

Performance Evaluation Form for Manager/Supervisor Level

Name _____ Job Title _____

Review Period From _____ To _____

Score the performance in each job factor below on a scale of 5 - 1, by *circling the number* as follows:

5 = Outstanding	Consistently exceeds this job factor expectations and is recognized by peers and/or customers as a leader and positive example for others. This rating is rarely given out.
4 = Above Expectations	Consistently meets and occasionally exceeds this job factor expectations. This rating given out sparingly.
3 = Meets Expectations	Consistently meets this job factor expectations. Most employees performing well will be rated here.
2 = Below Expectations	Occasionally fails to meet this job factor expectations.
1 = Needs Improvement	Consistently fails to meet this job factor expectations and a job performance improvement plan is required.

Illustrate specific, detailed examples of goals, results and job related behavior since the last review. **Ratings must support and be substantiated by examples.** Continue comments on a separate sheet if needed.

RESULTS

Having a strong results orientation. Getting hard number business results that impact the business. Includes systemic/process improvements, new systems, problem prevention and increasing sales. Focused on efforts that make or save the company money.

Rating

5. Has dramatically impacted the business through important and hard number results.
4. Has strong drive for results and is real go-getter. Seldom requires assistance or reminders.
3. Gets results adequately based on requests/plans. Occasionally goes above and beyond the call of duty.
2. Needs to improve and focus on results orientation. Requires assistance or reminders regularly.
1. Much too focused on things that do not impact the business, does not have a strong drive for results.

Example(s):

DEVELOPING PEOPLE

Assists staff in meeting their professional development goals and maximizing their potential. Responds to concerns from employees. Delegates work appropriately based on employee's skill levels. Treats staff with respect and leads through example.

Rating

5. Outstanding leader
 4. Very strong leadership and development of people which impacts the business.
 3. Effective management of staff, occasionally requires assistance or instruction.
 2. Limited knowledge and/or skills of job, further training/coaching required to develop results.
 1. Lacks knowledge and/or skills to develop staff.
- N.A. Does not manage people
Example(s):

JOB KNOWLEDGE

Knowledge of policies, procedures and job requirements; OR knowledge of techniques, skills, equipment, procedures, and materials.

Rating

5. Expert in job, has thorough grasp of all phases of job.
4. Very well informed, seldom requires assistance and instruction.
3. Satisfactory job knowledge, understands and performs most phases of job well, occasionally requires assistance or instruction.
2. Limited knowledge of job, further training required, frequently requires assistance or instruction.
1. Lacks knowledge to perform job without proper supervision

Example(s):

PRODUCT/TECHNICAL KNOWLEDGE

Knowledge of Swim Zone ' products for use in the daily job duties

Rating

5. Expert in job, has thorough grasp of all the products
4. Very well informed, seldom requires assistance and instruction.
3. Satisfactory product knowledge, understands the product line, occasionally requires assistance or instruction.
2. Limited knowledge of the product lines, further training required, frequently requires assistance, instruction or has to look up information.
1. Lacks knowledge to perform job without proper supervision

Example(s):

QUALITY OF WORK

Work is well done at a professional level. Accuracy, quality of work in general. Answers and decisions are well thought out and applicable. Level of pride in producing quality work and presenting a top image for Swim Zone .

Rating

5. Highest quality possible, work is virtually perfect.
4. Quality above average with very few errors and mistakes.
3. Quality is very satisfactory, usually produces adequate output.
2. Not as expected. Room for improvement.
1. Poor quality of work, not acceptable or professional.

Examples:

QUANTITY OF WORK/WORKLOAD

Work output of the employee, versus supervisor expectations and output of co-workers.

Rating

5. High volume producer, always does more than is expected or required.
4. Produces more than most, above average.
3. Handles a satisfactory volume of work, occasionally does more than is required.
2. Generally low output, below average, does the bare minimum necessary.
1. Extremely low output, not acceptable.

Example(s):

RELIABILITY

The extent to which the employee can be depended upon to be flexible, complete projects and assignments properly, and complete them on time. The degree to which the employee is reliable, trustworthy, and persistent.

Rating

5. Highly persistent, always gets the project done on time without assistance
4. Very reliable, above average, usually persists in spite of difficulties.
3. Almost always gets the project done on time, works well under pressure. Asks for assistance when needed.
2. Sometimes unreliable, will avoid responsibility, satisfied to do the bare minimum or delegates to others or lets others pick up the slack
1. Fairly unreliable, does not accept/want responsibility, gives up easily.

Example(s):

INTERPERSONAL & COMMUNICATION SKILLS

Expressing viewpoints clearly via writing and speaking in a way that is clear, personable and professional.

Rating

5. Exceptional interpersonal skills and exceptional way of communicating in speaking/writing.
4. Very good interpersonal skills. Very professional and forward thinking in relationships and communicating.
3. Presents a professional image in speaking/writing skills and displays good interpersonal skills to customers/vendors and within office.
2. Displays problems in verbal/written communication, and/or needs improvement in developing effective interpersonal skills with others.
1. Inability to express oneself in writing/speaking, or frequently expresses oneself in unacceptable manner to others.

Example(s):

INITIATIVE, CREATIVITY & PROACTIVENESS

The ability to plan work and to go ahead with a task without being told every detail, and the ability to make constructive suggestions that impact the business. Finds alternatives to common problems.

Rating

5. Displays unusual drive and perseverance, anticipates needed actions, frequently suggests better ways of doing things, thrives on resolving problems.
4. A self-starter, proceeds on own with little or no direction, progressive, makes suggestions for improvement, solves problems very well.
3. Very good performance, shows initiative in completing tasks, and solves problems as they come up.
2. Does not proceed on own, waits for direction, routine worker. Will complete tasks when asked specifically.
1. Lacks initiative...less than satisfactory performance.

Example(s):

DECISION MAKING

The extent to which the employee makes decisions which are sound. Ability to base decisions on fact rather than emotion. Can present clear and rational thinking to back up recommendations and decisions.

Rating

5. Uses exceptionally good judgment when analyzing facts, solving problems and dealing with internal and external customers.
4. Above average decision-making, thinking is very mature and sound.
3. Handles most situations very well and makes sound decisions under normal circumstances.
2. Hesitates to make decisions or uses questionable judgment at times, there is room for improvement.
1. Poor results making decisions, or inability to make decisions.

Example(s):

COOPERATION & TEAMWORK

Willingness to work harmoniously with others in getting a job done. Readiness to respond positively to instructions and procedures. Flexible. Puts the good of the external customers first, and respects internal customers.

Rating

- 5. Extremely cooperative stimulates teamwork and good attitude in others.
- 4. Goes out of the way to cooperate and get along.
- 3. Cooperative, gets along well with others.
- 2. Indifferent or makes little effort to cooperate or is disruptive to the overall group or department.
- 1. Can be hard to get along with. May be negative or condescending. Co-workers may resent this person and may complain about this person.

Examples:

Overall Performance Rating—circle overall rating

Outstanding	Performance consistently far exceeds job requirements.
Exceeds Expectations	Performance consistently meets and frequently exceeds job requirements.
Successful!	Performance fully meets job requirements.
Needs Improvement	Performance meets some, but not all, job requirements.
Unsatisfactory	Performance is below job requirements.

Signatures

Employee signature: _____ Date: _____

President's/HR signature: _____ Date: _____