



*Newfoundland and Labrador*  
**Association of Municipal  
Administrators**  
*The Voice of Municipal Administrators*

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## **EMPLOYEE PERFORMANCE EVALUATIONS**

### INTRODUCTION

This performance appraisal form captures the basic principal of effectively evaluating employee performance objectives and standards and is designed to be user friendly.

### PART ONE: Employee Self Evaluation Form

This section is to be completed by the employee. This is an employees self appraisal form.

### PART TWO: Employer Performance Evaluation

This section is to be completed by the employees immediate supervisor.

### PART THREE: Overall Summary of Employee Performance and Evaluation

Use this section to summarize performance for the evaluation period.

### PART FOUR: Goals and Future Direction

This section is used to discuss subjects such as areas for improvement, training, recommendations, future goals and expectations.

## IDENTIFICATION

Employee Name: \_\_\_\_\_

Job Title: \_\_\_\_\_

Department (if applicable): \_\_\_\_\_

Review Period: \_\_\_\_\_

Date Completed: \_\_\_\_\_

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## PART ONE: Employee Self Evaluation Forms

Rate yourself on characteristics pertinent to job performance. Carefully evaluate each criterion in relation to current job requirements. Check the rating box to indicate the relevant rating and indicate N/A if not applicable.

The ratings are 0 to 5 as follows:

- |          |                         |   |
|----------|-------------------------|---|
| <b>0</b> | <b>Not applicable</b>   | - Too soon to review  |
| <b>1</b> | <b>Unsatisfactory</b>   | - Much Improvement required; performance does not meet minimum requirements.                |
| <b>2</b> | <b>Need Improvement</b> | - Performance is clearly deficient in some respects; improvement needed.                    |
| <b>3</b> | <b>Competent</b>        | - Performance consistently meets expectations; fully meeting requirements of the job.       |
| <b>4</b> | <b>Highly Effective</b> | - Performance often exceeds job requirements; contributes beyond normal expectations.       |
| <b>5</b> | <b>Exceptional</b>      | - Performance consistently exceeds expectations; far above normal performance requirements. |

**It is very important to recognise that Level 3, which signifies 'Competent', means just that. It indicates that the agreed upon performance factor/behaviour or work objective has been achieved.**

**It does not suggest that performance is below par.  
Technical & Interactive Skills**

**Job Knowledge**

Possesses adequate knowledge and understanding to perform role effectively; Seeks to improve knowledge of job; Willing and eager to continue learning to become more effective;	E	H	C	N	U	N/A
Asks questions and learns from mistakes.	5	4	3	2	1	0
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Comments:**

**Productivity**

Anticipates and meets deadlines; Recognizes obstacles to meeting deadlines; Recommends changes to improve efficiency.	E	H	C	N	U	N/A
	5	4	3	2	1	0
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Comments:**

**Quality**

Consistently strives to perform work assignments in a complete, accurate, and thorough manner; Does not repeat mistakes; Sensitive to quality issues.	E	H	C	N	U	N/A
	5	4	3	2	1	0
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Comments:**

**Communication**

Able to work and communicate effectively with individuals at all levels within the organization; Transmits knowledge and ideas orally and/or in writing to the appropriate people including outside stakeholders/taxpayers	E	H	C	N	U	N/A
	5	4	3	2	1	0
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Comments:**

<b>Independent</b>	E	H	C	N	U	N/A
Performs tasks with minimum supervision; Seeks help when required;	5	4	3	2	1	0
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Comments:**

<b>Teamwork/Interpersonal Skills</b>	E	H	C	N	U	N/A
Fully supports team efforts; offers assistance; shares expertise and knowledge; is able to deal with conflict effectively; has a positive attitude	5	4	3	2	1	0
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Comments:**

<b>Work Ethic</b>	E	H	C	N	U	N/A
Works consistently to complete work assignments; completes work in a timely and efficient manner; is self-motivated; offers to help others accomplish work tasks.	5	4	3	2	1	0
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Comments:**

<b>Planning and Organizing</b>	E	H	C	N	U	N/A
Sets goals and priorities to accomplish results; Monitors results and conducts follow-ups; Effectively utilizes time and resources; is able to manage multiple tasks	5	4	3	2	1	0
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Comments:**

**Health & Safety**

Safety conscious; observes safety procedures; reports unsafe conditions; uses safety equipment;

E	H	C	N	U	N/A
5	4	3	2	1	0
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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**Comments:**

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**Attendance/Punctuality**

Regular and punctual in work attendance; does not have excessive absences; observes prescribed work/break/meal times; willing to work overtime as required.

E	H	C	N	U	N/A
5	4	3	2	1	0
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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**Comments:**

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**Customer Focus**

Places customer needs before all others; committed to meeting or exceeding customer's expectations; responsive to customer inquires.

E	H	C	N	U	N/A
5	4	3	2	1	0
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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**Comments:**

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**Attitude**

Maintains a positive attitude about the Company, job, supervisor and co-workers; co-operates with others; offers and accepts constructive suggestions.

E	H	C	N	U	N/A
5	4	3	2	1	0
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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**Comments:**

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**Overall Evaluation in Present Position**

**My Strengths:**

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

**Areas Where I Require Improvement:**

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

**My Future Objectives/Development Plans for the next year. (What I want to achieve?)**

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

**Additional training and development I would like to undertake during the next year.**

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

**Required Resources: (What resources I will need - time, opportunity, supervisor/management support?)**

**Milestone Dates: (What are the dates for evaluation progress?)**

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**PART TWO: Employer Evaluation Forms**

The ratings are 0 to 5 as follows:

- 0 Not applicable** - Too soon to review or not required.
- 1 Unsatisfactory** - Much Improvement required; performance does not meet minimum requirements. Performance below job requirements.
- 2 Needs Attention** - Performance is clearly deficient in some respects; improvement needed. Performance cannot be considered fully acceptable.
- 3 Competent/Average** - Performance consistently meets expectations; fully meeting requirements of the job.
- 4 Above Average** - Performance often exceeds job requirements; contributes beyond normal expectations.
- 5 Exceptional/Excellent** - Performance consistently exceeds expectations; far above normal performance requirements. Performance always significantly above requirements-outstanding

#	Characteristic/ Work Quality	Rating (Numerical)	Comment
1.	<b>Quantity of work</b> - Amount of work completed		
2.	<b>Quality of work</b> - Accuracy, thoroughness, pride in work, follow policies and procedures of Council		
3.	<b>Job Knowledge and Technical Skills</b>		
4.	<b>Dependability and Reliability</b>		
5.	<b>Attitude &amp; Co-Operation</b> - responds to fellow employees, work groups and supervisors in a polite, informative manner & makes effort to co-operate with the public, co-workers and subordinates		
6.	<b>Flexibility/Judgement</b> - able to adjust to new circumstances & deal effectively with problems that arise		
7.	<b>Punctuality/Attendance</b> - is on time in reporting for work at beginning of each shift and attendance is as required		

8.	<b>Attitude and Team work</b> - has a positive attitude in dealing with fellow employees/supervisors and works as part of a team to accomplish goals and objectives		
9.	<b>Customer Focus</b> - responds to citizens and the public in a prompt and professional manner and ensures complaints and service requests are completed in a timely fashion		

10.	<b>Communications &amp; Initiative</b> - ability to exchange info with public, supervisors and work programs. Is able to take action without prompting by others		
11.	<b>Criticism</b> - accepts constructive criticism in a positive manner		
12.	<b>Initiative</b> - takes initiative to solve problems or execute tasks without being told		
13.	<b>Safety</b> - respect for and adherence to safety rules & regulations		
14.	<b>Deadlines</b> - generally meets established deadlines for the completion of work, projects & assignments		

**OVERALL RATING:** \_\_\_\_\_

**STRONG AREAS/STRENGTHS**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**WEAKNESS/ Areas Where I Require Improvement:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**TRAINING REQUIREMENTS AND MILESTONES**

**ADDITIONAL COMMENTS**

**PART THREE: Overall Summary of Employee Performance and Evaluation**

Overall assessment of performance

<b>Exceeds Requirements</b>		<b>Meets Requirements</b>		<b>Does Not Meet Requirements</b>
<b>Outstanding</b> __	<b>Superior</b> __	<b>Fully Satisfactory</b> __	<b>Satisfactory</b> __	<b>Not Satisfactory</b> ____

Comments: (Supervisor describes employee's major assignments and accomplishments, key strengths, performance shortfalls, and other performance elements that characterize the employee's performance during the review period).

**PART FOUR: Goals and Future Direction**

***TRAINING***

Describe the training programs you feel would maintain or enhance performance in the position.

Employee:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Supervisor:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**GOALS FOR NEXT EVALUATION**

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**REQUIRED SIGNATURES**

<b>Name</b>	<b>Job Title</b>
	Executive Director
I certify that the foregoing is in my opinion a fair and accurate assessment of the employee.	
Signature: _____ Date: _____	
<b>EMPLOYEE</b>	
I acknowledge having read and discussed this report with my supervisor.	
Signature: _____ Date: _____	