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| <b>City of Cookeville</b><br><b>Employee</b><br><b>Performance Evaluation</b> | <b>Distribution</b><br>Original ..... Human Resources<br>Copies to ..... Employee<br>..... Department File |
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Employee Name: \_\_\_\_\_ Hire Date: \_\_\_\_\_

Job Title: \_\_\_\_\_ Rating Period: From \_\_\_\_\_ to \_\_\_\_\_

Department: \_\_\_\_\_ Type of Review: Probationary  Annual Review

The value of this review depends solely on the person making the rating, his/her impartiality, and sound judgment. A properly completed performance evaluation should provide a true picture of the employee's performance and clearly outline those areas in which the employee's performance has been strongest or weakest. The evaluation should clearly show what is expected of the employee to improve an inferior performance, or sustain acceptable work and/or conduct.

**Instructions to Raters**

1. The rating should be made with great care and fairness in the interests of the employee and the City of Cookeville.
2. This evaluation of the employee's performance should reflect the entire rating period.
3. Rating supervisors should have been in the direct supervision over the rated employee for at least three (3) months of the period being evaluated. If less than three months, the employee's previous supervisor should be consulted.
4. As part of the evaluation process, a counseling interview should be held between the employee and supervisor. As a minimum, the supervisor should offer praise for a job well done; offer positive assistance in remedying any weaknesses in performance; and give the employee opportunity to express his/her feelings and thoughts in all job-related areas.
5. The rater should reference the employee's job description and use sound judgment in making the rating.

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| <b>Job Knowledge</b>   | Consider the basic knowledge of related work, techniques, and equipment for the job.               |   |  |   |
| Inadequate knowledge of the job and procedures. Fails to grasp anything but the most elementary concepts of the job. Needs constant supervision. | Inadequate knowledge of duties and is slow to grasp details. Needs considerable supervision.       | Adequate knowledge of duties. Needs a normal amount of instruction.                         | Good knowledge of duties. Well informed. Needs little instruction.   | Excellent understanding of duties. Extremely capable and requires little to no direction.                                     |
| 1 <input type="checkbox"/>   | 2 <input type="checkbox"/>   | 3 <input type="checkbox"/>  | 4 <input type="checkbox"/>   | 5 <input type="checkbox"/>  |
| <b>Comments:</b>   |  |   |  |   |
| <b>Quantity of Work</b>  | Consider the amount and promptness of work completed.  |   |  |   |
| Seldom completes a satisfactory amount of work. Slow worker and tends to waste time. Inadequate productivity.                                    | Works at a slow pace. Needs continual urging and encouraging. Does just enough to get by.          | Works at a steady pace. Usually produces an acceptable volume of work.                      | Works fast. Often exceeds requirements. Thorough and careful worker.   | Consistently produces a high volume of work. Does more than expected.   |
| 1 <input type="checkbox"/>   | 2 <input type="checkbox"/>   | 3 <input type="checkbox"/>  | 4 <input type="checkbox"/>   | 5 <input type="checkbox"/>  |
| <b>Comments:</b>   |  |   |  |   |
| <b>Quality of Work</b>   | Consider the ability to compile work in a neat, accurate and thorough manner that meets standards. |   |  |   |
| Poor quality with excessive and repetitive errors. Requires constant scrutiny and revision.  | Inclined to make mistakes. Work is barely acceptable and needs unnecessary examination.            | Meets requirements of accuracy and neatness. Makes few errors and needs normal supervision. | Exceeds minimum requirements of accuracy and neatness. Carries out instructions well and needs little supervision. | Consistent high degree of accuracy and neatness. Work can be relied upon with very little revision. Seldom needs supervision. |
| 1 <input type="checkbox"/>   | 2 <input type="checkbox"/>   | 3 <input type="checkbox"/>  | 4 <input type="checkbox"/>   | 5 <input type="checkbox"/>  |
| <b>Comments:</b>   |  |   |  |   |

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| <b>Initiative</b>  | Consider the ability to perform duties in a consistent and reliable manner, the willingness to take on new tasks, offer constructive suggestions and accept responsibility.                                       |   |  |   |
| Requires constant encouragement. Never volunteers to undertake work. Has no drive or ambition.               | Dislikes responsibility and has very little drive. Lacks resourcefulness and requires more than average encouragement.  | Requires normal encouragement. Seldom seeks new tasks. Will accept responsibility when necessary. Accomplishes routine work.                            | Requires minimal encouragement. Occasionally seeks new tasks. Works well when given responsibility.                  | Self-starter that goes out of the way to accept responsibility. Very alert and constructive.  |
| 1 <input type="checkbox"/>   | 2 <input type="checkbox"/>  | 3 <input type="checkbox"/>  | 4 <input type="checkbox"/>   | 5 <input type="checkbox"/>  |
| <b>Comments:</b>   |   |   |  |   |
| <b>Attitude &amp; Dealing With Co-Workers</b>  | Consider willingness to work with and help others and attitude toward co-workers and supervisors. Ability to accept constructive criticism. Demonstrates enthusiasm, flexibility and willingness to accept tasks. |   |  |   |
| Difficult to work with. Uncooperative and rude. Resents constructive criticism. Constant co-worker problems. | Reluctant to cooperate. Stubborn and at times unwilling to follow orders without argument. Frequent co-worker problems.   | Tries to cooperate and usually agreeable. Accepts constructive criticism. Few problems with co-workers.   | Cooperative most of the time. Interested in work. Responds to constructive criticism. Co-worker problems rare.       | Very cooperative. Shows great interest in work. Encourages constructive criticism. Admired by co-workers.                                   |
| 1 <input type="checkbox"/>   | 2 <input type="checkbox"/>  | 3 <input type="checkbox"/>  | 4 <input type="checkbox"/>   | 5 <input type="checkbox"/>  |
| <b>Comments:</b>   |   |   |  |   |
| <b>Public Contact</b>  | Consider the willingness to work with the public and project a good image of City employees.  |   |  |   |
| Cannot deal with the public. Inconsiderate and projects a bad image. Receives numerous valid complaints.     | Has trouble dealing with the public. Occasionally lacks common courtesy and receives some valid complaints. Sometimes rude or inconsiderate. Projects a poor image.   | Usually maintains courteous effective relations. Generally pleasant and considerate. Seldom receives valid complaints and projects an acceptable image. | Good in dealing with the public. Very pleasant and tactful. Rarely receives valid complaints. Projects a good image. | Excellent in dealing with the public. Exceptionally courteous and well mannered. No valid complaints received. Projects an excellent image. |
| 1 <input type="checkbox"/>   | 2 <input type="checkbox"/>  | 3 <input type="checkbox"/>  | 4 <input type="checkbox"/>   | 5 <input type="checkbox"/>  |
| <b>Comments:</b>   |   |   |  |   |
| <b>Operation &amp; Care of City Equipment and Property</b>   | Consider the concern for safe, responsible and reasonable operation or use of City equipment or property, including requesting appropriate maintenance or repair.   |   |  |   |
| Shows no concern for the proper use and maintenance of equipment or City property.                           | Minimal concern for equipment or City property. Often careless with usage.  | Shows concern for equipment and City property. Handles with some care. Requests maintenance only if necessary.  | Handles equipment and City property with care. Occasionally will request repair and maintenance as needed.           | Operates and maintains equipment and City property with extreme care. Schedules repair and maintenance in a timely manner.                  |
| 1 <input type="checkbox"/>   | 2 <input type="checkbox"/>  | 3 <input type="checkbox"/>  | 4 <input type="checkbox"/>   | 5 <input type="checkbox"/>  |
| <b>Comments:</b>   |   |   |  |   |

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| <b>Attendance</b>   | Consider the adherence to policies on absenteeism and tardiness.   |   |  |  |
| Often absent or tardy. Does not report absence or tardiness in advance. Very undependable.  | Inconsistent attendance and punctuality. Seldom reports absence in advance. Not dependable.  | Occasionally tardy or absent, but reports in advance in most cases.   | Seldom absent or tardy. Always reports absences or tardiness in advance. Dependable.   | Excellent attendance. Always at work and on time. Very dependable.   |
| 1 <input type="checkbox"/>  | 2 <input type="checkbox"/>   | 3 <input type="checkbox"/>  | 4 <input type="checkbox"/>   | 5 <input type="checkbox"/>   |
| <b>Comments:</b>  |  |   |  |  |
| <b>Safety</b>   | Consider the attitude toward personal safety as well as that of co-workers and citizens.   |   |  |  |
| Has a poor safety record. Often violate safety rules. Has to be constantly reminded to wear personal protective equipment and use appropriate safety devices. | Has a fair safety record. Does not always follow safety rules. Sometimes uses personal protective equipment and appropriate safety devices without being reminded.                   | Has an acceptable safety record. Usually observes safety rules and is rarely careless. Usually wears personal protective equipment and uses appropriate safety devices. | Has a good safety record. Alert in observing safety rules. Commonly wears personal protective equipment and uses appropriate safety devices. | Extremely conscious of safety. Exceptional safety record and is extremely alert in observing all safety rules. Always wears personal protective equipment and uses appropriate safety devices. |
| 1 <input type="checkbox"/>  | 2 <input type="checkbox"/>   | 3 <input type="checkbox"/>  | 4 <input type="checkbox"/>   | 5 <input type="checkbox"/>   |
| <b>Comments:</b>  |  |   |  |  |
| <b>Communication</b>  | Consider the ability to effectively communicate, both verbal and written, with employees and superiors.  |   |  |  |
| Excessive and repetitive errors in written reports. Poor verbal communication skills  | Written reports often need thorough inspection. Frequent errors. Sometimes unable to express subject matter clearly.   | Written reports meet set standards with normal errors. Reasonably clear in expression.  | Above set standards. Errors are infrequent. Messages are mostly clear and easily understood.   | Expresses self clearly and effectively on all subjects. Uses appropriate language for any situation.   |
| 1 <input type="checkbox"/>  | 2 <input type="checkbox"/>   | 3 <input type="checkbox"/>  | 4 <input type="checkbox"/>   | 5 <input type="checkbox"/>   |
| <b>Comments:</b>  |  |   |  |  |
| <b>Leadership</b>   | Consider the ability to command and guide others in the accomplishment of their duties and tasks; actively influences events and originates actions rather than passively accepting. |   |  |  |
| Fails to earn the respect and cooperation of employees. Fails to adequately lead the employees.   | Lacks aggressiveness in leading employees. Not held in high regard and lacks leadership qualities.   | Adequately supplies leadership and usually gains the respect of employees. Usually looked to for leadership.  | Effectively leads employees. Aggressive and provides leadership in most situations.  | Very aggressive in leading employees. Obtains cooperation of employees in all situations. Gains utmost respect from employees and leads by example.  |
| 1 <input type="checkbox"/>  | 2 <input type="checkbox"/>   | 3 <input type="checkbox"/>  | 4 <input type="checkbox"/>   | 5 <input type="checkbox"/>   |
| <b>Comments:</b>  |  |   |  |  |

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| <b>Dependability</b>   |  | Consider the ability to perform duties while maintaining a high level of productivity in a reliable and consistent manner with little direct supervision. |   |   |  |  |
| Requires constant supervision. Lacks follow-through. Cannot be depended upon. Does not follow instructions.  | Requires more than normal supervision. Is easily distracted. Seldom follows instructions.  | Requires normal supervision. Generally dependable and follows instructions.   | Requires minimal supervision. Good follow-through and follows instructions.   | Requires little or no supervision. Can always be depended upon. Follows instructions with great accuracy.   |  |  |
| 1 <input type="checkbox"/>   | 2 <input type="checkbox"/>   | 3 <input type="checkbox"/>  | 4 <input type="checkbox"/>  | 5 <input type="checkbox"/>  |  |  |
| <b>Comments:</b>   |  |   |   |   |  |  |
| <b>Policies and Procedures</b>   |  | Consider the knowledge and understanding of City of Cookeville Policies and Procedures as well as departmental rules and regulations.                     |   |   |  |  |
| Lacks basic knowledge of City policies. Shows disregard for departmental rules and regulations. Supervisor rarely enforces safety rules.   | Unfamiliar with many applicable City policies and departmental rules. Regularly commits infractions. Supervisor does not always enforce safety rules.      | Basic knowledge of City policies and departmental rules. Generally does not commit major infractions. Supervisor usually enforces safety rules.           | Knows applicable City policies and departmental rules well. Rarely commits infractions, and if so, are minor in nature. Supervisor is very conscious of safety rules. | Extremely knowledgeable of City policies and departmental rules. Strictly adheres to all rules and sets an example for others to follow. Supervisor always enforces safety rules. |  |  |
| 1 <input type="checkbox"/>   | 2 <input type="checkbox"/>   | 3 <input type="checkbox"/>  | 4 <input type="checkbox"/>  | 5 <input type="checkbox"/>  |  |  |
| <b>Comments:</b>   |  |   |   |   |  |  |
| <b>Planning and Organizing</b>   |  | Consider the ability to plan and organize work.   |   |   |  |  |
| Lacks basic planning skills. Plans are extremely short range without consideration of long range effects. Lacks the ability to organize resources or determine work methods efficiently. | Plans and organization lacks thorough consideration. Sometimes overlooks long range effects. Resource estimates and organization are not always practical. | Plans and organizes work adequately. Resource estimates and organization are sensibly aligned with projected workloads. Determines feasible work methods. | Plans and organizes work well. Usually considers likely complications and long range effects. Projects workloads and relating resource needs accurately.              | Extremely effective in planning and organizing. Always conscious of detail and long range effects. Exceptionally accurate in projecting workloads and resource needs.             |  |  |
| 1 <input type="checkbox"/>   | 2 <input type="checkbox"/>   | 3 <input type="checkbox"/>  | 4 <input type="checkbox"/>  | 5 <input type="checkbox"/>  |  |  |
| <b>Comments:</b>   |  |   |   |   |  |  |
| <b>Decision Making</b>   |  | Consider the ability to make sound, logical decisions.  |   |   |  |  |
| Does not make reasonable or logical decisions. Lacks perception and does not evaluate alternatives.  | Occasionally uses poor judgment. Logic is sometimes questionable. Tendency to postpone decisions.  | Usually makes reasonably logical decisions. Does not usually postpone decisions.  | Evaluates facts carefully and makes sound, logical decisions. Perceptive and decisive.  | Uses excellent logic and perception in making timely, accurate decisions. Never postpones decisions.  |  |  |
| 1 <input type="checkbox"/>   | 2 <input type="checkbox"/>   | 3 <input type="checkbox"/>  | 4 <input type="checkbox"/>  | 5 <input type="checkbox"/>  |  |  |
| <b>Comments:</b>   |  |   |   |   |  |  |

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| <b>Productivity of Employees</b>  | Consider the productivity of the supervisor, his/her employees, and the promptness in which work is performed.   |  |   |  |
| Employees work slowly, waste time and continually make errors. Quality of work is poor. Supervisor does not enhance good quantity or quality. | Employees often work at a slow pace and are careless, inclined to make mistakes. Quality of work is barely acceptable.                                 | Supervisor monitors productivity adequately and employees work at a steady pace. Quality of work meets requirements.   | Supervisor consistently achieves good productivity. Employees work at a fast pace. Few errors are made; quality of work exceeds requirements. | Employees work at a very fast pace. Quality of work is exceptional and errors are rare. Supervisor is exceptional at obtaining high standards of productivity. |
| 1 <input type="checkbox"/>  | 2 <input type="checkbox"/>   | 3 <input type="checkbox"/>   | 4 <input type="checkbox"/>  | 5 <input type="checkbox"/>   |
| <b>Comments:</b>  |  |  |   |  |
| <b>Employee Evaluation and Development</b>  | Consider the supervisor's ability to effectively evaluate employee performance and encourage professional development.                                 |  |   |  |
| Expresses no interest in employee development. Avoids necessary disciplinary measures. Not always objective in evaluation of employees.       | Not always objective in the evaluation of employees. Does not always show interest in employee development. Varies in enforcing disciplinary measures. | Evaluates employees consistently, generally identifies deficits and makes suggestions accordingly and usually recognizes meritorious employees. Gives attention to employee development. | Evaluates employees effectively and recognizes strengths and weaknesses. Commonly counsels employees on training and development.             | Extremely perceptive in identifying employees individual differences and rating them accordingly. Constantly counsels employees on training and development.   |
| 1 <input type="checkbox"/>  | 2 <input type="checkbox"/>   | 3 <input type="checkbox"/>   | 4 <input type="checkbox"/>  | 5 <input type="checkbox"/>   |
| <b>Comments:</b>  |  |  |   |  |

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| Job Knowledge                                      |  | Communication                       |  |
| Quantity of Work                                   |  | Leadership                          |  |
| Quality of Work                                    |  | Dependability                       |  |
| Initiative   |  | Policies and Procedures             |  |
| Attitude & Dealing With<br>Co-Workers              |  | Planning and Organizing             |  |
| Public Contact                                     |  | Decision Making                     |  |
| Operation & Care of City<br>Equipment and Property |  | Productivity of Employees           |  |
| Attendance   |  | Employee Evaluation and Development |  |
| Safety   |  |                                     |  |
|  |  |                                     |  |
| Employee Rating Total Score                        |  |                                     |  |

Divide the employee's Total Score by the number of applicable topics.

|  |           |                              |
|--|-----------|------------------------------|
|  | 4.6 – 5.0 | Exceptional /<br>Outstanding |
|  | 3.6 – 4.5 | Above<br>Average             |
|  | 2.6 – 3.5 | Average                      |
|  | 1.0 – 2.5 | Below<br>Average             |

**PERFORMANCE EVALUATION RECOMMENDATIONS**

**Employee Strengths:**

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

**Areas Needing Improvement:**

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

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**CERTIFICATIONS**

**CERTIFICATION BY RATER**

I hereby certify that this report constitutes my best judgment of the job performance of this employee and is based on personal knowledge of his/her work. If the employee has worked under my supervision for less than three months, I certify that I have discussed the employee's performance with the previous supervisor and that the employee's performance under this supervisor is reflected in the appraisal.

Signature of Rater: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_

**CERTIFICATION BY REVIEWER**

I hereby certify that I have carefully reviewed this report and informed the rater of any inconsistencies/errors noted and/or lack of required documentation as given on this form. I understand that if I do not agree with an assigned rating, I can discuss my disagreement with the rater and use the comments section below to state my disagreement.

Signature of Reviewer: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_

Reviewer Comments:

**REVIEW BY DEPARTMENT DIRECTOR**

Signature of Director: \_\_\_\_\_ Date: \_\_\_\_\_

Comments:

**REVIEW BY EMPLOYEE**

I hereby certify that I have received a copy of this performance evaluation and that it has been discussed with me. If I disagree with the evaluation, I will use the comments section below to state my complaints.

Signature of Employee \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_

Employee Comments:

**REVIEW BY HUMAN RESOURCES DIRECTOR**

I hereby certify that I have received this report and noted any inconsistencies/errors.

Signature of Human Resources Director: \_\_\_\_\_ Date: \_\_\_\_\_

Comments: