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MANAGEMENT/SUPERVISORY APPRAISAL DIRECTIONS

1. Performance reviews and salary reviews are provided annually. Interim reviews may be necessary for the following reasons; job content change, additional responsibilities, promotions, or re-evaluation of job due to local market conditions.
2. Fill in name, review date, etc.
3. Sections I, II, and III (Operations Management, Human Resource Management, and Self-Management) should be completed using the rating key. The key is based on the following standards:

EXCELLENT:	Greatly exceeds expectations and performance objectives.
COMMENDABLE:	Met and usually exceeded expectations and performance objectives.
MEETS EXPECTATIONS:	Consistently met and occasionally exceeded expectations and performance objectives.
NEEDS IMPROVEMENT:	Failed to meet most expectations and performance objectives on a consistent basis.
OVERALL RATING:	An overall rating should be given and summary comments made in the space provided at the end of the third section.
4. The section entitled EMPLOYEE PERFORMANCE GOALS/OBJECTIVES is to be completed for the coming year per the directions provided at the beginning of the section. Use additional pages as necessary to complete this section. Sign off should be completed as required at the end of this section using the spaces provided. **NOTE: AT LEAST ONE PERFORMANCE GOAL IS TO BE RELATED TO THE DEVELOPMENT OF A SUBORDINATE. Provide the employee with a copy of this section.**
5. The section entitled SUMMARY COMMENTS REGARDING OVERALL PERFORMANCE is to be completed by the Manager/Supervisor and covers the employee's performance behavior in general. The following two sections cover areas of strengths and areas needing improvement.
6. Professional Development Goals should be reviewed with the employee, and should focus on areas such as education, training, community service, professional organizations, etc.
7. The Personal Goals section is completed by the employee based on his or her own needs, wants, and desires. This section may also include training and developmental experiences of which the employee wishes to take advantage. It may also include the career plans of the employee. This section is completed by the employee prior to the appraisal interview.
8. The Employee Comments portion should contain any observations he or she may have concerning the appraisal process, goals/objectives for the coming year, or career path plans.
9. Both the employee and the manager/supervisor are to sign the form.
10. The salary recommendation portion is completed by the Human Resource Department using the formula established for this purpose, and which is approved by the Compensation Committee, assuming the employee is to be given a salary increase.

MANAGEMENT/SUPERVISORY APPRAISAL DIRECTIONS

<COMPANY NAME>

MANAGEMENT/SUPERVISORY APPRAISAL

Name _____
 Review Date _____
 Evaluator _____

Position: _____
 Date Prepared: _____

I. OPERATIONS MANAGEMENT: (Grade Points)	Needs Improvement (1-3)	Satisfactory (4-6)	Commendable (7-8)	Excellent (9-10)
a. <u>Planning</u> : Develops effective department plans based on thorough analysis of facts, with cost and results justified; sets realistic goals and time frames, which are coordinated with overall corporate objectives.				
b. <u>Technical Know-How</u> : Demonstrates understanding of effective techniques, procedures, and knowledge base relating to managerial responsibilities.				
c. <u>Department Production</u> : Establishes standards of performance for staff and department; consistently achieves goals, meets deadlines and monitors results to ensure timely corrective action if needed.				
d. <u>Industry Knowledge</u> as relates to own position.				
e. <u>Leadership</u> : <ul style="list-style-type: none"> - Takes action without prodding. - Generates innovative ideas and alternatives to work assignments. - Demonstrates high level of integrity. - Provides positive example by adhering to organization policies. - Demonstrates enthusiasm, interest, and desire to do best possible job. 				
II. HUMAN RESOURCE MANAGEMENT:				
a. Selects competent applicants.				
b. <u>Training</u> : Provides effective job orientation and on-going training for staff.				
c. <u>Performance Appraisal</u> : <ul style="list-style-type: none"> - Evaluates staff performance accurately, consistently, and on time. - Provides constructive criticism, guidance, and support to improve performance. - Develops individual goals and career counseling for staff. 				
d. <u>Team Building</u> : Develops productive group efforts to meet objectives.				
e. <u>Delegation</u> : Assigns responsibilities to staff that will optimize their skills, time, and interest.				

MANAGEMENT/SUPERVISORY APPRAISAL DIRECTIONS

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MANAGEMENT/SUPERVISORY APPRAISAL DIRECTIONS

III. SELF-MANAGEMENT:				
a. Communication skills, oral and written.				
b. Work attitude, enthusiasm, cooperation, willingness to work with and for others.				
c. Professional Development: - Involvement in industry related education and/or professional organizations.				
d. Professionalism related to personal appearance, grooming, appropriate dress, neatness, energy, and general health.				
e. Attendance and tardiness.				
TOTAL POINTS FOR SPIRIT ALL AREAS				

	Needs Improvement (0-59)	Satisfactory (60-104)	Commendable (105-134)	Excellent (135-150)
OVERALL RATING:				

REVIEW PERIOD: _____ TO _____

Signed: _____
Evaluator

Employee

Date: _____

Date: _____

MANAGEMENT/SUPERVISORY APPRAISAL DIRECTIONS

SUMMARY COMMENTS REGARDING OVERALL PERFORMANCE

What are the specific areas of job knowledge and/or performance in which the employee excels?

1.

2.

3.

4.

What are the specific areas of job knowledge and/or performance in which the employee should strive to improve?

1.

2.

3.

4.

MANAGEMENT/SUPERVISORY APPRAISAL DIRECTIONS

Developmental and Career Recommendations (for the next 12 months)

PERSONAL GOALS (for the next 12 months)

1.

2.

3.

4.
