

**Dougherty County School System  
Performance Evaluation Review  
Supervisory Staff**

**EMPLOYEE DATA:**

**Employee:** \_\_\_\_\_ **SS#:** \_\_\_\_\_ **Emp. ID #:** \_\_\_\_\_

**Department:** \_\_\_\_\_

**Position:** \_\_\_\_\_

**From:**  
**To:**

**Supervisor:** \_\_\_\_\_

**Hire Date:**

**Evaluation Period: From:** \_\_\_\_\_ **To:** \_\_\_\_\_

**Date Discussed:**

**PART I. Performance Assessment**

**Action Required**

**LEADERSHIP:**

**Effectiveness in getting people to accomplish objectives, follow principles, and accept guidance; ability to command confidence and respect.**

- Results were very good and nearly always exceeded requirements in most areas.
- Results at times exceeded requirements in most areas.
- Results met overall requirements.
- Results met most requirements but were marginal in some areas.
- Unsatisfactory.

- Yes**
- No**

**DELEGATION:**

**Ability to delegate authority and to encourage subordinates to accept additional responsibility so that close supervision of subordinates is not needed in his/her absence; however, does not deny own responsibility for results of subordinates.**

- Results were very good and nearly always exceeded requirements in most areas.
- Results at times exceeded requirements in most areas.
- Results met overall requirements.
- Results met most requirements but were marginal in some areas.
- Unsatisfactory.

- Yes**
- No**

**RESOURCE USE:**

**Effectiveness in using the resources of manpower, time, money, materials and equipment at his/her disposal, and to control cost.**

- Results were very good and nearly always exceeded requirements in most areas.
- Results at times exceeded requirements in most areas.
- Results met overall requirements.
- Results met most requirements but were marginal in some areas.
- Unsatisfactory.

- Yes**
- No**

**DEVELOPMENT OF SUBORDINATES:**

**Success in developing the potential of those who work for him/her through proper selection and assignment of positions, efficient utilization and encouragement to maximum potential and counseling and guidance to improve.**

- Results were very good and nearly always exceeded requirements in most areas.
- Results at times exceeded requirements in most areas.
- Results met overall requirements.
- Results met most requirements but were marginal in some areas.
- Unsatisfactory.

- Yes**
- No**

<p><b><u>GOALS:</u></b>  <b>Ability to establish goals and objectives for his/her department, establishment of high performance standards, and planning beyond immediate requirements.</b></p> <ul style="list-style-type: none"> <li><input type="radio"/> Results were very good and nearly always exceeded requirements in most areas.</li> <li><input type="radio"/> Results at times exceeded requirements in most areas.</li> <li><input type="radio"/> Results met overall requirements.</li> <li><input type="radio"/> Results met most requirements but were marginal in some areas.</li> <li><input type="radio"/> Unsatisfactory.</li> </ul>	<ul style="list-style-type: none"> <li><input type="radio"/> <b>Yes</b></li> <li><input type="radio"/> <b>No</b></li> </ul>
<p><b><u>SUPERVISION:</u></b>  <b>Effectiveness in supervising subordinates and securing attainment of objectives on time and under pressure; achievement of high standards in performance; quality of providing suggestions and constructive criticism.</b></p> <ul style="list-style-type: none"> <li><input type="radio"/> Results were very good and nearly always exceeded requirements in most areas.</li> <li><input type="radio"/> Results at times exceeded requirements in most areas.</li> <li><input type="radio"/> Results met overall requirements.</li> <li><input type="radio"/> Results met most requirements but were marginal in some areas.</li> <li><input type="radio"/> Unsatisfactory.</li> </ul>	<ul style="list-style-type: none"> <li><input type="radio"/> <b>Yes</b></li> <li><input type="radio"/> <b>No</b></li> </ul>
<p><b><u>ORGANIZATION:</u></b>  <b>Ability to clearly define subordinates responsibilities, make appropriate work assignments, establish clear relationships between positions and eliminate activity overlapping.</b></p> <ul style="list-style-type: none"> <li><input type="radio"/> Results were very good and nearly always exceeded requirements in most areas.</li> <li><input type="radio"/> Results at times exceeded requirements in most areas.</li> <li><input type="radio"/> Results met overall requirements.</li> <li><input type="radio"/> Results met most requirements but were marginal in some areas.</li> <li><input type="radio"/> Unsatisfactory.</li> </ul>	<ul style="list-style-type: none"> <li><input type="radio"/> <b>Yes</b></li> <li><input type="radio"/> <b>No</b></li> </ul>
<p><b><u>CONTROL:</u></b>  <b>Ability to establish procedures, standards, and policies necessary for proper control; ability to effectively review and follow through on activities, assignments and reports to assure timely completion and conformity with established plans, policies and procedures.</b></p> <ul style="list-style-type: none"> <li><input type="radio"/> Results were very good and nearly always exceeded requirements in most areas.</li> <li><input type="radio"/> Results at times exceeded requirements in most areas.</li> <li><input type="radio"/> Results met overall requirements.</li> <li><input type="radio"/> Results met most requirements but were marginal in some areas.</li> <li><input type="radio"/> Unsatisfactory.</li> </ul>	<ul style="list-style-type: none"> <li><input type="radio"/> <b>Yes</b></li> <li><input type="radio"/> <b>No</b></li> </ul>
<p><b><u>PROBLEM SOLVING SKILLS:</u></b>  <b>Ability to thoroughly gather facts and information relative to his/her responsibilities; ability to readily anticipate and recognize problems, develop alternatives to arrive at appropriate solutions, and know when to make an independent decision and when to refer problems to others.</b></p> <ul style="list-style-type: none"> <li><input type="radio"/> Results were very good and nearly always exceeded requirements in most areas.</li> <li><input type="radio"/> Results at times exceeded requirements in most areas.</li> <li><input type="radio"/> Results met overall requirements.</li> <li><input type="radio"/> Results met most requirements but were marginal in some areas.</li> <li><input type="radio"/> Unsatisfactory.</li> </ul>	<ul style="list-style-type: none"> <li><input type="radio"/> <b>Yes</b></li> <li><input type="radio"/> <b>No</b></li> </ul>

**KNOWLEDGE AND EXPERIENCE:**

**Professional knowledge relative to assigned duties; depth and breadth of practical and academic knowledge relative to handling problems of the job efficiently.**

- Results were very good and nearly always exceeded requirements in most areas.
  - Results at times exceeded requirements in most areas.
  - Results met overall requirements.
  - Results met most requirements but were marginal in some areas.
  - Unsatisfactory.
- Yes**  
 **No**

**PLANNING:**

**Ability to apportion his/her own effort according to the overall importance of each objective; to think clearly and logically in selecting alternatives; and to organize own work.**

- Results were very good and nearly always exceeded requirements in most areas.
  - Results at times exceeded requirements in most areas.
  - Results met overall requirements.
  - Results met most requirements but were marginal in some areas.
  - Unsatisfactory.
- Yes**  
 **No**

**TAKING ACTION:**

**Ability to initiate necessary and appropriate action on his/her own; ability to see when changes are needed and to formulate and follow through; consistent accomplishment of desired actions with minimum supervision.**

- Results were very good and nearly always exceeded requirements in most areas.
  - Results at times exceeded requirements in most areas.
  - Results met overall requirements.
  - Results met most requirements but were marginal in some areas.
  - Unsatisfactory.
- Yes**  
 **No**

**CREATIVITY:**

**Ingenuity and creative ability in devising means to solve problems; open-mindedness to new ideas and readiness to adjust to new and changing situations.**

- Results were very good and nearly always exceeded requirements in most areas.
  - Results at times exceeded requirements in most areas.
  - Results met overall requirements.
  - Results met most requirements but were marginal in some areas.
  - Unsatisfactory.
- Yes**  
 **No**

**TEMPERAMENT:**

**Ability to withstand pressures and tensions without losing control, to be calm in dealing with crisis; moral courage to stand up and do what is honest and right.**

- Results were very good and nearly always exceeded requirements in most areas.
  - Results at times exceeded requirements in most areas.
  - Results met overall requirements.
  - Results met most requirements but were marginal in some areas.
  - Unsatisfactory.
- Yes**  
 **No**

<p><b><u>COMMUNICATIONS:</u></b>  <b>Ability to express himself/herself clearly and concisely, orally and in writing; ability to communicate concepts to others.</b></p> <ul style="list-style-type: none"> <li><input type="radio"/> Results were very good and nearly always exceeded requirements in most areas.</li> <li><input type="radio"/> Results at times exceeded requirements in most areas.</li> <li><input type="radio"/> Results met overall requirements.</li> <li><input type="radio"/> Results met most requirements but were marginal in some areas.</li> <li><input type="radio"/> Unsatisfactory.</li> </ul>	<p><input type="radio"/> <b>Yes</b></p> <p><input type="radio"/> <b>No</b></p>
<p><b><u>PERSONAL ACCEPTANCE:</u></b>  <b>Quality of acceptance by others—superiors, associates, and subordinates; demonstration of tact, understanding and sociability.</b></p> <ul style="list-style-type: none"> <li><input type="radio"/> Results were very good and nearly always exceeded requirements in most areas.</li> <li><input type="radio"/> Results at times exceeded requirements in most areas.</li> <li><input type="radio"/> Results met overall requirements.</li> <li><input type="radio"/> Results met most requirements but were marginal in some areas.</li> <li><input type="radio"/> Unsatisfactory.</li> </ul>	<p><input type="radio"/> <b>Yes</b></p> <p><input type="radio"/> <b>No</b></p>
<p><b><u>GROWTH POTENTIAL:</u></b>  <b>Demonstration of capacity and desire to broaden perspectives, widen horizons, and increase potential in attaining larger objectives.</b></p> <ul style="list-style-type: none"> <li><input type="radio"/> Results were very good and nearly always exceeded requirements in most areas.</li> <li><input type="radio"/> Results at times exceeded requirements in most areas.</li> <li><input type="radio"/> Results met overall requirements.</li> <li><input type="radio"/> Results met most requirements but were marginal in some areas.</li> <li><input type="radio"/> Unsatisfactory.</li> </ul>	<p><input type="radio"/> <b>Yes</b></p> <p><input type="radio"/> <b>No</b></p>

**PART II. Developmental Plans**

Major areas requiring performance improvement:

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Action plan for improvement:

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Completion Date:

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**PART III. Developmental Expectations**

Comment on the major areas requiring performance improvement and the success of action plan since last review.

Areas of improvement:

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Action plan:

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Supervisor's Comments:

**PART IV. Accomplishments and Contributions**

Describe the progress of the employee in other area besides those listed in Part III above.

**PART V. Major Strengths**

**PART VI. Major Weaknesses**

**PART VII. Training and Development**

What training or development programs do you recommend for the employee over the next review period?

**PART VIII. Employee Comments**

