

Town of Sunapee  
Supervisory Performance Evaluation

Date of Evaluation \_\_\_\_\_

Evaluation Period: From \_\_\_\_\_ to \_\_\_\_\_

Employee \_\_\_\_\_  
Last First Middle

Department \_\_\_\_\_ Job Title \_\_\_\_\_

Anniversary (hire) date \_\_\_\_\_ Date of appt. to current position \_\_\_\_\_

Performance Evaluation completed by \_\_\_\_\_

Type of evaluation: (check one)

- \_\_\_\_\_ Probationary progress
- \_\_\_\_\_ Conclusion of probation
- \_\_\_\_\_ Annual
- \_\_\_\_\_ Promotion/transfer
- \_\_\_\_\_ Other (specify)

Employee status: (check one)

- \_\_\_\_\_ Full-time
- \_\_\_\_\_ Part-time
- \_\_\_\_\_ Other (specify)

**INSTRUCTIONS:**

1. Please type or use ink.
2. This Performance Evaluation should be completed only by those who have directly observed the job performance of the employee being rated.
3. Before commencing the evaluation, review the applicable guidelines.
4. Annual or probationary evaluations must be submitted to the Town Manager as close to the anniversary date of the employee as possible. Conclusion of Probation evaluations must be submitted to the Manager prior to the conclusion of probation.
5. The original completed Performance Evaluation must be filed in the employee's personnel folder.

**PART I, EVALUATION:**

Read each performance category and its definition. Review the descriptions of performance and circle the number which the description most nearly reflects the performance of the employee being evaluated. Ratings of a one (1) must be accompanied by an explanatory statement in Part II (Summary). Ratings of a five (5) must also be accompanied by such a statement which highlights exemplary performance.

1. JOB KNOWLEDGE is the total knowledge and information possessed about all types of work which a supervisor should know to carry out the duties of the job and to oversee the work unit satisfactorily.
  1. Very little knowledge and information about work duties and scope of work unit activities.
  2. Lacks knowledge and information of some phases of the job and work unit activities.
  3. Sufficient knowledge and information to perform the job and to oversee the work unit satisfactorily.
  4. Very good knowledge and information to perform the job and oversee work unit, understands nearly all phases of work.
  5. Has complete knowledge and understanding of all phases of job and total scope of work unit activities.

Comments:

2. COMMITMENT TOWARD THE JOB is the degree of interest demonstrated in the job of supervising/managing the work unit.
  1. Oversees the unit half-heartedly, reluctantly.
  2. Sometimes appears indifferent towards work of the unit.
  3. Is seriously interested in the supervision of the work unit.
  4. Shows great interest in the supervision of the work unit.
  5. Exceptionally enthusiastic about the work of the unit.

Comments:

3. PERFORMANCE MODELING is setting an example of work behavior worthy of emulation by subordinates in such things as work habits, adherence to standards, interpersonal relations and appropriateness of personal appearance.
  1. Is unsatisfactory in acceptable work behavior for subordinates.
  2. Lacks consistency as a model of acceptable work behavior for subordinates.
  3. Is a good model of acceptable work behavior for subordinates.
  4. Is a very good model of acceptable work behavior for subordinates.
  5. Serves as an outstanding example for subordinates to emulate.

Comments:

4. ATTENDANCE is the supervisor's faithfulness in coming to work daily and conforming to work schedule expectations.
  1. Very excessive absenteeism, attendance not dependable.

2. Excessive absenteeism, often unavailable.
3. Usually present and timely, usually available when needed.
4. Very prompt, regular in attendance whenever needed.
5. Always regular, prompt and available when needed.

Comments:

5. PLANNING is the demonstrated ability to plan, organize and schedule the work in accordance with effective use of resource (manpower, equipment, money and materials) allocated to the work unit.
  1. Poorly organized, ineffective use of resources, unplanned work schedule rarely meets deadlines.
  2. Inconsistent in planning and in use of resources, has difficulty meeting deadlines, somewhat disorganized.
  3. Plans and organizes work satisfactorily, makes good use of resources, usually meets deadline.
  4. Consistently above average work planning and organization, uses resources very effectively consistently meets deadlines.
  5. Demonstrates excellence in planning, organization, allocation of resources and in meeting deadlines.

Comments:

6. QUANTITY OF WORK is the amount of satisfactory work completed by the unit under the employee's supervision/management.
  1. Unacceptable level of output by the unit.
  2. Level of output is marginal and inconsistent.
  3. Volume of work output by the unit is satisfactory.
  4. Output of work unit is above average.
  5. Exceptionally high output in this unit.

Comments:

7. VERBAL COMMUNICATION is the measure of the supervisor's ability to convey information, and work instructions, etc. to the employees.
  1. Unable to convey information or job instructions clearly, simply and convincingly, rarely speaks to employees.
  2. Has difficulty communicating verbal instructions to employees, hesitates to communicate with employees.
  3. Conveys information and instructions well, converses with employees effectively and with ease.
  4. Above average ability to communicate with employees, is precise, converses very effectively with employees.
  5. Very articulate, expresses thoughts clearly skillful in group presentation, excellent in communication with employees.

Comments:

8. WRITTEN COMMUNICATIONS/RECORD KEEPING is the demonstrated ability to produce required reports or other written communications which are timely, complete and understandable, and also to maintain any necessary records pertaining to the work of the unit.

1. Written communications very often are untimely, incomplete or not understandable, record keeping is haphazard or nonexistent.
2. Occasionally has difficulty in completing reports in timely fashion, are sometimes incomplete and/or confusing, records somewhat disorganized or may not be kept current.
3. Written communications are typically on time, sufficiently complete and understandable, records are kept current and organized satisfactorily.
4. Written communications are consistently on time, very complete and readable, records are kept current and very well organized.
5. Employee excels in all forms of written communications and in record keeping, excellent retrieval system maintained.

Comments:

9. LISTENING SKILLS/RECEPTIVITY is the demonstrated ability to listen to and consider the views of others (especially subordinates) and to convey a receptive attitude which facilitates open communications between the supervisor and subordinates.

1. Has serious difficulty in listening to other views or opinions and in maintaining open, two-way communications with subordinates.
2. Has some difficulty listening to views and weighing them on their merits and in maintaining open two-way communications with subordinates.
3. Listen to others with an open mind, receptive to employee initiated contacts.
4. A very good listener, open to differing points of view. Good two-way communications with staff exists.
5. Excellent listening skills, very receptive to new ideas, excellent two-way communications with subordinates exists.

Comments:

10. MOTIVATION is the demonstrated ability to inspire, encourage and move employees to perform to and beyond work requirements.

1. Has serious difficulty in motivating employees to meet standards with consistency.
2. Has difficulty in motivating employees to work at acceptable standards of performance consistently.
3. Effectively motivates employees to meet work requirements with consistency.
4. Very capable, able to motivate employees to handle difficult tasks, exceeds what is required.
5. Shows superior ability to motivate employees to excel in job performance.

Comments:

11. DELEGATION is the entrustment of authority to a subordinate(s) enabling him/her to act for the supervisor in carrying out assignments or projects.

1. Fails to delegate, too involved in the details of work, or delegates routine matters but rarely follows up to insure work accomplishment.

2. Delegates authority with reluctance, tends to "over supervise" or fails to followup to ensure work accomplishment.
3. Usually delegates authority commensurate with capabilities of subordinates, usually follows up to ensure work accomplishments.
4. Invariably delegates authority commensurate with capabilities of subordinates, consistently follows up to ensure work accomplishments.
5. Delegates authority so as to challenge the capabilities of subordinates, controls work without encroaching on his delegations recognizes that ultimate responsibility remains his/her.

Comments:

12. DECISION MAKING is the demonstrated ability to make decisions affecting the work unit which are timely and reasonable in the light of available facts, circumstances, and applicable standard (i.e.: rules, regulations, etc.).

1. Timeless of decision is undependable, reflects inadequate analysis of facts, circumstances or application of standards.
2. Decisions are untimely with frequency or inconsistent with facts, applicable standards and circumstances.
3. Decisions are usually made in a timely fashion and are generally in harmony with pertinent facts applicable standards and circumstances.
4. Makes decisions promptly and with careful consideration of relevant facts, applicable standards and circumstances.
5. Decisions are consistently sound and timely reflecting balanced consideration of the individual as well as organizational interests.

Comments:

13. EMPLOYEE DEVELOPMENT is the coaching/teaching of subordinates to enhance their development and ability to contribute more effectively to the work of the unit.

1. Does not assess or address staff development needs, operational needs receive undo priority over staff development.
2. Staff development efforts are sporadic and may not be closely linked to unit needs.
3. Provides adequate work orientation, identifies coaching/training needed to overcome current deficiencies and provides or arranges for such training.
4. Identifies short and long term unit needs and provides the training to meet those needs in a timely fashion.
5. Integrates training with short and long term unit needs, encourages self development of staff for career advancement.

Comments:

14. EVALUATING EMPLOYEES is the demonstrated ability to assess the job performance of subordinates and to provide constructive feedback to the employee(s).

1. Has very serious difficulty in evaluating employee job performance and providing constructive feedback.

2. Has some difficulty in evaluating employee job performance and providing constructive feedback.
3. Is usually able to evaluate employee job performance effectively and to provide feedback in a constructive manner.
4. Is very effective as an evaluator of performance, feedback is constructive producing positive results even in problem cases.
5. An outstanding evaluator of performance, feedback is invariably appropriate to level of performance involved, employees are motivated to higher achievement even in very serious problem cases.

Comments:

15. DEVELOPING TEAMWORK is the ability to weld a number of employees into a team effectively channeling their efforts toward the accomplishment of common objectives both within and between work units.

1. Unable to weld workforce into a team or channel their efforts toward common goals and objectives.
2. Sometimes has difficulty gaining cooperation and support of subordinates and fellow employees, unable to avoid damaging dissension within work unit.
3. Generally obtains cooperation and support of subordinates and fellow employees, able to avoid damaging dissension within work unit.
4. Has the full support of subordinates and achieves unit goals through combined team effort. Also able to gain support of other units.
5. Achieves a very high degree of teamwork and "esprit de corps" within and among work unit(s). Excels in this area.

Comments:

16. ENFORCEMENT OF STANDARDS is the exercise of supervisory authority and influence in correcting employee shortcomings in the areas of quality work output, regular work attendance, adherence to safety practices or other standard work rules.

1. Tolerates deliberate and ongoing disregard for work standards and work rules, does not adequately communicate expected levels of performance to subordinates.
2. Is reluctant to take timely corrective action in the face of sub-standard performance or disregard for work rules unless prompted by higher authority.
3. Holds subordinates adequately accountable for acceptance levels of performance and adherence to work rules, communicates performance expectations.
4. Achieves high quality output and adherence to work rules by subordinates, performance expectations are clear.
5. Achieves very high quality output and adherence to work rules by subordinates who are in high agreement on performance expectations.

Comments:

17. ANALYZING/IMPROVING OPERATIONS is the demonstrated ability to evaluate the performance of the work unit as a whole and initiate corrective actions within limits of authority.

1. Seldom questions existing methods of procedures, has no system for unit self-evaluation.

2. Often fails to recognize procedural work flow or organizational problems in work unit or fails to follow through on corrective action.
3. Usually recognizes procedural work flow, organizational problems, and takes corrective action within limits of authority.
4. Has a systematic method for unit self-evaluation and corrects work flow, organizational or procedural problems within limits of authority.
5. Unit self-evaluation is both systematic and extremely effective. Employees are encouraged to seek and suggest ways to improve unit productivity.

Comments:

18. ATTENTION TO SAFETY is the commitment made to providing for safe and healthy conditions within the work place.

1. Seldom reviews work practices or job site for safety hazards, slow to correct known hazards, correction commitment to safety is lacking.
2. Often fails to recognize hazards, working conditions or practices, frequently fails to correct or seek correction of known hazards, commitment to safety needs improvement.
3. Usually recognizes conditions hazardous to employee health and safety and takes corrective action within limits of authority and resources.
4. Has a systematic method for reviewing health and safety factors in the work place, takes or seeks prompt corrective action within limits of authority and resources.
5. Unit self-evaluation in area of safety is systematic and very effective, corrective action is prompt, work unit as a whole is "safety conscious".

Comments:

19. EQUITY AND IMPARTIALITY is fairness and even handedness in the exercise of authority in such things as the application of work rules, making job assignments and in the resolution of problems between employees.

1. Lacks consistency in the fair and impartial exercise of authority, personal feelings, friendship considerations, and other nonrelevant factors seriously hinder the balanced weighing of competing interest.
2. Has some difficulty in separating personal feelings and friendship considerations in exercising authority and in weighing competing interests.
3. Is fair and even handed in exercising authority, effectively weighing competing interests of routine complexity under normal conditions.
4. Is conscientious in the fair and impartial exercise of authority, very effective in weighing competing interests even under crisis conditions and where highly complex and volatile issues are involved.
5. Is exemplary in the fair and impartial exercise of authority, extremely effective in weighing competing interests even under crisis conditions and where highly complex and volatile issues are involved.

Comments:

## **PART II, SUMMARY:**

Evaluation Period: From \_\_\_\_\_ to \_\_\_\_\_

Summary of Performance categories	1	2	3	4	5	Summary of Performance categories	1	2	3	4	5
1. Job Knowledge						11. Delegation					
2. Commitment						12. Decision Making					
3. Performance Modeling						13. Employee Development					
4. Attendance						14. Evaluating Employees					
5. Planning						15. Developing Teamwork					
6. Quantity of Work						16. Enforcement of Standards					
7. Verbal Communication						17. Analyzing/Improving					
8. Written Comm/Records						18. Attention to Safety					
9. Listening Skills/Receptive						19. Equity and Impartial					
10. Motivation						Total ranking score (add each point for all 19)					

For supervisory employees middle of the road performance = 57 points (deviation from this ranking is consideration for merit justification in addition to overall performance.)

It is important to judge if the employee has made any strides for improvement over the previous year either in knowledge or skills to warrant a merit increase. Completeing another year with nothing further to offer the position nor remedial action of the part of the employee does not warrant a merit increase.

Summary of Comments (explanations of 1's and/or 5's from above.)

**PART III, A, RECOMMENDATION FOR PROBATIONARY SUPERVISOR:**

Recommendation for probationary supervisor: (check all that apply)

- End probation and continue in service in new position
- Issue merit increase
- Reinstate to former position
- Release from service
- Extend for \_\_\_\_\_ months of additional probation
- Other (specify below)

**PART III, B, RECOMMENDATION FOR NON-PROBATIONARY SUPERVISOR:**

Recommendation for non-probationary supervisor: (check all that apply)

- Continue in service
- Recommend merit increase
- Remedial action. Refer to Part IV for specifics.
- Other (specify below)

**PART IV, FUTURE GOALS:** Use this space to “look ahead” with the employee. Summarize any goals objectives or projects which could be worked on for the next review period.

**PART V, EVALUATION REVIEW:**

**Employee:** I have reviewed this evaluation and have discussed it with my supervisor. My signature does not necessarily indicate my full agreement. I understand that I may indicate my reservations or disagreement with this rating in the space provided below or may request a review by a higher authority. Review by a higher authority will only be allowed if the Evaluator is not the Town Administrator.

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Employee signature

Date

Comments:

**Evaluator:** (If the Town Manager is the evaluator, skip this section.)

I have reviewed this evaluation with the employee. My recommendation is written below in the comment section.

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Evaluator's signature

Date

Pay increase from: \_\_\_\_\_ to \_\_\_\_\_

Comments:

**Town Manager:**

I have reviewed this evaluation and \_\_\_\_\_ I concur, \_\_\_\_\_ I do not concur, for reasons listed below. See comment section below.

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Town Manager signature

Date

Comments: