

# MANAGER/SUPERVISOR PERFORMANCE APPRAISAL

Performance Period      From: \_\_\_\_\_ To: \_\_\_\_\_

Reviewing Supervisor: \_\_\_\_\_

Employee: \_\_\_\_\_ Review Date: \_\_\_\_\_

Title: \_\_\_\_\_ Department: \_\_\_\_\_

Type of Review:       Mid Probation                       End of Probation                       Annual

## DELAWARE COUNTY'S MISSION

Delaware County provides quality services to our residents, customers and the communities within the County in a fiscally responsible manner. We strive to be professional and disciplined in both our thoughts and actions and make focused decisions that are in the best interest of the public and our customers.

RATING METHODS					
Improvement is Essential for Job Success		Performance Successful		Key Contributor Who Performs at a High Level	
1	2	3	4		
1 This staff member has deficiencies in key areas. Performance fails to meet expectations.	2 Overall performance acceptable but improvement needed in one or more significant aspects of job.	3 This staff member is proficient and has been instrumental to the department's success and has performed in an exemplary manner.	4 This staff member has made significant contributions to advance the position of the department and/or County toward excellence and prominence.		

ADMINISTRATIVE COMPETENCIES	Rating
1. Creates effective work plans; identifies the appropriate resources and processes; sets priorities; delegates authority and meets deadlines.	
2. Ensures systems are established that monitor workflow and ensures timely task completion.	
3. Operates within an established budget and improves departmental functions to improve the efficiency and effectiveness of the department.	
4. Identifies internal and external customer needs and takes action to meet those needs; continually searches for ways to increase customer satisfaction.	
5. Emphasizes the need to deliver quality services in a safe, efficient and effective manner;	
Total	

LEADERSHIP/STAFF MANAGEMENT	Rating
1. Demonstrates the ability to take charge; gains support and commitment; initiates actions and makes logical decisions.	
2. Fosters team spirit through cooperation and trust; leads by example	
3. Acts ethically, professionally and responsibly; contributes to a positive image.	
4. Inspires and supports staff; creates and develops work teams through coaching, training, and education.	
5. Initiates new and unique ideas; accepts responsibility for results.	
Total	

WORK METHODS AND QUALITIES	Rating
1. Expresses self well in verbal and written communication; keeps all appropriate individuals informed regarding progress or problems.	
2. Accepts the perspectives of others and maintains a positive attitude.	
3. Analyzes own departmental needs and improves capabilities of self and staff to meet the changing requirements of the job; ensures and enhances professional position.	
4. Demonstrates flexibility; adjusts to shifting priorities; stays focused during stressful or difficult situations.	
5. Works effectively as a member of a team; contributes to the achievement of joint objectives.	
Total	

**PROVIDE A SUMMARY OF THE EMPLOYEE'S OVERALL PERFORMANCE FOR THE PERIOD.**

## GOAL SETTING FOR THE UPCOMING EVALUATION PERIOD

- **Specific:** Goals should be as specific and detailed as possible. Do not set loose or broad goals.
- **Measurable:** In order to clearly determine if objectives have been achieved, goals should not be ambiguous, but rather clear and concrete.
- **Achievable:** Success and failures depend on practical goals. Goals should not be out of reach. They should be reasonable and achievable.
- **Realistic:** Goals must be possible under current business conditions.
- **Time Frame:** Goals should have a time frame for completion. Having a time frame will give structure and allow you to monitor progress.

Under certain circumstances, goals may need to be modified. Discuss any changes should be discussed between the supervisor and manager and modify when needed. Circumstances that necessitate changes may be:

- External conditions beyond the managers control which make the goal inappropriate/obsolete.
- Priorities which have been shifted.
- A project which was discontinued.

Goal	Comment

**GOALS AND PROGRESS:** Identify goals set during the last evaluation period and specific progress made on each

Goal	Progress	
		<input type="checkbox"/> Achieved <input type="checkbox"/> In progress <input type="checkbox"/> Not achieved
		<input type="checkbox"/> Achieved <input type="checkbox"/> In progress <input type="checkbox"/> Not achieved
		<input type="checkbox"/> Achieved <input type="checkbox"/> In progress <input type="checkbox"/> Not achieved
		<input type="checkbox"/> Achieved <input type="checkbox"/> In progress <input type="checkbox"/> Not achieved
		<input type="checkbox"/> Achieved <input type="checkbox"/> In progress <input type="checkbox"/> Not achieved

**EMPLOYEE COMMENTS**

Please write any comments you would like included with your performance review.

**This report represents my true and complete appraisal of this employee during this appraisal period.**

\_\_\_\_\_  
Evaluating Manager/Supervisor (Signature)

\_\_\_\_\_  
Date

**I have had the opportunity to review this document and discuss its contents with my supervisor. My signature acknowledges that I have been informed of my performance ratings but does not necessarily indicate agreement or disagreement and a copy was given to me.**

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

Section	Points Received	Points Possible	Percent Weight	Score
I. ADMINISTRATIVE COMPETENCIES		20	33.33%	
II. LEADERSHIP/STAFF MANAGEMENT		20	33.33%	
III. WORK METHODS AND QUALITIES		20	33.34%	
IV. GOAL ACHIEVEMENT				
Total				