

Plastics Molding Company
Management / Supervisory Competency Evaluation

The following is an evaluation regarding the competency, awareness, and training needed for Management / Supervisory Personnel.

Employee Name: _____ **TYPE:** ~ Annual ~ Probationary
APPRAISAL PERIOD: FROM: _____ TO: _____ ~ 6 Month ~ Special

Job Classification:

- Manager**
- Supervisor**

Department:

- Human Resources Accounting
- Production Quality
- Purchasing Sales

Skills

- Possesses the department specific skills, knowledge and education to effectively manage the day to day operation of the department.
- Formulates, implements, and administers an effective management system within their designated area.
- Contributes appropriately to short and long-range business objectives.
- Interacts and communicates well at all levels on the organization with both internal and external business associates.
- Makes sound decisions based upon analysis, wisdom, experience, and judgment.
- Provides support and leadership for subordinates.
- Supervises the daily operation of the department, i.e. work assignments, etc.
- Manage subordinates through communication, performance appraisals, and discipline.
- Supports and administers Company policies and procedures through training, communication and discipline.

Is this individual aware of how their performance contributes to the achievement of the quality objectives? (See current quality objectives in the quality manual.)

Are there any training recommendations at this time?

Manager's signature & date

Employees signature & date

**Plastics Molding Company
Performance Appraisal
Managers / Supervisors**

INSTRUCTIONS: Using the competencies on the reverse side of this form rate the employee on the following factors:

APPRAISAL STATEMENT		In processing the performance appraisal, read through each performance factor and check the most appropriate rating by using the following key words as a guideline.				
Rating Level Definitions	~ Outstanding: ~ Very Good: ~ Effective: ~ Marginal: ~ Unsatisfactory:	Highest standard of excellence, exemplary, visionary, exceptional, executing, innovative, or leadership. Excels, consistent accuracy, implements, encourages, ambitious, initiative, highly competent, secure, or highly committed. Satisfies general requirements, accurate, reliable, effective, flexible, basic strengths, appropriate conclusions, or harmonious. Inconsistent, unsure, minimal, inadequate, ineffective, unreliable, reluctant, occasional or neglectful. Unacceptable, consistently lacking, below standards, avoids, unable, unwilling, cannot relate, negligent, uninterested.				
PERFORMANCE FACTOR		Unsatisfactory	Marginal	Effective	Very Good	Outstanding
Knowledge of Job: The demonstrated understanding of job and work assignments.						
Planning: Plans, organizes, and completes tasks in the most efficient manner.						
Quality of Work / Accuracy: The ability to produce work that is comprehensive in scope, complete in detail, and accurate in content.						
Adaptability / Flexibility: The ability to successfully alter activities to cope with demands of new situations. The ability to listen attentively and openly to the ideas, problems, and suggestions of others in order to support departmental goals.						
Judgment: The ability to distinguish the significant from the less significant; arrives at sound conclusions; make appropriate choices.						
Communication: The ability to effectively present information to subordinates, peers and supervisors both orally and in writing.						
Interpersonal Relationships: The extent to which the employee works harmoniously and effectively with others.						
Initiative: The employee's resourcefulness, self-reliance, willingness to accept, and ability to carry out responsibility.						
Leadership: The ability to guide, develop, motivate and discipline others.						
Problem Solving: Understands factors and develops sound, prompt, and practical solutions to problems and disputes.						
Financial Management: Appropriate planning and allocation of resources; effective budget management.						
Recruitment and Retention: Effective implementation of personnel procedures involving hiring and developing employees, while supporting Equal Opportunity and Affirmative Action goals.						
Dependability: Demonstrates reliability and commitment in support of departmental goals and objectives.						
OVERALL PERFORMANCE EVALUATION						
OVERALL RATING:	~ Outstanding: ~ Very Good: ~ Effective: ~ Marginal: ~ Unsatisfactory:	Employee exceeds the expected level of performance in most Performance Factors, most of the time. Employee exceeds the expected level of performance in some Performance Factors, some of the time. Employee meets the expected level of performance in all Performance Factors, all of the time. Employee fails to meet the expected level of performance in one or more Performance Factors, some of the time. Employee fails to meet the expected level of performance in most Performance Factors, most of the time.				