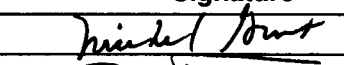



2011 SUPERVISORY PERFORMANCE EVALUATION
January 1, 2011 – December 31, 2011

RECEIVED DEPT. OF
 HUMAN RESOURCES AND
 CIVIL SERVICE
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Last Name:	Grant	First Name:	Michael
Title:	Chief		
Department:	NH Fire Department		
Years in Present Position:	nine		
Overall Rating:	satisfactory	Evaluation Date:	1/4/11

SIGNATURES

	Name (Print or Type)	Signature	Date
Employee	Michael Grant		1/4/11
Supervisor	Robert Smith		1/4/11

Instructions:

Below you will find a series of Performance Goals for all incumbents to be evaluated. Please initial that you have discussed both strengths and weaknesses in each of the categories listed.

You should indicate areas that need improvement and develop appropriate corrective actions plans to be used for future discussion and evaluation.

After you have discussed each of the categories, please rate the incumbent as "Satisfactory" or "Unsatisfactory." The definitions appear below.


Be sure that you both sign this cover sheet to return to the attention of Stephen J. Librandi, Manager of Human Resources and Benefits.

SATISFACTORY PERFORMANCE	UNSATISFACTORY PERFORMANCE
(Always Achieves Standards)	(Below Minimum Standards)
Far exceeds expectations. Outstanding producer and extremely accurate worker. Achieves peak performance. Completely understands the relationship and duties of related jobs. Totally dependable in performing work, including non-routine assignments. Consistently responsive to work requests.	Meets some job standards, or only the minimum standards necessary to complete assignments. Often requires supervision. Does not regularly perform full scope of job responsibilities. Marginally responsive to work requests.

BELOW ARE A SERIES OF JOB COMPETENCIES AND DEFINITIONS REQUIRED OF EACH INCUMBENT BEING EVALUATED. PLEASE READ OVER EACH COMPETENCY AND ITS DEFINITION WITH THE INCUMBENT AND DISCUSS INDIVIDUAL STRENGTHS AND WEAKNESSES.


1. QUALITY OF WORK

Consider the accuracy and completeness of the incumbent's work, as well as presentation of the work, promptness and acceptability of work performed. Assess achievement in areas previously discussed and evaluated, if applicable.

Discussed: Supervisor  Incumbent M.G.


2. DEPARTMENTAL INITIATIVES AND ACHIEVEMENTS

Consider the success (or failure) of the incumbent's initiatives and achievements of the past ^{year} 6 months. Consider the degree to which the incumbent has managed time, resources and budget in order to accomplish departmental mission and achievements.

Discussed: Supervisor  Incumbent M.G.


3. JOB KNOWLEDGE

Consider the degree of an incumbent's knowledge and application of technical procedural and operational know-how to get the job done, as well as understanding trends and developments in his/her area of expertise.

Discussed: Supervisor  Incumbent M.G.


4. PERFORMANCE STANDARDS

In this section, assess the incumbent's ability to achieve high performance standards on a consistent basis. Consider both the quality and quantity of work produced, consistency of work pace, ability to meet schedules and deadlines and meet work objectives. Assess efforts to assist others and identify ways to improve productivity and performance within his/her department.

Discussed: Supervisor  Incumbent M.G.


5. CUSTOMER SERVICE

Consider "customers" to include members of the public, elected officials, other City departments, and other consumers of services provided by the individual department. Evaluate the timeliness, accuracy, and completeness of the information provided. Assess the manager's attitude, helpfulness and follow through to resolve customer concerns or conflicts.

Discussed: Supervisor  Incumbent M. G.

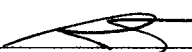
6. SELF MANAGEMENT

Evaluate and discuss the manager's ability to efficiently perform assigned tasks with minimal direct supervision and make good use of his/her time and available resources. Consider behavioral characteristics such as dependability, motivation, leadership, punctuality, conflict management and resolution skills. Take into account the manager's recognition of trends and best practices within his/her field of expertise.

Discussed: Supervisor  Incumbent M. G.


7. WORK ENVIRONMENT

Consider the manager's success at creating a work environment where there is a spirit of cooperation, respect and opportunity; where there is a sense of ownership and involvement, and where diversity is appreciated and valued. Does the manager apply citywide code of conduct policies efficiently, fairly and effectively. Also consider the manager's ability to create a cohesion among employees.

Discussed: Supervisor  Incumbent M. G.

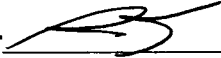
8. PROBLEM SOLVING AND DECISION MAKING

Consider the manager's ability to evaluate information and compare alternatives leading to sound, informed and timely decisions. Assess ability to resolve operational, performance and employee issues effectively; and exercise good judgment in decision making and conflict resolution. Evaluate the manager's ability to manage multiple tasks, projects and timelines. Consider the stress management skills of the manager.

Discussed: Supervisor  Incumbent M. G.


9. LEADERSHIP AND INTERPERSONAL SKILLS

Consider the manager's ability not simply to motivate employees, but also to manage and discipline effectively and consistently. Is the manager able to communicate information about the Administration's vision and goals to his/her departmental staff? Does the manager exercise appropriate conflict resolution skills with employees?

Discussed: Supervisor  Incumbent M.G.


10. COMMITMENT TO DIVERSITY

Consider the manager's ability to foster a work environment that seeks understanding and respect of all employees. Assess the manager's leadership on issues of diversity. Does the manager exercise leadership on issues of diversity? Assess the manager's ability to manage differences with skill and sensitivity. Does the manager actively promote diversity and serve as a role model for his/her department.

Discussed: Supervisor  Incumbent M.G.

11. ETHICS IN GOVERNMENT

Does the manager exhibit strong ethical behavior, supporting all policies, procedures and directives regarding Ethics in Government? Does the manager serve as a role model to others?

Discussed: Supervisor  Incumbent M.G.

* * * * *

Rate the employee's OVERALL performance for the period January 1, 2011 – December 31, 2011.

SATISFACTORY



UNSATISFACTORY

* * * * *

Optional: Please list any 2012 Goals and Objectives for this incumbent.

Optional: Please provide additional written comments which are not reflected in the above.

