

TOWN OF ROWLEY PERSONNEL DEPARTMENT EMPLOYEE PERFORMANCE APPRAISAL FORM

Employee Name _____ Date _____

Department _____ Job Title _____

Check One: ☐ Scheduled Appraisal* ☐ Promotion
☐ New Employee ☐ Other: _____

Date of Hire* _____ Date employee began present position _____

Date of last appraisal* _____ Date of next appraisal _____

* (usually same as Anniversary Date.)

Has this report been discussed with employee? ☐ YES ☐ NO

If "NO", Reason why:

If "YES", Employee's comments:

Employee _____ Date _____

Supervisor Signature _____ Date _____

Personnel Officer _____ Date _____

Key to Ratings:

E: EXCELLENT - Individual performs all tasks in an exceptional manner. Requires little or no supervision.
(Should be on job 1-2 years). **OVERALL RATING OF 4.5 or greater**

G: GOOD - Individual performs many tasks very good, and all other tasks satisfactory. Requires little or no supervision.
(Should be well beyond probationary period.) **OVERALL RATING OF 3.6 - 4.5**

S: SATISFACTORY - Individual performs all tasks satisfactorily. Requires normal supervision.
OVERALL RATING OF 2.6-3.5

F: FAIR - Individual performs most tasks satisfactorily, but not all. Requires more than normal supervision.
OVERALL RATING OF 1.6-2.5

U: UNSATISFACTORY - Individual fails to perform many tasks well. Requires close and constant supervision.
OVERALL RATING OF 1.5 or less

PREVIOUS ACCOMPLISHMENTS AND GOALS:

1. JOB KNOWLEDGE

Rating:	E	G	S	F	U
(circle one)	5	4	3	2	1
Comments:					

2. JOB PERFORMANCE AND ACHIEVING GOALS

Rating:	E	G	S	F	U
(circle one)	5	4	3	2	1
Comments:					

3. JOB PRODUCTIVITY

Rating:	E	G	S	F	U
(circle one)	5	4	3	2	1
Comments:					

4. DEPENDABILITY

Rating:	E	G	S	F	U
(circle one)	5	4	3	2	1
Comments:					

5. COOPERATION AND INTERPERSONAL BEHAVIOR

Rating:	E	G	S	F	U
(circle one)	5	4	3	2	1
Comments:					

6. INITIATIVE

Rating: **E** **G** **S** **F** **U**
(circle one) 5 4 3 2 1
Comments:

7. WORK ENVIRONMENT AND SAFETY (if applicable only)

Rating: **E** **G** **S** **F** **U**
(circle one) 5 4 3 2 1
Comments:

8. COMMUNICATION

Rating: **E** **G** **S** **F** **U**
(circle one) 5 4 3 2 1
Comments:

9. SUPERVISION, PERSONNEL MANAGEMENT AND LEADERSHIP

(if applicable only)

Rating:	E	G	S	F	U
(circle one)	5	4	3	2	1

Comments:

OVERALL PERFORMANCE LEVEL To obtain the overall performance level of this appraisal, add each numerical value of the above factors and divide by the number of factors evaluated (7, 8 or 9).

Overall performance level = _____

Overall performance rating (see key on first page) = _____

IF EMPLOYEE RATES 1 OR 2 IN ANY SINGLE CATEGORY:

- A written explanation is required by the Department Head / Supervisor / Supervisory Board
- The Department Head / Supervisor / Supervisory Board must develop a written Action Plan to be implemented within 14 days.
- A mandatory re-appraisal for these categories will take place after 60 days and after six months of the action plan implementation.

ACTION PLAN: The criteria above is important in order to properly evaluate the employee's performance. The following Action Plan describes the employee's specific strengths and weaknesses, and addresses what can be done to improve their position toward continued growth.

Improvements needed in the following areas:

These areas can be strengthened by:

Major strong points are:

These strong points can be more effectively utilized by:

Employee signature acknowledging receipt of Action Plan: _____

Date of employee signature: _____

Performance Criteria Detail for Performance Appraisals

1. Job Knowledge

- a. Possesses a clear understanding of the responsibilities, tasks and routine job duties that must be performed.
- b. Understands department's function, mission, rules, procedures, workflow, policies, and operations.
- c. Possesses special skills required for the department.
- d. Shows willingness and initiative taken to acquire additional knowledge and assume new tasks.
- e. General understanding of Town operations; knowing when to answer a question and when and how to refer questions to someone else.
- f. Understanding one's own job responsibilities and how those responsibilities fit into department operations; initiative in learning the responsibilities of other department positions, when appropriate.
- g. Understands supervisor's expectations
- h. Ability to operate and maintain Town work equipment (if applicable)
- i. Understanding and knowledge of safe working practices and standards.

2. Job Performance and Achieving Goals

- a. The overall quality of the employee's work.
- b. Organizational skills; ability to pace workflow and schedule time; timeliness of work.
- c. General appearance of finished work products.
- d. Accuracy of work – number of errors or corrections.
- e. Number and nature of complaints or problems received from the public and/or other department staff due to work errors.
- f. Degree of thoroughness applied to tasks; ability to follow work through to completion.
- g. Ability to accept and understand criticism and to take appropriate action to correct and improve performance.
- h. Defined goals and objectives have been met.

3. Job Productivity

- a. Demonstrates a commitment toward achieving results.
- b. Tasks are completed efficiently and effectively.
- c. Quality of output viewed in terms of the general volume of activity in the department; amount of work assigned versus amount produced; amount of work back-logged; volume of output compared to other staff.
- d. "Interruptability quotient" – ability to immediately resume work on one task after being interrupted to perform another task.

4. Dependability

- a. Tasks are completed within set deadlines and with appropriate follow-through.
- b. Conscientious about attendance and timeliness of completing work assignments.
- c. Acceptable attendance level.
- d. Consistently punctual; appropriate use of “breaks.”
- e. Dependable when supervisor is away from the office.
- f. Willingness to take on extra work when required by circumstances.
- g. Performs work in such a fashion that the supervisor can rely on the work as accurate and timely.
- h. Demonstrates adaptability to alteration of activities and/or plans to accommodate new or changed situations.

5. Cooperation and Interpersonal Behavior

- a. Willingness to work with others.
- b. Shows courtesy and respect to Town officials, associates, subordinates, supervisors and others.
- c. Responds willingly to changes in: procedures, processes, responsibilities and assignments.
- d. Ability to work efficiently and effectively with supervisor and others to achieve common goals.
- e. Ability to get along with others in the department; ability to avoid or handle minor office conflicts without the intervention of the supervisor.
- f. Consistent attention to and patience with the public; tolerance of diversity; willingness to go out of one’s way to assist the public and other employees; projecting a consistently pleasant manner.
- g. Ability to effectively handle complaints and problems on the phone, in person and in writing.
- h. Propensity for resolving conflict rather than creating animosity.
- i. Willingness to cooperate with co-workers and supervisor; ability to give and receive help.
- j. Fosters interdepartmental cooperation by offering assistance to other departments, when work flow allows.

6. Initiative

- a. Demonstrates an ability to think and act independently and prudently.
- b. Originates innovative ideas and methods to improve to department operations and job performance.
- c. Ability to identify the appropriate circumstances under which to make a decision.
- d. Willingness to make effective decisions and to keep supervisor adequately informed.
- e. Capacity to identify and evaluate available options and make appropriate

decisions.

- f. Ability to learn from decision making.
- g. Ability and willingness to evaluate and change work methods to improve efficiency and operations.
- h. Willingness to take on additional tasks.
- i. Shows resourcefulness in improving methods of work.

7. Work Environment and Safety

- a. Maintains a safe work environment.
- b. Actively contributes towards a safe workplace.
- c. Follows department safety rules.
- d. Wears safety gear as instructed.
- e. Attends safety seminars as requested by Department Head.

8. Communication

- a. Clarity and appropriateness of oral and written communication with Town officials, supervisor, employees, members of the public, and customers.
- b. Provides the appropriate level of information flow to supervisor and other employees.
- c. Listening skills, the ability to understand questions and obtain additional information needed to answer correctly.
- d. Ability to respond to inquiries from Town officials, supervisor, employees, members of the public, and customers in a timely manner and to respond to follow-up inquiries.
- e. Courtesy and patience in dealing with members of the public, town officials, customers, and town employees.

9. Supervision, Personnel Management and Leadership

- a. Management skills – success in planning and organizing work and achieving goals within scheduled time and fiscal limits.
- b. Motivation of Employees – success in gaining cooperation and high level of performance from employees supervised and team-building
- c. Development of Employees – success in training employees in skills required for assigned duties as well as providing for flexibility in back-up.
- d. Utilization of appropriate interpersonal styles and methods to guide staff members toward effective task accomplishment.
- e. Attentiveness to providing a safe work environment and enforces safe work practices amongst staff
- f. Demonstrates leadership through appropriate delegation of duties and through team building.
- g. Sets realistic and appropriate goals for staff and monitors performance on achieving goals on a regular basis.