



JOB DESCRIPTION

January, 2016
FLSA: EXEMPT

EVALUATION FORM

POSITION TITLE: RECREATION SUPERINTENDENT
DEPARTMENT: RECREATION
REPORTS TO: GENERAL MANAGER
SUPERVISION GIVEN TO: DIRECT AND GENERAL SUPERVISION OVER ASSIGNED STAFF

EMPLOYEE NAME: _____ **SIGNED:** _____

EVALUATION PERIOD: _____ **EVALUATION DUE:** _____

The following statements are intended to describe the major elements and requirements of the position and should not be taken as an all-inclusive list of responsibilities, duties, and skills required of individuals assigned to this job.

JOB SUMMARY: Under administrative direction, plans, organizes, oversees, coordinates, and reviews the work of staff performing difficult and complex professional, technical, and office support related to all programs and activities of the Recreation Department; administers current and long-term planning activities; manages the effective and appropriate use of the District’s recreation resources to improve organizational productivity and customer service; provides highly complex and responsible support to the General Manager in areas of expertise; and performs related work as required.

EDUCATION, EXPERIENCE, TRAINING

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

1. Equivalent to graduation an accredited four-year college or university with major coursework in facilities management, park and recreation management, business or public administration, or a related field.
2. Five (5) years of increasingly responsible experience in parks and facilities maintenance or public works.
3. Three (3) years of supervisory, management, and/or administrative experience.
4. Possession of, or ability to obtain, an appropriate valid driver’s license.

CLASS CHARACTERISTICS

This is a management classification that manages District’s Recreation Department, including major recreational, leisure, and other related recreation programs for various age and special interest groups. The incumbent organizes and oversees day-to-day activities and is responsible for providing support to the General Manager in a variety of areas. Successful performance of the work requires an extensive background and skill in coordinating departmental work. Responsibilities include coordinating the activities of the department with those of other departments and agencies and managing and overseeing the complex and varied functions of the department. The incumbent is accountable for accomplishing departmental planning and operational goals and objectives and for furthering District goals and objectives within general policy guidelines.

PERFORMANCE EVALUATION INSTRUCTIONS: SCORE EACH CATEGORY BASED ON THE FOLLOWING CRITERIA:			
3 MEETS AND EXCEEDS ALL STANDARDS	2 MEETS ALL STANDARDS	1 MEETS SOME STANDARDS -SOME IMPROVEMENT NEEDED	0 IMPROVEMENT NEEDED
***NOTE: Please refer to “Position Responsibilities and Evaluation Ratings” for more detailed information about the ratings.			

SECTION I: PERFORMANCE ACCOUNTABILITY

Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.

A. ESSENTIAL JOB FUNCTIONS

		RATING
1.	Plans, manages, and oversees the daily functions, operations, and activities of the Recreation Department.	
2.	Manages and participates in the development and implementation of goals, objectives, policies, and priorities for the department; recommends within departmental policy, appropriate service and staffing levels; recommends and administers policies and procedures.	
3.	Develops and standardizes procedures and methods to improve the efficiency and effectiveness of assigned programs; continuously monitors and evaluates service delivery methods and procedures; assesses and monitors workload, administrative and support systems, and internal reporting relationships; identifies opportunities for improvement and recommends to the General Manager.	
4.	Manages and coordinates the work plan for the assigned department; meets with staff to identify and resolve problems; assigns work activities, projects, and programs; monitors work flow; reviews and evaluates work products, methods, and procedures.	
5.	Provides highly complex staff assistance to the General Manager; develops and reviews staff reports related to recreational activities and services; assists with reports presented to the Board of Directors and other commissions, committees, and boards; performs public relations and outreach.	
6.	Recommends and implements goals, objectives, and practices for providing effective and efficient services.	
7.	Manages and participates in the development and administration of the department budget; oversees the budget for the department.	
8.	Selects, trains, motivates, and evaluates assigned personnel; provides or coordinates staff training; works with employees to correct deficiencies; implements discipline and termination procedures.	

B. KNOWLEDGE OF WORK

		RATING
1.	Administrative principles and practices, including goal setting, program development, implementation and evaluation, program management, budget administration, and supervision of staff, including work planning, assignment, review and evaluation, and the training of staff in work procedures.	
2.	Organization and management practices as applied to the development, analysis, and evaluation of programs, policies, and operational needs of the assigned department.	
3.	Modern and complex principles and practices of planning, coordinating, and overseeing a variety of recreation programs and activities through community participation.	
4.	Applicable Federal, State, and local laws, codes, and regulations.	
5.	Principles and practices of contract administration and evaluation.	
6.	General principles of risk management related to the functions of the assigned area.	
7.	Recent and on-going developments, current literature, and sources of information related to assigned department.	
8.	Principles of grant writing and reporting; record keeping principles and procedures.	
9.	Safety principles and practices.	
10.	Techniques for effectively representing the District in contacts with governmental agencies, community groups, and various business, professional, regulatory, and legislative organizations.	
11.	Modern office practices, methods, and computer equipment and applications related to the work.	
12.	English usage, grammar, spelling, vocabulary, and punctuation.	
14.	Techniques for providing a high level of customer service to public and District staff, in person and over the telephone.	

C. DUTIES AND RESPONSIBILITIES

		RATING
1.	Conducts a variety of organizational studies, investigations, and operational studies; recommends modifications to assigned programs, policies, and procedures, as appropriate.	
2.	Implements adopted recreation and community services plans, policies, and standards.	
3.	Coordinates assigned services and activities with those of other departments and outside agencies and organizations; manages, plans, and coordinates with other District departments and outside organizations for special events held for public access and public emergencies.	
4.	Monitors and controls supplies and equipment; orders supplies and tools as necessary; prepares documents for equipment procurement; participates in bid processes for purchases.	
5.	Coordinates the administration of several contracts, and joint-use and operational agreements with public and private agencies, school districts, and other entities.	
6.	Coordinates marketing efforts with other divisions and the General Manager; coordinates the preparation of the District's brochures, press releases, fliers, and related public relations materials.	
7.	Evaluates program attendance, participation responses and costs, and makes decisions regarding the continuation or cancellation of programs.	
8.	Serves as contact person and resource for community agencies and other organizations concerned with recreation; responds to and resolves difficult inquiries and complaints; effectively communicates with multiple levels of organizational management and stakeholders.	
9.	Develops and submits applications and proposals for projects; acts as project manager; works with consultants in developing design and specifications for facilities.	
10.	Attends and participates in professional group meetings; stays abreast of new trends and innovations in the field of recreation; researches emerging products and enhancements and their applicability to District needs.	
11.	Monitors changes in regulations and technology that may affect operations; implements policy and procedural changes after approval.	
12.	Receives, investigates, and responds to problems and complaints in a professional manner; identifies and reports findings and takes necessary corrective action.	
13.	Performs other duties as assigned.	

D. INITIATIVE AND JUDGMENT / ATTENDANCE AND RELIABILITY

		RATING
1.	Independently recognizes and performs duties which need to be done without being directly assigned. Establishes priorities; organizes work and time to meet them.	
2.	Recognizes and responds to priorities, accepts changes and new ideas. Has insight into problems and the ability to develop workable alternatives.	
3.	Accepts constructive criticism in a positive manner.	
4.	Adheres to attendance and punctuality requirements per District policy. Provides proper notification for absences and tardiness. Takes corrective action to prevent recurring absences or tardiness.	
5.	Uses time effectively and constructively. Does not abuse supplies, equipment, and service.	
6.	Observes all District and departmental policies governing conduct while at work (e.g., telephone and computer use, electronic messaging, breaks and other related policies).	
7.	Uses tact, initiative, prudence, and independent judgment within general policy, procedural, and legal guidelines.	
8.	Establishes and maintains effective working relationships with work-related contacts.	

SECTION II: SERVICE EXCELLENCE

		RATING
1.	Customer-Centered: Is respectful of, and responds to, internal and external customer preferences, values, and needs.	
	a) Understands, respects, and displays sensitivity to culture, age and persons with disabilities.	
	b) Is considerate in any interaction with customers, family, or peers.	
	c) Communicates effectively with customers and co-workers in a positive and clear way.	
2.	Accountability & Customer Focused	
	a) Participates actively and positively affects the outcomes of customer service activities.	
	b) Take pride in the place of work and in one's job every day.	
3.	Teamwork & Communication	
	a) Is committed to the "internal customer." <ul style="list-style-type: none"> i. Is positive, proactive, collaborative, helpful and caring to coworkers and colleagues. ii. Develops peer relationships that enable the work group to accomplish the daily workload within the allotted time frame and achieve departmental goals. 	
	b) Utilizes respectful language, tone, body language and communication with customers and peers. Communicates in a way they understand on the phone, in person, and all forms of interaction.	
	c) Is timely and meets deadlines both internally and externally. <ul style="list-style-type: none"> i. Notification to Manager/Supervisor of potential problem or concerns. When faced with a problem or concern, is proactive by presenting suggested solutions at the time that the Manager/Supervisor is made aware of the problem or concern. ii. Is effective and timely in the processing of work requests according to District and departmental policies. 	
	d) Uses written communication that is legible, timely and at a level based on the position specific requirements.	
	e) Listens attentively to ensure effective two-way communication.	
	f) Accepts feedback and constructive criticism in a professional manner.	
4.	Privacy & Safety	
	a) Observes District policy regarding privacy.	
	b) Follows and abides by all District safety policies.	
5.	Attitude & Respect	
	a) Is sensitive to internal and external customer preferences and expectations.	
	b) Leads by example by emphasizing and highlighting the positive details of a situation and behaviors of others.	
	c) Interacts with coworkers, other District staff, and the public in a courteous, professional and efficient manner.	
	d) Establishes good rapport and working relationships with coworkers, and the public. Creates this rapport by exhibiting dependable, empathetic, and trustworthy behaviors.	
	e) Displays behavior that exhibits a commitment to providing the best quality customer service to internal and external customers.	

SECTION III: CONTINUOUS QUALITY IMPROVEMENT

A. DISTRICT INTEGRITY

		RATING
1.	Understands and abides by all District policies and procedures.	
2.	Complies with federal, state, local laws that govern business practices.	
3.	Is knowledgeable and adheres to all deemed agencies standards specific to the position.	
4.	Actively participates in applicable state and federal rules and regulations adherence.	
5.	Conducts business in an ethical and trustworthy manner at all times when dealing with customers, visitors, and fellow employees.	

B. EDUCATION AND RESPONSIBILITY

		RATING
1.	Attends scheduled training and mandatory meetings. Communicates ideas to supervisor for a safer layout of equipment, tools, and/or processes.	
2.	Uses proper body mechanics at all times. Seeks assistance when necessary to move heavy objects or to transport heavy objects/items.	
3.	Is knowledgeable in the District safety program and takes necessary steps to maintain a safe environment. Adheres to safe work practices in order to prevent injuries and illnesses.	
4.	Eliminates or assists in eliminating any seen or known hazards in the workplace. Reports any unsafe conditions, as necessary.	
5.	Demonstrates good safety habits and judgment by maintaining a safe environment at all times.	

C. PERFORMANCE IMPROVEMENT

		RATING
1.	Is an active participant in continuous quality improvement by assisting in finding new and better ways of performing duties and responsibilities. Improves District operational efficiency.	
2.	Cooperates with others in the improvement of services offered at the District. Continually makes recommendations that assist in the improvement of services.	

D1. GOALS AND OBJECTIVES

Set Goals for <u>Next</u> Evaluation		Target Completion Date
1.	Goal 1	
2.	Goal 2	
3.	Goal 3	

D2. GOALS AND OBJECTIVES

Evaluate Goals from <u>Last</u> Evaluation		RATING
1.	Goal 1	
2.	Goal 2	
3.	Goal 3	

POSITION TITLE: Recreation Superintendent

DEPARTMENT: Recreation

Instructions: The frequency indicated reflects the requirements for normal working hours. Please indicate (X) the essential physical requirements for this position. Reasonable accommodations will be made as necessary.

PHYSICAL REQUIREMENTS					
A. SITTING: 1. Never (0 hours) <input type="checkbox"/> 2. Occasionally (< 3 hours daily) <input type="checkbox"/> 3. Frequently (3-6 hours daily) <input checked="" type="checkbox"/> 4. Constantly (> 6-8 hours daily) <input type="checkbox"/>			I. WRIST DEVIATION (SIDE TO SIDE): 1. Never (0 hours) <input type="checkbox"/> 2. Occasionally (< 3 hours daily) <input checked="" type="checkbox"/> 3. Frequently (3-6 hours daily) <input type="checkbox"/> 4. Constantly (> 6-8 hours daily) <input type="checkbox"/>		
B. STANDING: 1. Never (0 hours) <input type="checkbox"/> 2. Occasionally (< 3 hours daily) <input checked="" type="checkbox"/> 3. Frequently (3-6 hours daily) <input type="checkbox"/> 4. Constantly (> 6-8 hours daily) <input type="checkbox"/>			J. HAND/WRIST REPETITIONS (UP AND DOWN): 1. Never (0 hours) <input type="checkbox"/> 2. Occasionally (< 3 hours daily) <input checked="" type="checkbox"/> 3. Frequently (3-6 hours daily) <input type="checkbox"/> 4. Constantly (> 6-8 hours daily) <input type="checkbox"/>		
C. WALKING: 1. Never (0 hours) <input type="checkbox"/> 2. Occasionally (< 3 hours daily) <input checked="" type="checkbox"/> 3. Frequently (3-6 hours daily) <input type="checkbox"/> 4. Constantly (> 6-8 hours daily) <input type="checkbox"/>			K. REACHING: 1. Never (0 hours) <input type="checkbox"/> 2. Occasionally (< 3 hours daily) <input checked="" type="checkbox"/> 3. Frequently (3-6 hours daily) <input type="checkbox"/> 4. Constantly (> 6-8 hours daily) <input type="checkbox"/>		
D. LIFTS AND CARRIES WITH ASSISTANCE: FREQUENCY:					
2. 11 to 24 pounds		<input type="checkbox"/> Never	<input checked="" type="checkbox"/> Occasionally	<input type="checkbox"/> Frequently	<input type="checkbox"/> Constantly
3. 25 to 34 pounds		<input type="checkbox"/> Never	<input checked="" type="checkbox"/> Occasionally	<input type="checkbox"/> Frequently	<input type="checkbox"/> Constantly
4. 35 to 50 pounds		<input type="checkbox"/> Never	<input checked="" type="checkbox"/> Occasionally	<input type="checkbox"/> Frequently	<input type="checkbox"/> Constantly
5. 51 to 74 pounds		<input checked="" type="checkbox"/> Never	<input type="checkbox"/> Occasionally	<input type="checkbox"/> Frequently	<input type="checkbox"/> Constantly
6. 75 to 100 pounds		<input checked="" type="checkbox"/> Never	<input type="checkbox"/> Occasionally	<input type="checkbox"/> Frequently	<input type="checkbox"/> Constantly
7. Over 100 pounds		<input checked="" type="checkbox"/> Never	<input type="checkbox"/> Occasionally	<input type="checkbox"/> Frequently	<input type="checkbox"/> Constantly
E. LIFTS OVERHEAD WITH ASSISTANCE: FREQUENCY:					
1. < 10 pounds		<input type="checkbox"/> Never	<input checked="" type="checkbox"/> Occasionally	<input type="checkbox"/> Frequently	<input type="checkbox"/> Constantly
2. 11 to 24 pounds		<input type="checkbox"/> Never	<input checked="" type="checkbox"/> Occasionally	<input type="checkbox"/> Frequently	<input type="checkbox"/> Constantly
3. 25 to 34 pounds		<input type="checkbox"/> Never	<input checked="" type="checkbox"/> Occasionally	<input type="checkbox"/> Frequently	<input type="checkbox"/> Constantly
4. 35 to 50 pounds		<input checked="" type="checkbox"/> Never	<input type="checkbox"/> Occasionally	<input type="checkbox"/> Frequently	<input type="checkbox"/> Constantly
5. 51 to 74 pounds		<input checked="" type="checkbox"/> Never	<input type="checkbox"/> Occasionally	<input type="checkbox"/> Frequently	<input type="checkbox"/> Constantly
6. 75 to 100 pounds		<input checked="" type="checkbox"/> Never	<input type="checkbox"/> Occasionally	<input type="checkbox"/> Frequently	<input type="checkbox"/> Constantly
7. Over 100 pounds		<input checked="" type="checkbox"/> Never	<input type="checkbox"/> Occasionally	<input type="checkbox"/> Frequently	<input type="checkbox"/> Constantly
F. TWISTING: 1. Never (0 hours) <input type="checkbox"/> 2. Occasionally (< 3 hours daily) <input checked="" type="checkbox"/> 3. Frequently (3-6 hours daily) <input type="checkbox"/> 4. Constantly (> 6-8 hours daily) <input type="checkbox"/>			L. GRASPING: 1. Never (0 hours) <input type="checkbox"/> 2. Occasionally (< 3 hours daily) <input checked="" type="checkbox"/> 3. Frequently (3-6 hours daily) <input type="checkbox"/> 4. Constantly (> 6-8 hours daily) <input type="checkbox"/>		
G. BENDING: 1. Never (0 hours) <input type="checkbox"/> 2. Occasionally (< 3 hours daily) <input checked="" type="checkbox"/> 3. Frequently (3-6 hours daily) <input type="checkbox"/> 4. Constantly (> 6-8 hours daily) <input type="checkbox"/>			M. PULLING: 1. Never (0 hours) <input type="checkbox"/> 2. Occasionally (< 3 hours daily) <input checked="" type="checkbox"/> 3. Frequently (3-6 hours daily) <input type="checkbox"/> 4. Constantly (> 6-8 hours daily) <input type="checkbox"/>		

PHYSICAL REQUIREMENTS cont.	
H. SQUATTING/KNEELING/CRAWLING/CLIMBING: 1. Never (0 hours) <input type="checkbox"/> 2. Occasionally (< 3 hours daily) <input checked="" type="checkbox"/> 3. Frequently (3-6 hours daily) <input type="checkbox"/> 4. Constantly (> 6-8 hours daily) <input type="checkbox"/>	N. PUSHING: 1. Never (0 hours) <input type="checkbox"/> 2. Occasionally (< 3 hours daily) <input checked="" type="checkbox"/> 3. Frequently (3-6 hours daily) <input type="checkbox"/> 4. Constantly (> 6-8 hours daily) <input type="checkbox"/>
O. GROSS MOTOR MOVEMENTS: 1. Never (0 hours) <input type="checkbox"/> 2. Occasionally (< 3 hours daily) <input checked="" type="checkbox"/> 3. Frequently (3-6 hours daily) <input type="checkbox"/> 4. Constantly (> 6-8 hours daily) <input type="checkbox"/>	Q. FINE MOTOR MOVEMENTS: 1. Never (0 hours) <input type="checkbox"/> 2. Occasionally (< 3 hours daily) <input checked="" type="checkbox"/> 3. Frequently (3-6 hours daily) <input type="checkbox"/> 4. Constantly (> 6-8 hours daily) <input type="checkbox"/>
VISUAL REQUIREMENTS	HEARING
P. VISUAL REQUIREMENTS: 1. Close eye work (small figures) <input checked="" type="checkbox"/> 2. Color discrimination <input type="checkbox"/> - Minimal color discrimination <input type="checkbox"/> - Normal color discrimination <input checked="" type="checkbox"/> 3. Other <input type="checkbox"/>	R. HEARING REQUIREMENTS: 1. Special requirements (please specify) <input type="checkbox"/>
WORKING CONDITIONS	
S. TEMPERATURE: 1. ≤ 15 Degrees Fahrenheit <input checked="" type="checkbox"/> 2. Between 16 and 95 degrees <input checked="" type="checkbox"/> 3. > 95 degrees <input type="checkbox"/>	W. NON-IONIZING RADIATION (WELDING FLASH MICROWAVES, SUN, ETC.): 1. Never (0 hours) <input type="checkbox"/> 2. Occasionally (< 3 hours daily) <input checked="" type="checkbox"/> 3. Frequently (3-6 hours daily) <input type="checkbox"/> 4. Constantly (> 6-8 hours daily) <input type="checkbox"/>
T. ELEVATIONS: 1. Work < 5 feet above ground <input type="checkbox"/> 2. Work 5 – 9 feet above ground <input type="checkbox"/> 3. Work 10 – 15 feet above ground <input type="checkbox"/> 4. Work > 15 feet above ground <input type="checkbox"/>	X. IONIZING RADIATION (X-RAY, RADIOACTIVE ISOTOPES): 1. Never (0 hours) <input checked="" type="checkbox"/> 2. Occasionally (< 3 hours daily) <input type="checkbox"/> 3. Frequently (3-6 hours daily) <input type="checkbox"/> 4. Constantly (> 6-8 hours daily) <input type="checkbox"/>
U. CRAWL SPACE/CRAMPED POSITION: 1. Never (0 hours) <input type="checkbox"/> 2. Occasionally (< 3 hours daily) <input checked="" type="checkbox"/> 3. Frequently (3-6 hours daily) <input type="checkbox"/> 4. Constantly (> 6-8 hours daily) <input type="checkbox"/>	Y. NOISE (LOUD/REPETITIVE, <85 DECIBELS PER OSHA STANDARD): 1. Never (0 hours) <input type="checkbox"/> 2. Occasionally (< 3 hours daily) <input checked="" type="checkbox"/> 3. Frequently (3-6 hours daily) <input type="checkbox"/> 4. Constantly (> 6-8 hours daily) <input type="checkbox"/>
V. HAZARDOUS EXPOSURE (CHEMICAL {E.G. LATEX} & INFECTIONS): 1. Never (0 hours) <input checked="" type="checkbox"/> 2. Occasionally (< 3 hours daily) <input type="checkbox"/> 3. Frequently (3-6 hours daily) <input type="checkbox"/> 4. Constantly (> 6-8 hours daily) <input type="checkbox"/>	Z. PERSONAL PROTECTIVE EQUIPMENT (E.G. RESPIRATORY MASK, ETC.): 1. Never (0 hours) <input checked="" type="checkbox"/> 2. Occasionally (< 3 hours daily) <input type="checkbox"/> 3. Frequently (3-6 hours daily) <input type="checkbox"/> 4. Constantly (> 6-8 hours daily) <input type="checkbox"/>

POSITION RESPONSIBILITIES AND EVALUATION RATINGS

Indicators of Performance Level		
3	Exceptional – Meets and Exceeds All Standards	Performance of this caliber is extremely rare . It is a rating that should be reserved for those who clearly and consistently demonstrate extraordinary and exceptional accomplishments in all major areas of responsibility. Employees who perform at this level are easily recognized by their peers as well as others outside their own group and as well as those in related areas. It is a level of performance that is seldom equaled by others who hold positions of comparable scope and responsibility.
2	Meets All Standards	This rating should be assigned to those whose demonstrated performance clearly meets all the requirements of the position in terms of quality and quantity of output. It is performance normally expected of those who have the necessary education, training and relevant experience to enable them to effectively perform in a consistently reliable and professional manner. Although minor deviations may occasionally occur, the overall level of performance meets or may slightly exceed major job duties.
1	Meets Some Standards – Needs Improvement	This is a performance level that does not fully meet job requirements in all areas of major responsibilities. The individual may demonstrate the ability to complete most assignments; however, the need for further development and improvement is clearly recognized. This individual needs coaching and counseling to fully meet the requirements of the position. The employee is approaching meeting the expectations, but may be a new employee and not fully expected to meet all job requirements at this time.
0	Immediate Improvement Needed	This is a performance level that does not meet job requirements in all areas of major responsibilities. The individual may demonstrate the ability to complete some assignments; however, the need for immediate development and improvement is clearly recognized. This individual needs constant coaching and counseling to fully meet the requirements of the position. This category describes a level of performance, which should significantly improve within a reasonable period if the individual is to remain in the position.

PERFORMANCE RATING TABLE (Applicable only up to Step 7)

Employees are eligible for performance pay increases on the following basis:		
	Performance Rating	Percentage Increase
District Salary Schedule – Steps 1-3	2.00 and above	1 step = 5%
District Salary Schedule – Steps 4-6	2.00 and above	1 step = 5%

PERFORMANCE EVALUATION SUMMARY REPORT

CATEGORY	NUMBER OF COMPONENTS	CATEGORY TOTAL SCORE	RESULTS (Score: by # of Components)	COMMENTS
SECTION I – Performance Accountability				
A. Essential Job Functions				
B. Knowledge of Work				
C. Duties and Responsibilities				
D. Initiative and Judgment / Attendance and Reliability				
SECTION II – Service Excellence				
Service Excellence				
SECTION III – Continuous Quality Improvement				
A. District Integrity				
B. Education and Responsibility				
C. Performance Improvement				
D2. Goals and Objectives				
FINAL RESULTS	Total Comp	Total Score	Final Results %	

SUPERVISOR’S COMMENTS: (Summarize strengths and areas needing improvement. Indicate development plans for improving performance during the next appraisal period)

EMPLOYEE’S COMMENTS:

Employee’s Signature	Date:
Department Manager’s Signature	Date:
Human Resources Department Acknowledgment	Date: