uses feedback from employees, customers and community.</p> <p>COMMENTS:</p>		

4. DECISION MAKING	ENTER RATING (1 low, 5 high) *You may use half ratings (e.g. 2.5, 3.5)	
<p>Description: Reasons, analyzes and evaluates information; looks beyond short-term results to long-term requirements and trade-offs; properly assesses situations and determines the correct course of action; knows when to ask for assistance.</p> <p>Expectations: Uses good judgment and a common-sense approach to situations, particularly during stressful situations; requires minimal supervision; determines appropriate course of action and takes same; does not allow situations to further deteriorate; recognizes when to ask for assistance; anticipates situations and prepares for them; is capable of changing way of thinking and performing in conjunction with the needs of the department and the community; recognizes when circumstances dictate a change is necessary.</p> <p>Additional Supervisory Expectations: Recognizes the various resources available and puts them to proper use when necessary; knows when to access additional resources including personnel and equipment to complete tasks; is decisive and convincing when making a decision; assures that there is no abuse of resources or equipment.</p> <p>COMMENTS:</p>		

5. QUANTITY AND QUALITY OF WORK	ENTER RATING (1 low, 5 high) *You may use half ratings (e.g. 2.5, 3.5)	
<p>Description: Completes quantity of work as required; quality of work is consistently accurate and thorough; necessary follow through is completed in a timely manner; accepts responsibility for successes and failures.</p> <p>Expectations: Meets or exceeds expectations to measured outcomes for quantity and quality of work; regularly reports work progress and problems; seeks to assist the public in a myriad of recurring and unique questions and problems to satisfy customer needs; offers timely, effective and courteous service or assistance directly addressing customers' needs; proposes ideas for different goals, methods, or techniques of operation to improve work outcomes with limited risk and greater potential benefits.</p> <p>Additional Supervisory Expectations: Develops work plans to meet objectives and goals - plans include assigning responsibilities that eliminate duplication of effort, services and programs; continuously monitors programs and services provided; utilizes benchmarking, technological innovations and related methods to measure and improve outcomes; communicates and promotes work improvement methods and processes; continually seeks new technologies and methods to improve quantity and quality of work and services.</p> <p>COMMENTS:</p>		

6. LEADERSHIP	ENTER RATING (1 low, 5 high) *You may use half ratings (e.g. 2.5, 3.5)	
<p>Description: Assumes an innovative approach that improves current performance; challenges or questions status quo or traditional way of doing things in an effort to raise the bar; models behaviors that guide and focus the efforts of others; acts as a role model.</p> <p>Expectations: Demonstrates the ability to get other people to work together effectively; is able to see the "big picture" and articulate how the pieces fit together; takes ownership for own activities; recognizes and appreciates individual differences; interacts with others objectively; is able to draw upon his/her own resources in assessing situations and taking or recommending appropriate action for resolution.</p> <p>Additional Supervisory Expectations: Demonstrates the ability to motivate people to work effectively; articulates common vision/goals to employees; inspires enthusiasm; creates a supportive environment; facilitates productive discussions; demonstrates interest in employee successes and improvements; acts as a positive role model; regularly recognizes accomplishments; continually acts to promote employee improvement to perform at peak levels and to improve the efficiency and effectiveness of work processes.</p> <p>COMMENTS:</p>		

7. SAFETY	ENTER RATING (1 low, 5 high) *You may use half ratings (e.g. 2.5, 3.5)	
<p>Description: Safety in the workplace is a concern relevant to every position. It includes day-to-day safety awareness, knowledge and application of safe work procedures and acceptance of responsibility for personal safety and that of others.</p> <p>Expectations: Follows applicable safety regulations and procedures; operates equipment in a safe manner and according to department guidelines; promptly reports any defective equipment and unsafe working conditions; recognizes and addresses unsafe working conditions or practices; applies safe working practices in daily job duties; keeps abreast of current safety practices and techniques; promptly reports all injuries received on the job.</p> <p>Additional Supervisory Expectations: Promotes workplace safety; monitors safety performance; initiates corrective action; conducts inspections and provides safety training when able; assists in developing and updating safety policies as necessary.</p> <p>COMMENTS:</p>		

8. TECHNICAL KNOWLEDGE – JOB SPECIFIC	ENTER RATING (1 low, 5 high) *You may use half ratings (e.g. 2.5, 3.5)	
<p>Description: Includes application of methods, procedures and principles an employee must know and demonstration of the abilities an employee must possess to meet the responsibilities and requirements of the specific position; the extent to which the employee applies expertise gained from previous experience and training; the extent to which the employee needs and applies training; the technical quality of work performed.</p> <p>Expectations: Maintains current technical knowledge and ability sufficient to manage work and complete assignments; actively pursues expanded mastery of knowledge and abilities in the duties and responsibilities of the position; demonstrates knowledge and skill in the operation of equipment required for job; maintains or enhances current expertise through training; keeps all licenses/certifications current; prepares complete and technically accurate reports or records when required.</p> <p>Additional Supervisory Expectations: Applies knowledge of personnel policies and procedures; applies methods for motivating employees; demonstrates working knowledge of organization and operations; participates in professional/supervisory department initiatives; enhances own professional development.</p> <p>COMMENTS:</p>		

9. CITY TRAINING/GOAL ACCOMPLISHMENT	ENTER RATING (1 low, 5 high) *You may use half ratings (e.g. 2.5, 3.5)	
<p>Description: Includes participation by the employee in all Department and City-wide training programs/courses and the demonstration to meet the responsibility and requirements of training; employee's initiative to set goals both long and short-term for themselves professionally as well as their Department and City operations on whole; to achieve set goals and examine the effectiveness of goals.</p> <p>Expectations: Attendance at training meetings, courses and other training curriculum to enhance the employees work performance and abilities; to set on a yearly basis individual and Departmental or City goals which can be achieved; examine and evaluate the results and plan future goals.</p> <p>Additional Supervisory Expectations: Ability to apply training initiatives and materials learned in a supervisory capacity to employee groups/teams and apply learned methods to the development and enhancement of the organization and its operations; participate in appropriate supervisory training and initiatives. Provide development of more in-depth short and long-term goals for the organization; assist in the evaluation of such goals and produce self-initiatives for the professional development of one's supervisory capacity.</p> <p>COMMENTS:</p>		

10. OVERALL PERFORMANCE	ENTER RATING (1 low, 5 high) *You may use half ratings (e.g. 2.5, 3.5)	
<p>Description: To arrive at an overall evaluation of the employee's performance, supervisors consider the relative importance of each work goal and competency with its relative weight. Moreover, supervisors should consider performance and accomplishment that furthered the goals/objectives of the organization, contributions above and beyond completion of basic work assignments and completion of or contribution to special projects.</p> <p>COMMENTS:</p>		