**Managers/Supervisors**

**Performance Appraisal**

**Date:** **Employee Name:**

**Position Title:**

**Supervisor Name:**

**Date of Hire:**

**Date Placed in Current Position:**

**Type of Evaluation (check all that apply)**

[ ] **Annual**

[ ] **New Assignment** [ ] **Termination**

Needs Development **(ND)** Did not meet performance criteria in at least one aspect of a

particular key Pillar or performance indicator. \**As evidenced by an active Performance Improvement Plan.*

Meets Standards **(MS)** Meets performance criteria in all aspects of a particular key

Pillar or performance indicator

Exceeds Standards **(ES)** Consistently meets expectations in all aspects of a particular key

Pillar or performance indicator, and consistently exceeds expectations in the areas as evidenced by at least two individual and specific examples of exceeding expectations in the evaluation period. \* *This rating requires a minimum of two specific examples in “Comments” Section.*

## All Agency Pillars:

**1.Health & Safety**: Follows health and safety policies to support a safe work environment for employees as well as a healthy environment for children and their families. Knowledge of child abuse and neglect policies and procedures. Supports families by giving resources related to health services. Collaborates with families to meet the health requirements for Head Start.

[ ] **ND** Inconsistent adherence to systems and policies related to Pillar and/or inconsistently holds direct reports and/or visitors accountable to pillar as evidenced by a performance improvement plan. \**As evidenced by an active Performance Improvement Plan (PIP).*

[ ] **MS** Consistently adheres to all systems and policies related to Pillar and holds direct reports and/or visitors accountable to pillar.

[ ] **ES** Meets Expectations in all areas outlined AND, takes a proactive approach and anticipates concerns before they occur, seeks to improve systems by making recommendations to Leadership, embraces change and acts as leader in implementing new and improved systems, acts as leader to peers in said responsibility area or indicator, is a creative problem solver. \* *This rating requires a minimum of two specific examples that have taken place during the evaluation period.*

**Comments:**

**2.Consistency:** Follows established systems and routines in place that ensure consistency in programming across classrooms/sites. Responds in similar manner to like situations to create an environment of predictability for families, children, and other staff members. Reports to work within attendance policy, works a regular schedule, always displays professionalism, and participates in all Agency training events.

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**Comments:**

**3.Best Practice:** Employs best practice which is a method or technique that has been generally accepted as superior to any alternatives because it produces results that are superior to those achieved by other means. It has become a standard way of doing things as related to relevant content areas or areas of work.

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**Comments:**

## All Agency Performance Indicators

**1.Customer Service/Building Positive Relationships:** Builds positive working relationships with families, and co-workers.

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**Comments:**

**2.Teamwork:** Active participant contributing to organizational goals. Fosters collaboration and cooperation within immediate team, in working with families, across the Agency, and with community partners. Exhibits positive outlook and attitude.

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**3.Communication:** Speaks clearly and expresses self respectfully in groups and in one-on-one conversations. Actively listens, comprehends, and ensures effective communication by staying informed, seeking clarity when necessary and ensuring the message is understood by recipient. Demonstrates ability to recognize who needs to be included in the communication loop to ensure all parties are informed as appropriate, while maintaining confidentiality. Able to effectively convey accurate information in formal and informal written formats. Adjusts language and communication style as appropriate depending on audience.

**Comments:**

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**Comments:**

**4.Time Management Skills:** Completes work accurately within specified deadlines. Can appropriately prioritize work and is able to shift priorities when needed. Punches in and out as required, takes lunches when appropriate, and only works overtime when pre-approved by Supervisor. Completes Exception logs appropriately, and forwards to HR within specified time periods.

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**Comments:**

**5.Supervision of Staff (if applicable):** Supports and directs staff to achieve and perform to maximum capacity. Advises and gives direction as needed. Has ability to communicate accurate information to subordinates in a concrete and positive manner. Supports staff in professional growth through continued coaching, training, and suggestions for professional development.

Conducts at a minimum monthly Supervision and maintains appropriate documentation regarding content of meetings. Monitors and holds staff accountable to policies and procedures as outlined in the operations manual and supports goals and professional growth expectations.

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**Comments:**

**Managers / Supervisors Expectations Performance Indicators**

1. **Initiative:** Drives for results and success. Sets high standards of performance. Pursues aggressive goals and works hard to achieve them. Displays high level of effort and commitment to performing the work.

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**Comments:**

1. **Quality of Work:** Interaction of work including work with consumers, timely completion of paperwork, participation in meetings, networking, etc… Seeks feedback from others. Understand own job and that of others in organization.

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**Comments:**

**3.Adaptability:** Handles day-to-day work challenges and changes confidently. Is willing and able to adjust to multiple demands, shifting priorities, ambiguity and rapid change. Exhibits resilience in the face of constraints, frustrations or adversity.

Demonstrates flexibility.

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**Comments:**

**4.Organization Skills.** Defines and arranges activities in a logical and efficient manner. Takes personal responsibility for effectively using resources including time, money, and materials. Prioritizes work as needed. Sets measurable goals

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**Comments:**

**5.Interpersonal Relations:** Shows respect and tolerance for each person. Relates well to others, possesses good listening skills, and demonstrates trust, sensitivity, and mutual respect. Recognizes the contributions diversity brings to job performance and creativity. Exhibits a positive mental attitude.

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**Comments:**

**6.Job Knowledge:** Demonstrates appropriate understanding of relevant job knowledge. Committed to expanding job knowledge and actively seeks to keep abreast of knowledge and of new developments in the field of practice.

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**Comments:**

**Overall Evaluation**

**(This is calculated by which category has the majority of rankings)**

|  |  |
| --- | --- |
|       | **Needs Development (ND)** |
|       | **Meets Expectations (ME)** |
|       | **Exceeds Standards (ES)** |

**In reviewing the overall performance of the employee, Summarize their greatest strengths, as well as the various areas needing improvement.**

**Employee Comments and Signature**

**Employee may comment on all or any part of the information contained in this document, including the evaluation process. This may include suggestions or ideas for improvement in the agency. If employee does not concur with the evaluation, check the appropriate box and explain reasons for disagreement.**

[ ] **I understand my job responsibilities performance expectations, and the terms and conditions under which I am expected to work.**

**I,** [ ] **(Do) Concur with my supervisor’s evaluation.** [ ] **Do Not) Concur with my supervisor’s evaluation.**

**Employee Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Supervisor Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Manager/Director Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Executive Director Initials: \_\_\_\_\_\_\_\_\_ Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Performance Goals**

Goals are to be developed by the supervisor and the employee together with input from Coaches and Content managers. Goals should be created using the SMART Goal Criteria in that they should be: Specific, Measurable, Attainable, Realistic, and have a time frame associated with them. At least two goals should have related the employee’s professional development (gaining skill/knowledge in employees’ area of expertise) and one related to their performance (communication, customer service, teamwork, etc.)

**Previous Year Goal Progress**

**Goal 1: Previous Year:**

**Goal Met:** [ ] **Yes** [ ] **No**

**Goal 2: Previous Year:**

**Goal Met:** [ ] **Yes** [ ] **No**

**Goal 3: Previous Year:**

**Goal Met:** [ ] **Yes** [ ]  **No**

**New Goals to work on in the coming year:**

**Specific, Attainable and Realistic Goal**

**Goal 1 (Professional Development)**

**Due Date**

**Goal 2 (Professional Development)**

**Due Date**

**Goal 3 (Performance Related)**

**Due Date**

**Reviewed and discussed with supervisor:**

**Supervisor’s Signature**  **Date**  **Copy to: Human Resources**