



## Town of Southborough Non-Union Performance Appraisal

**Date:**

**Probationary 6-month Review:** Yes      No

<b>Employee Name:</b>	<b>Current [SAP] Grade:</b>
<b>Employee Title:</b>	<b>Current Pay Rate: \$</b>
<b>Department:</b>	<b>Proposed Pay Rate: \$</b>
<b>Anniversary Date:</b>	<b>Percentage of Increase:</b> %

<b>Criteria &amp; Performance Elements</b>	<b>Overall Rating</b>
<b>Quality of Work/Job Knowledge</b>	
<b>Productivity</b>	
<b>Communication</b>	
<b>Collaboration/Interpersonal Skills</b>	
<b>Leadership [Managers Only]</b>	

**Manager Overall Comments (required):**

**Employee Overall Comments (required):**

## **Definition of Ratings**

Please describe the employee's contributions and professional strengths and/or weaknesses in each of the performance categories below.

Please illustrate specific, detailed examples of goals, results, and job-related attributes and behaviors since last review (if applicable).

Please rate each category according to the definition of ratings.

### **Comments are required for all sections.**

- **Exceptional** - Outstanding performance, results far exceed the position requirements including all individual objectives areas.
- **Above Expectations** - Performance surpasses that expected of experienced and qualified individuals in this position. Performance consistently meets and often exceeds standards. Individual shows initiative, motivation, and versatility. Provides leadership, is highly productive, innovative, and responsive.
- **Meets Expectations** - Performance is at the level expected of experienced and qualified individuals in this position. Performance meets all standards. The employee is considered to be "fully competent."
- **Does Not Meet Expectations** - Sometimes meets performance standards. Performance in a majority of areas is below the level expected of experienced and qualified individuals in this position.
- **Unsatisfactory** - Performance fails to meet position requirements, immediate improvement plan must be prepared, or termination is possible. Review performance again within 90 days.

## Criteria & Performance Elements

<b>Quality of Work / Job Knowledge:</b>	<ul style="list-style-type: none"> <li>• Employee's understanding of rules, procedures, workflow, policies and operations.</li> <li>• Demonstrates expertise in skill and knowledge within areas relevant to one's own function and/or work group</li> <li>• Measures business decisions with customer/public satisfaction in mind</li> <li>• Information shared publicly is accurate, thorough, and complete.</li> <li>• Acquires and maintains the skills and knowledge required for the position and area of expertise</li> <li>• Work is performed with very few errors and mistakes</li> </ul>
<b>Comments:</b>	

<b>Productivity</b>	<ul style="list-style-type: none"> <li>• Accuracy, neatness, thoroughness, and completeness of work duties performed.</li> <li>• Work assignments are planned, organized, and analyzed for optimum results</li> <li>• Implements appropriate cost-saving measures</li> <li>• Takes action on assigned projects without being directed to do so and looks for opportunities to move projects along.</li> <li>• Employee's willingness to take on extra work when required by circumstances</li> <li>• Employee's ability to meet deadlines in a timely manner.</li> <li>• Project goals and task deadlines are routinely met</li> <li>• Accomplished previously established goals and objectives</li> </ul>
<b>Comments:</b>	

<b>Communication</b>	
<ul style="list-style-type: none"> <li>Employee's ability to accept and understand criticism, and take appropriate action to correct and improve performance</li> </ul>	
<ul style="list-style-type: none"> <li>Team player; Maintains open communication with other employees in the organization and is conscientious, dependable and hard-working</li> </ul>	
<ul style="list-style-type: none"> <li>Appropriately communicates to constituents when needed, follows up promptly with peers/board when needed</li> </ul>	
<ul style="list-style-type: none"> <li>Employee's ability to communicate, both verbally and in writing</li> </ul>	
<ul style="list-style-type: none"> <li>Employee performs well based on use of active listening skills</li> </ul>	
<ul style="list-style-type: none"> <li>Actively solicits feedback from peers/others to determine needs and understand concerns</li> </ul>	
<ul style="list-style-type: none"> <li>Customer Service: Is able to find the right approach, depending on the situation with the colleague/official/peer, and is articulate and diplomatic [when under pressure]</li> </ul>	
<b>Comments:</b>	

<b>Collaboration/Interpersonal Skills</b>	
<ul style="list-style-type: none"> <li>Contributes to a positive working environment through behavior; demonstrates commitment to their work</li> </ul>	
<ul style="list-style-type: none"> <li>Makes effective decisions</li> </ul>	
<ul style="list-style-type: none"> <li>Employee's success in gaining cooperation from peers</li> </ul>	
<ul style="list-style-type: none"> <li>Facilitates sharing of methods and knowledge; demonstrates "mentoring" ideas/tasks</li> </ul>	
<ul style="list-style-type: none"> <li>Willingly places extra time and effort to meet deadlines and accomplish goals, assumes additional responsibilities as needed</li> </ul>	
<ul style="list-style-type: none"> <li>Exhibits strong interpersonal skills; presents willingness to offer counsel to others</li> </ul>	
<ul style="list-style-type: none"> <li>Board relations: Is responsive and timely when dealing with appointed/elected board and cognizant of MGL's that apply to department/organization</li> </ul>	
<b>Comments:</b>	

<b>Leadership [Managers Only]</b>	
• Contributes to a positive working environment through behavior; demonstrates commitment to their work	
• Makes effective decisions based on available information	
• Employee's success in gaining cooperation and a high level of performance from employees supervised	
• Employee's ability to motivate employees he/she supervises through their action and example	
• Facilitates sharing of methods and knowledge; demonstrates "mentoring" ideas/tasks	
• Actively seeks new opportunities to network and build relationships with outside agencies and communities; has improved job performance and workplace presence through professional development	
• Coaches, motivates, and develops other staff members in department/organization; gleans succession planning methods and puts them into practice	
• Willingly places extra time and effort to meet deadlines and accomplish goals, assumes additional responsibilities as needed	
• Exhibits strong interpersonal skills; presents willingness to offer counsel to others	
• Presentation and public speaking skills are articulate and tactful	
• Board relations: Is responsive and timely when dealing with appointed/elected board and cognizant of MGL's that apply to department/organization	
• Identify training/development opportunities for their employees, discuss with these individuals a plan for the year ahead and how these tasks will be measured for completion and effectiveness	
<b>Comments:</b>	

## S.M.A.R.T Goals

**Specific** - Goals should be straightforward and emphasize what you want to happen. Specifics help to clearly define what we are going to do.

**Measurable** - Establish concrete criteria for measuring progress toward the attainment of each goal you set, so you can see the change occur.

**Attainable** - When you identify goals that are most important to you, you begin to figure out ways you can make them come true.

**Realistic** - Realistic means achievable. Devise a plan or a way of getting there which makes the goal realistic.

**Timely** - Set a timeframe for the goal. Time must be measurable, attainable and realistic.

Outline any goals/tasks/projects that the employee and supervisor set for the upcoming year. Employees and supervisors should agree on goals that are clearly stated, comfortable and attainable for the employee.

**Prior Year**

GOAL / TASK / PROJECT	Target Date for Completion	Date of Actual Completion

**Next Year**

GOAL / TASK / PROJECT	Target Date for Completion	Proposed Date of Completion

**Professional Development:** In conjunction with the Supervisor, the Employee should develop several training initiatives for the upcoming year that would enhance the employee's ability to succeed and/or advance the goals of the department/division. These tasks should be mutually agreed upon based on collaboration with the Supervisor/Department Head.

- 1.
- 2.
- 3.

**Supervisor Comments:**

**Employee Comments:**

**SIGNATURES**

**By signing, both parties agree:**

- 1) To the rating(s) and goals established within the performance review.
- 2) Employee is responsible for meeting goals in timely manner, and the supervisor will conduct regular check-ins as it pertains to target dates.
- 3) Employee and supervisor will meet one year from the performance review date, or on an as needed basis.
- 4) The review does not guarantee any additional raise in compensation to the appraised employee, unless otherwise specifically stated.
- 5) A copy of the performance review will be given to the employee, and the original signed copy will be placed in the employee's personnel file.

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Supervisor/Reviewer

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Date

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Employee

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Date