

**TOWN OF BUCKLAND
DEPARTMENT HEAD PERFORMANCE EVALUATION**

PURPOSES OF THE PERFORMANCE EVALUATION

1. To encourage high-level performance by employees.
2. To clarify what is expected of each employee at the beginning of the appraisal process and periodically throughout that process.
3. To provide direct, constructive feedback about the employee's performance, identifying strengths and areas needing improvement.
4. To encourage a dialogue between the supervisor and the employee about the employee's performance.
5. To serve as one basis for making employment decisions.

OVERALL RATING

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OUTSTANDING

The employee demonstrated exceptional performance in the year being evaluated that was unique and clearly beyond normal job expectations, thereby significantly contributing to increasing the effectiveness of the department and/or the Town operations. Special proficiency in professional skills, creativity, innovation, and/or leadership has been demonstrated.

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EXCEEDS EXPECTATIONS

The employee often performs at a level which exceeds the usual expectations of the job and performs certain parts of the job with notable excellence and/or a high level of productivity. Considerable initiative to contribute suggestions for effective improvements or to take on special assignments or projects has been demonstrated.

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QUALITY PERFORMANCE

The employee consistently meets, and may at times exceed, the requirements of his/her position with few problems or mistakes. Work is accomplished in an accurate, efficient, and timely manner; the employee interacts effectively with others; all work rules, policies and procedures are consistently followed; and goals are regularly met.

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NEEDS IMPROVEMENT

The employee is performing the basic duties of the job, but below the level expected or required in certain important tasks or responsibilities. Additional training, supervision, counseling, or special attention is warranted to give the employee the opportunity to correct problem areas.

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UNSATISFACTORY

The employee's job performance is consistently below the required level in a number of areas, or in major or critical components of the job. Appropriate action will be considered, including a probationary period or dismissal. ***The assignment of this rating must be discussed with the Select Board prior to it being discussed with the employee.***

PERFORMANCE CRITERIA

JOB KNOWLEDGE	Above Standard <input style="width: 20px; height: 20px;" type="checkbox"/>	Meets Standard <input style="width: 20px; height: 20px;" type="checkbox"/>	Below Standard <input style="width: 20px; height: 20px;" type="checkbox"/>
Acquiring and maintaining the technical skills and knowledge required by the job.			
Consider: ☐ Special knowledge that is useful or necessary in performing the assigned duties ☐ Understanding of departmental rules, procedures, workflow, policies, and operations ☐ Understanding of his/her own job responsibilities and how they fit in with departmental operations ☐ Willingness and initiative to acquire additional knowledge and assume new tasks ☐ General understanding of Town operations ☐ Knowledge of when to answer a question, when and how to refer it to someone else, and to whom it should be referred. ☐ Initiative in learning the responsibilities of other departmental positions, when appropriate			

QUALITY OF WORK	Above Standard <input style="width: 20px; height: 20px;" type="checkbox"/>	Meets Standard <input style="width: 20px; height: 20px;" type="checkbox"/>	Below Standard <input style="width: 20px; height: 20px;" type="checkbox"/>
Thoroughness, accuracy, orderliness and consistency with which work is performed.			
Consider: ☐ Organizational skills; ability to pace workflow and schedule own time; timeliness of work ☐ General appearance of finished work products ☐ Accuracy of work - number of errors, and corrections; number of complaints or problems raised by others due to work errors ☐ Degree of thoroughness applied to tasks (daily, special, routine, unusual); ability to follow work through to completion. ☐ Orderliness of equipment, vehicles, and workspace ☐ Acceptance of criticism and ability to take appropriate action to correct and improve.			

QUANTITY OF WORK	Above Standard <input style="width: 20px; height: 20px;" type="checkbox"/>	Meets Standard <input style="width: 20px; height: 20px;" type="checkbox"/>	Below Standard <input style="width: 20px; height: 20px;" type="checkbox"/>
Volume, timeliness, and pace of the work produced on a regular basis.			
Consider: ☐ Quantity of output viewed in terms of the general volume of activity in the department; amount of work assigned vs. amount produced; amount of work back logged without solution; volume of output compared to other staff ☐ Ability to deal with frequent interruptions; ability to immediately resume work on one task after being interrupted to perform another task; ability to shift gears without coming to a halt			

COMMUNICATION SKILLS	Above Standard <input style="width: 20px; height: 20px;" type="checkbox"/>	Meets Standard <input style="width: 20px; height: 20px;" type="checkbox"/>	Below Standard <input style="width: 20px; height: 20px;" type="checkbox"/>
Ability to communicate clearly and concisely, both orally and in writing as required by the job.			
☐ Clarity, completeness, and conciseness of oral and written communications ☐ Use of correct vocabulary, grammar, spelling, sentence structure and organization. ☐ Listening skills; ability to understand directions, information and questions communicated by others and obtain additional information needed to respond correctly			

DEPENDABILITY	Above ☐ Standard	Meets ☐ Standard	Below ☐ Standard
Reliability when working without direct supervision, punctuality and conscientious attendance.			
Consider: ☐ Level of responsibility in the amount, timing, necessity, and reporting of leave time ☐ Acceptable attendance level without patterns of unexcused sick leave ☐ Punctuality in arriving at work and taking breaks when scheduled; being ready to start work on time ☐ Frequency of breaks; use of breaks for personal business, phone calls, and conversations ☐ Dependability when supervisor is out of the office ☐ Willingness to do "extra" when required by the circumstances ☐ Ability of supervisor to rely on work being completed accurately and in a timely manner <i>Note: If no extenuating circumstances exist, an employee can receive an overall performance rating no higher than "Quality Performance" for the first year in which more than six (6) days of sick leave are used, and a rating no higher than "Needs Improvement" for repeated years. Extenuating circumstances may include an extended illness or injury. Specific medical information should <u>not</u> be described on the evaluator's comments, just whether or not there is a pattern of inappropriate sick leave use.</i>			

HUMAN RELATIONS/ATTITUDE	Above ☐ Standard	Meets ☐ Standard	Below ☐ Standard
Ability to get along with others, as reflected in courtesy and cooperation with the public, fellow employees, and supervisors.			
Consider whether employee has demonstrated: ☐ Positive attitude toward the job ☐ Ability to get along with others in the department ☐ Ability to avoid or handle minor interoffice conflicts without the intervention of the supervisor ☐ Consistent attention to and patience with the public; tolerance quotient; willingness to go out of one's way to assist the public and other employees; a consistently pleasant manner ☐ Ability to effectively handle complaints and problems both on the phone and in person ☐ Propensity for resolving conflict rather than creating animosity ☐ Willingness to cooperate with peers and supervisor; ability to give and receive help; offering assistance to other departments when work flow allows <i>Note: Any employee who is repeatedly rude to peers and/or the public will be rated "Below Standard" on this criterion, and can receive an overall rating no higher than "Needs Improvement."</i>			

JUDGEMENT	Above ☐ Standard	Meets ☐ Standard	Below ☐ Standard
Presence of mind, common sense, and ability to make decisions without direct supervision.			
Consider: ☐ Ability to grasp a situation, think clearly, and develop correct and logical conclusions ☐ Willingness and ability to take independent action and make decisions to degree required of position ☐ Ability to identify the appropriate circumstances under which to make a decision ☐ Capacity to identify and evaluate available options and make the correct decision ☐ Ability to learn from decision making ☐ Ability and willingness to evaluate and change work methods to improve efficiency and operations			

FOR EMPLOYEES WITH SUPERVISORY FUNCTIONS:

MANAGEMENT SKILLS	Above Standard ☐	Meets Standard ☐	Below Standard ☐	N/A ☐
Success in planning and organizing work and achieving goals within scheduled time and fiscal limits.				

MOTIVATION OF EMPLOYEES	Above Standard ☐	Meets Standard ☐	Below Standard ☐	N/A ☐
Success in gaining cooperation and high levels of performance from employees supervised.				

DEVELOPMENT OF EMPLOYEES	Above Standard ☐	Meets Standard ☐	Below Standard ☐	N/A ☐
Success in training employees in skills required for their position and providing for flexibility in back-up.				

EVALUATOR'S COMMENTS

A summary statement regarding the employee's performance including commendations, achievement of goals, factors that influenced achievements, areas for improvement, etc. Use additional sheets of paper if necessary.

GOALS

Attach goals. Identify where the employee can build upon his/her performance and make meaningful contributions to the town. If any performance criteria are rated as "Below Standard," goals aimed at correcting that area should be included. For each listed goal, identify its priority, tasks required to implement, and anticipated time of completion. Goals should be:

- ☆ Realistic and measurable
- ☆ Consistent with both Town and Departmental goals
- ☆ Related to the employee's job description and to the employee's responsibilities and tasks
- ☆ Related to professional and personal growth in the job
- ☆ Related to opportunities, needs, and tools to learn the job better

EMPLOYEE'S COMMENTS

The employee may choose to add comments to this performance evaluation here (use additional sheets, if needed).

SIGNATURES

SUPERVISOR:

This evaluation is based on my observation and/or knowledge. It represents my best judgment of the employee's performance:

Supervisor's signature

Date

EMPLOYEE:

I have received a copy of this evaluation report, it has been explained to me, and I have had an opportunity to provide input or comments relative to it.

Employee's signature

Date