



236 Grand Street Waterbury, CT 06702 (203) 574-6761

The City of Waterbury
Department of Human Resources – Civil Service, Room 202

Supervisor Performance Appraisal Form

DEPT: _____ DATE: _____

NAME: _____ EMPLOYEE#: _____

TITLE: _____ APPRAISAL PERIOD: _____ to _____

TYPE: Probationary HIRE DATE: _____

Annual DATE STARTED IN POSITION: _____

The purpose of this appraisal form is to open and document a discussion between a manager and an employee regarding job expectations and performance. This form may be used: for an employee development plan, as a component of a promotional exam or selection process, and to document disciplinary action.

Completing this appraisal:

1. Review the Performance Appraisal Policy
2. If you have any questions about the policy or reviewing employees contact Human Resources.
3. Fill in page 1 through 5 by indicating the appropriate rating.
4. Obtain next level manager signature. Department procedures may require Department Head sign-off.
5. Conduct a conversation with the employee regarding ratings.

Submit the Performance Review Record to Human Resources for review and permanent filing. Probationary failures must be approved by the Director of Personnel prior to meeting with the probationary employee.

PERFORMANCE LEVELS

EXCEEDS EXPECTATIONS - Outstanding performance that results in extraordinary and exceptional accomplishments with significant contributions to the objectives of the Department, Bureau, and the City.

SATISFACTORY PERFORMANCE - Good performance with incumbent fulfilling all position requirements and, on occasion, generating results above those expected for the position.

NEEDS IMPROVEMENT - Performance does not meet expectations. Situation requires prompt attention and an action plan to address deficiencies.

JOB KNOWLEDGE

Knowledge of policies and procedures; or knowledge of techniques, tools, equipment, procedures, and materials.

- _____ **EXCEEDS EXPECTATIONS** Knows and understands all policies, procedures and processes so thoroughly that employee is a resource for co-workers.
- _____ **SATISFACTORY PERFORMANCE** Knows and understands all policies, procedures and processes, and Effectively uses skills and resources to meet job expectations, rarely requiring assistance from supervisor or co-workers.
- _____ **NEEDS IMPROVEMENT** Limited knowledge of job, lacks knowledge to perform job properly, frequently requires assistance or instruction.

QUALITY OF WORK

Freedom from errors and mistakes. Accuracy, quality of work in general.

- _____ **EXCEEDS EXPECTATIONS** Produces error-free work, takes actions to minimize re-work.
- _____ **SATISFACTORY PERFORMANCE** Usually produces error-free work. Quality satisfactory.
- _____ **NEEDS IMPROVEMENT** Makes frequent mistakes that result in waste, service delays or complaints, and require additional work or re-work.

QUANTITY OF WORK

Work output of the employee in measurable terms.

- _____ **EXCEEDS EXPECTATIONS** Completes own assignments & regularly requests or takes on additional assignments.
- _____ **SATISFACTORY PERFORMANCE** Handles volume of work expected, completes assignments on time.
- _____ **NEEDS IMPROVEMENT** Below expected output, leaves work or assignments for others to do.

CUSTOMER SERVICE

The degree to which the employee responds to internal and external customers to provide answers and solutions to routine or complex questions, or problems that might arise in daily interactions.

- _____ **EXCEEDS EXPECTATIONS** Anticipates necessary actions, frequently provides creative solutions, suggests better ways to solve problems and serve citizens and customers.
- _____ **SATISFACTORY PERFORMANCE** Recognizes the customer (citizens, clients, co-workers), makes customer satisfaction a priority, and places their needs above personal needs. Cooperates with others to achieve objectives.
- _____ **NEEDS IMPROVEMENT** Does not always promptly recognize customer requests, does not accept responsibility, waits for direction, delays action, or acts in a manner that causes complaints.

COMPLIANCE

Follows all applicable policies, procedures, standards, and laws that relate directly to position and department. Observes safety and other regulations.

- _____ **EXCEEDS EXPECTATIONS** Regularly acts as described in "Satisfactory Performance", takes action to reduce hazards, accidents, complaints or problems, recommends improvements to existing procedures or processes.
- _____ **SATISFACTORY PERFORMANCE** Always follows City policies, safety regulations, department rules, standard operating procedures and established processes.
- _____ **NEEDS IMPROVEMENT** Does not comply with policies, regulations, rules, standard operating procedures and established processes. Absence/tardiness has caused service delays or added costs to operations.

PLANNING AND ORGANIZING

The ability to analyze work, set goals, develop plans of action, utilize time.

(Consider amount of supervision required and extent to which you can trust employee to carry out assignments).

- _____ **EXCEEDS EXPECTATIONS** Meets and exceeds departmental goals on or ahead of schedule by establishing clear goals and communicating expectations.
- _____ **SATISFACTORY PERFORMANCE** Sets reasonable expectations in achievable time frames, allocates appropriate resources, communicates clearly and completely.
- _____ **NEEDS IMPROVEMENT** Poor planning leads to waste, delays, and/or disorganization.

DIRECTING AND CONTROLLING

The ability to create a motivating climate, achieve teamwork, train and develop, measure work in progress, take corrective action.

- _____ **EXCEEDS EXPECTATIONS** Leads by example. Maximizes departmental resources to attain highest productivity and achieve goals.
- _____ **SATISFACTORY PERFORMANCE** Provides sufficient leadership, guidance and direction to employees.
- _____ **NEEDS IMPROVEMENT** Lacks necessary leadership skills, deficient follow through, group not functioning at acceptable levels.

DECISION MAKING

The ability to make decisions (quality and timeliness of decisions).

- _____ **EXCEEDS EXPECTATIONS** Decisions are always made in the best interests of the client/customer and are made in a timely manner.
- _____ **SATISFACTORY PERFORMANCE** Good decisions are frequently made and usually satisfy the needs and requirements of client/customer.
- _____ **NEEDS IMPROVEMENT** Indecisive or ineffective decision making skills. Issues are left unresolved causing others to assist or rectify situation.

ATTENDANCE / PUNCTUALITY

Comes to work daily and conforms to scheduled work days and hours.

- _____ **SATISFACTORY PERFORMANCE** Employee is prompt and regular in attendance, with occasional pre-planned absences.
- _____ **NEEDS IMPROVEMENT** Frequent absences or tardiness.

SAFETY/OSHA COMPLIANCE

Knowledge of applicable OSHA compliance requirements. Attends and provides regular trainings and safety talks to direct reports. Participates in City-wide Safety Committee. Accidents and near-miss situations are thoroughly investigated.

Random spot-checks and regular audits for safety compliance are routinely conducted. Front-line employees are incentivized to follow safety requirements. Reviews accident history reports to determine trends within the department.

- _____ **EXCEEDS EXPECTATIONS** Supervisor maintains an annual training calendar. Consistently conducts thorough accident/near-miss investigations and follows-up with necessary corrective actions. Supervisor has significant knowledge of applicable OSHA safety regulations and trains employees effectively. Supervisor reviews loss history reports to determine trends within the department. Incentivizes and encourages active participation and support of the City's safety culture. Supervisor takes an active role in ensuring employee compliance/training with established safety protocols and procedures and use of PPEs.

- _____ **SATISFACTORY PERFORMANCE** Supervisor attends and provides safety training throughout the year. Supervisor is involved in a Department Safety Committee. Supervisor investigates accidents and near-miss scenarios to prevent repeat behavior. Supervisor has implemented re-training, corrective action and disciplinary action when a safety violation occurs.
- _____ **NEEDS IMPROVEMENT** Supervisor does not take initiative to provide safety training. Has little knowledge of applicable OSHA compliance requirements. Does not set a positive example in following safety protocols and does not implement correction action/disciplinary action when safety protocol/procedures violations are observed.

OVERALL EVALUATION

Employees receiving more than one NEEDS IMPROVEMENT cannot receive an Overall Evaluation of SATISFACTORY PERFORMANCE or EXCEEDS EXPECTATIONS

- _____ EXCEEDS EXPECTATIONS
- _____ SATISFACTORY PERFORMANCE
- _____ NEEDS IMPROVEMENT

EMPLOYEE COMMENTS

EMPLOYEE'S SIGNATURE: _____ Date: _____

Signing this form only indicates that this form has been discussed with me.

FOR PROBATIONARY REVIEW ONLY: I DO ___ DO NOT ___ Recommend continued employment of this probationary employee.

Prepared by (Supervisor): _____ Date: _____

Approved by (Next Mgmt Level): _____ Date: _____

Approved by (Dept Head): _____ Date: _____
(Required for Probationary Employees)

Approved by (Director H.R.): _____ Date: _____
(Required for Probationary Employees only)