

## Appraisal Instruction Sheet

### Director or Supervisor

Within this Appraisal you will be focusing on 13 areas of a director or supervisor these areas include:

- Quality of work
- Quantity of work
- Job Knowledge / Skills
- Initiative
- Attendance
- Teamwork
- Planning/Organizing
- Decision Making
- Supervising/Leadership
- Verbal/Written Communication
- Employee Relations
- Staffing
- Creativity

Use the ratings below to score the level of performance in each of the five above areas. After scoring please transfer the score for each area to the numeric summary for an overall rating.

#### Performance Rating:

Exceptional – Consistently exceeds position requirements with highest degree of skill and experience. Value = 3

Above Standard – Consistently exceeds position requirements as expected of a well-trained and competent individual. Value = 2

Standards – Meets position requirements and have proven he/she is a positive contribution. Value = 1

Unacceptable/Marginal – Performance is below minimum job requirements, and needs constant follow up. Performance must significantly improve within a designated period if the employee is to remain in this position. Value = 0

# Employee Appraisal

Director / Supervisor

Fairfield County  
**2017**

Employee:  
Department:  
Appraisal Date:

Position:  
Type:

Performance Appraisal Ratings: Please rate the employee in each area. Employee must rate standard or above in each area to end probation or maintain employment. **Ratings:**  
Exceptional – 3   Above Standard – 2   Standard – 1   Unacceptable/Marginal – 0

1. **Quality of work** – consider the degree of how well an employee performs his/her responsibilities / follows work instructions.

Rating:

Comments:

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2. **Quantity of work** – the amount of work accomplished. Consider such things as assignments, etc.

Rating

Comments:

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3. **Job Knowledge/Skills** – are the knowledge/skills gained through education, past experience or on –the- job training sufficient for the job? (Determined by how well employee gains required job functions and ability to master difficult job challenges.)

Rating:

Comments:

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4. **Initiative** – to what extent does the employee handle daily, routine tasks without prompting, and assumes work?

Rating:

Comments:

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5. **Attendance** – the extent to which the employee maintains positive leave balances, properly notifies supervisor of time-needed-off, maintains positive status within County tardy policy, without establishing any attendance patterns. **FMLA issues are not a factor in this section.**

Rating:

Comments:

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6. **Teamwork** – to what extent is the employee willing to work together, change assignments or cooperate with other supervisors/directors within the County

Rating:

Comments:

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7. **Planning/Organizing** – Ability to establish goals, develop action plans, and coordinate human and capital resources to achieve desired results in a timely and cost effective manner.

Rating:

Comments:

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8. **Decision Making** – Determined by how effective he/she is able to make an objective decision in a timely and decisive manner based on a given situation.

Rating:

Comments:

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9. **Supervising/Leading**- How employee demonstrates leadership ability. Managerial ability in problem solving situations. Competence in setting and achieving performance standards, and the continuous improvement of performance within the department.

Rating:

Comments:

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10. **Verbal/Written Communication** – How effectively he/she influences and informs others by clear expression in verbal and written form.

Rating:

Comments:

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11. **Employee Relations**- measures the working relationship that he/she has with employees

Rating:

Comments:

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12. **Staffing**- measures how well he/she is developing and managing their staff to get desired results on the job

Rating:

Comments:

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13. **Creativity**- reflects the vision that he/she has in their field

Rating:

Comments:

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Appraiser's Overall Comments:

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Numeric Summary

- 1. Quality of work \_\_\_\_\_
- 2. Quantity of work \_\_\_\_\_
- 3. Job Knowledge / Skills \_\_\_\_\_
- 4. Initiative \_\_\_\_\_
- 5. Attendance \_\_\_\_\_
- 6. Teamwork \_\_\_\_\_
- 7. Planning/Organizing \_\_\_\_\_
- 8. Technical Competence \_\_\_\_\_
- 9. Supervising/Leading \_\_\_\_\_
- 10. Verbal/Written Communication \_\_\_\_\_
- 11. Employee Relations \_\_\_\_\_
- 12. Staffing \_\_\_\_\_
- 13. Creativity \_\_\_\_\_
  
- Sub-Total \_\_\_\_\_

Total Points  
Divided By (13) \_\_\_\_\_  
Overall Rating

Overall Rating	
Unacceptable	0 - 0.9
Standard	1 - 1.4
Above Standard	1.5 - 2.4
Exceptional	2.5 - 3.0

Employee/Date

Manager/Date

Deputy Administrator/Date

Comments:

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