

Individual Annual Performance Appraisal
Village of Kronenwetter Wisconsin

Employee Name: _____ Evaluated By: _____

Job Classification: _____ Appraisal Date: _____

Date of Hire: _____ Evaluation Period: From: _____

Years in Current Position: _____ To: _____

I. BEHAVIORAL JOB PERFORMANCE CRITERIA—ALL EMPLOYEES

Instructions: Select only the applicable criteria (#1-#14) for each employee and check the rating box. If the behavioral criteria are not applicable to this employee, check "N/A" in the left hand box.

1. Teamwork/Creates/Fosters Positive Work Environment-Treatment of other team members.

SELF	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
MGR	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
	Indifferent about the work, department and/or the Village. Does not participate as a member of the team. Often complains, causes friction, behaves negatively toward others, and avoids work responsibilities. Resents change or new ideas and concepts.	Does not consistently display a positive outlook with regard to the work, department and/or the Village. May display emotions sufficient to disrupt others. Only reluctantly will work cooperatively and only if asked by a manager. May still be learning others' jobs, not knowing how to help. Lacks appropriate tact or seems uncaring. Slow to adapt to change. Reacts grudgingly to new ideas or concepts.	Is positive in attitude and demeanor. Is even-tempered and tolerates difficult situations without hindering work performance. Willingly assists others when asked and encourages teamwork. Has understanding and respect for department and Village initiatives. Usually adapts to new ideas, responsibilities and changing conditions to meet requirements.	Accepts responsibility and accountability for work assignments and problems that arise. Supports department and Village initiatives. The employee is a very good example of a cooperative team worker. Relates very well with co-workers and management. Accepts changes very well. Is nearly always flexible with new ideas and concepts.	Outstanding rapport with others. Shows great concern for the work and the success of the department and the Village. Consistently one of the first to embrace and adapt to change. Is involved and supports committees and teams which contribute to overall organizational success. Routinely volunteers or is assigned to special committees or teams because of insight and participation.
Employee Notes:			Manager Notes:		

2. Attendance / Punctuality

SELF	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
MGR	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
	Frequent tardiness or absence from work. Poor attendance record. Is not reliable to be at work on time or return from breaks/lunches on time.	Does not adhere well to schedules. Takes longer than allowed for breaks and/or lunches. Regular absence and tardiness.	Gets to work and returns from breaks on time. Occasionally has absence or tardiness. Respects the sick leave policy and uses time off appropriately.	Rarely has an attendance or tardiness issue. Manages excused absences to minimize lost work time. Has no unexcused absence.	Completely understands and adheres to the highest standards for absence or tardiness. Sets an excellent example for others.
Employee Notes:			Manager Notes:		

3. Job Knowledge

SELF	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
MGR	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
	Relies on others constantly. Requires assistance and frequent repetitive instruction. Does not understand aspects of the job.	Understands some aspects of the work, but is often unable to complete assignments. May need learning opportunities and improvement because of newness on the job.	Understands how to perform nearly all aspects of the job. Able to work on unstructured assignments.	Thorough knowledge of most phases of the work. Very knowledgeable of most aspects of related work and other related departments' work.	Broad, exceptional knowledge and skill. Understands why job functions are performed and the inter-relationships with other jobs.
Employee Notes:			Manager Notes:		

4. Judgment

SELF	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
MGR	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

	Does not demonstrate ability or desire to evaluate situations and make decisions. Will not take responsibility for actions and depends nearly exclusively on others to solve problems. Does not realize consequences of actions.	Has difficulty with identifying issues. Needs improvement in gathering facts, comparing alternatives and providing solutions for those issues that have been identified. Shows poor judgment and requires close supervision. May be too new to offer effective decisions or evaluate alternatives.	Demonstrates the ability to recognize problems, gather information, evaluate alternatives and propose appropriate solutions. Most decisions and actions of a routine nature are correct.	Has ability to make difficult decisions and demonstrates well-thought-out solutions to problems in a timely manner. Clearly understands consequences of actions. Can be relied upon to make good decisions.	Makes prompt, effective decisions with limited information. Takes responsibility for decisions, recognizes emerging problems, and promptly evaluates alternatives with consideration for short- and long-term consequences.
Employee Notes:			Manager Notes:		

5. Quality

SELF	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
MGR	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
	Work is of very poor quality, falls far short of standards, is sloppy, inconsistent and often incomplete. Needs work checked by others.	Does not consistently produce work to meet expectations. Occasionally is careless and makes recurrent errors.	Produces work of good quality. Meets standards and expectations for the job. Is accurate, thorough, and work is complete.	Work is of high quality. Rarely makes errors. Exceeds normal requirements for the job. Is relied upon to check the work of others.	Work far exceeds standards for the job. Superior ability to be accurate, neat and thorough. Produces high caliber results.
Employee Notes:			Manager Notes:		

6. Quantity-Dependability- Initiative

SELF	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
MGR	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
	Frequently fails to meet work volume requirements. Requires constant help to complete assignments. Leaves routine tasks incomplete or does not follow up on issues. Requires substantial supervision and direction. Avoids taking on new tasks or projects. Relies far too much on the help of others in finding answers and solutions to problems.	Occasionally meets volume goals. Does not always make good use of work time. Cannot be depended upon consistently. Occasionally completes assignments on time, but is not normally dependable. May be too new in the position to be relied upon. Needs a better understanding of the importance of discovering answers and solutions independently. Only occasionally works independently.	Work volume meets expectations, given deadlines and unexpected volume shifts. Manages work time effectively. Can be relied upon to complete assigned responsibilities in a timely manner. Requires only routine supervision or direction. Provides ideas on own responsibilities as well as others'. Works well independently, when necessary. Effectively uses resources before seeking the help of others.	Occasionally surpasses volume goals. Effort to complete work timely is very good. May ask for additional work when initial goal is met. Dependable and steady in completing assignments. Works with minimal supervision. Willing to pursue difficult or undesirable assignments. Knows when to seek answers and solutions independently before asking for help.	Completes assignments at a rate far above standards for the job. Never misses deadlines. Sometimes is ahead of schedule. Recognizes the broader implications of a project; does what is necessary beyond what is expected. Is relied upon to complete work with little or no direction. Looks for challenges and opportunities within the department. Often provides creative ideas and innovative actions. Works with minimal or no supervision.
Employee Notes:			Manager Notes:		

7. Safety

SELF	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
MGR	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
	Careless and unobservant of work environment and safe work rules.	Needs to be reminded of safe work habits. Does not appear to care about safety precautions at all times. May be too new to understand all safety requirements.	Observes all safety rules satisfactorily and understands the importance of sound safety practices.	Very attentive to safe practices and procedures. Above average concern for others' welfare. Reports or takes care of unsafe conditions promptly.	Meticulous in attention to a safe environment and safe practices. Recommends ways to make area safer and performance of duties more risk free.
Employee Notes:			Manager Notes:		

8. Oral / Written Communication

SELF	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
MGR	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
	Does not communicate clearly. Has difficulty articulating thoughts.	Lacks consistency in clearly and concisely conveying information. May have difficulty in formulating message. Written work is poor.	Ability to clearly and concisely convey ideas and information most of the time. Written products are neat, understandable, and follow applicable guidelines.	Communication skills are well established. Ability and experience shows consistently through solid communication efforts.	Exceptional communicator. Displays writing confidence and enthusiasm. Is articulate and convincing in written or oral work.

Employee Notes:	Manager Notes:
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9. Customer Service (Internal and External Customers)

SELF	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
MGR	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
	Demonstrates little or no interest in assisting customers to determine their needs. Frequently abrupt or even rude.	Provides assistance only upon request. Inconsistent in efforts to satisfy customer needs. May appear indifferent at times. Because of newness on job, may not yet have learned essential customer service responsibilities.	Shows interest in helping customers. Can be relied upon to provide satisfactory service and please customers. Is courteous and helpful to both internal and external customers.	Makes every effort to solve problems and address needs. Very professional and polished when dealing with customers.	Consistently makes a sincere and conscientious effort to successfully satisfy the customer in whatever way possible. Is relied upon to assist customers and resolve the most difficult problems. Demonstrates service leadership.
Employee Notes:			Manager Notes:		

10. Confidentiality

SELF	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
MGR	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
	Untrustworthy performance in handling sensitive information, documents, etc. Unable to perform certain aspects of the job because of inability to understand the importance of confidentiality.	Cannot normally be trusted with sensitive materials either because of lack of understanding confidential matters or inability to maintain silence when necessary.	Understands and adheres to the rules of information confidentiality. Can be trusted with sensitive information.	Works with sensitive information in an appropriate way. Never discusses information outside of appropriate parties. Understands the power of information and the importance of confidentiality.	Able to work with the most sensitive and confidential data. Utmost trust in maintaining the information. Maintains the highest level of integrity with data.
Employee Notes:			Manager Notes:		

Employee's Behavioral Job Performance Criteria Total Points for Part I. As Scored by the Supervisor	Number of Items Scored _____ Maximum 10 Supervisor Score _____ Maximum 50
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Managers Only

"Managers" for purposes of performance appraisal, the Village defines as those individuals who have direct supervisory responsibility for other employees. They manage, delegate work, write and administer performance appraisals, etc.

1. Keeps Employees Informed-Leadership

SELF	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
MGR	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
	Employees have little or no idea about important information that should be shared by manager. Manager has no plan for communication. Supervised employees are often confused on what needs to be accomplished. Cannot effectively lead individuals or teams in managing work.	Employees often lack knowledge of organizational events, policies, goals, etc. Manager does not regularly keep employees informed. New manager may need more time to adequately assess communication needs and develop a format. Newness to position may require additional training.	Employees are regularly aware of organizational events, goals, etc. Either through meetings, emails or in person, manager lets employees know what they need to know. Employees understand what is expected of them. Can lead employees through process and procedure.	Manager has regular, well-organized and consistent means of communicating with employees. Rarely are there questions from employees that aren't answered in timely fashion. Peers recognize this manager as a solid communicator. Employees respond well to demonstrated direction and leadership.	Employees are best informed of the organization. Manager takes pride in information sharing. May produce a unique and exceptional communication piece for department employees. Employees clearly have an understanding of management and organizational expectations. Their work performance reflects a high level of understanding of their roles and need for productivity. Can manage multiple projects simultaneously. Seen as a true leader by peers and staff.
Employee Notes:			Manager Notes:		

2. Budget / Fiscal Awareness

SELF	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
MGR	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
	Poor performance in both planning a budget and carrying out the plan. Poor awareness of impact of financial decisions. Unable to anticipate costs or handle changes to plan.	Has difficulty developing a budget. Often under budgets or exceeds limits. Does not anticipate expenses or effectively handle changes to plan. New to supervisory role and may need more training.	Manages budget within guidelines. Practices good financial management. Able to plan expenses effectively and handle routine changes to plan.	Ability to manage budgets and reduce expenses without reducing quality or service levels. Effectively plans for and anticipates changes to plan. Has sound fiscal awareness.	Savvy financial manager. Ability to clearly anticipate and plan for expenses. Manages departmental finances at the highest level of proficiency. Exceptional effort in controlling costs.
Employee Notes:			Manager Notes:		

3. Supports the Village's Vision Statement

SELF	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
MGR	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
	Clearly lacks both an understanding of the Village's vision and the manager's role in support and communication of goals. May even portray non-support of the Village's vision and daily responsibilities to citizens.	Needs improvement in supporting and communicating the Village's vision of service and support of citizens. May not fully understand the management role in support of Village goals because of newness to the position.	Understands management roles and supports the Village's mission and vision. Conveys Village's goals to staff and supports change and improvements.	Contributes to the vision and wholeheartedly supports the Village and its goals. Encourages employees to participate in the mission and purpose as Village servants.	Exceptional contributor and supporter of the Village and its vision. Demonstrates key leadership characteristics. Viewed by peers as an exemplary Village employee.
Employee Notes:			Manager Notes:		

4. Development of Employees

SELF	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
MGR	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
	Rarely has performance appraisals completed on time. Employees regularly disappointed in manager recording performance issues. Takes little or no action regarding discipline.	Appraisals are often not timely and/or well written. No program for recognition. Does not take appropriate disciplinary actions when required. Inconsistent administration of policies. May be too new to supervisory role to effectively develop employees.	Recognizes employees through well written and clearly delivered regular, formal performance appraisals. Knows when to acknowledge exceptional performance and does so. Handles discipline cases in a timely and appropriate manner.	Has developed a regular means of acknowledging employees performance through awards, public recognition or other appropriate means. Discipline cases are held appropriately, and improvement plans are well thought out and executed. Encourages self-development and/or career opportunities for employees.	Clearly recognizes employees in an exceptional manner. Has created an environment conducive to peer recognition. Recognizes performance of employees in areas for which they are not directly responsible. Rarely, if ever, has a discipline case, because problems are addressed early and often.
Employee Notes:			Manager Notes:		

5. Planning and Organizing Work

SELF	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
MGR	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
	Does not demonstrate an understanding of prioritizing. Does work at own pace with little or no regard for deadlines. Imparts little or no sense of urgency to staff. Needs extensive assistance from manager to complete assignments.	Deadlines are not met consistently. Needs improvement in planning and prioritizing work. Needs to make better use of work time. Assistance and direction is occasionally needed for scheduling and planning. May be new to job and not aware of organizational requirements.	Work is planned and prioritized well. Urgencies are understood. Makes good use of work time and can effectively balance multiple tasks. Staff is organized and works effectively to meet deadlines.	Understands the importance of planning and prioritizing. Works effectively with staff and other departments to manage time and meet deadlines. Seeks additional work when time permits. Conscientious about use of work time.	Exceptional ability to manage staff on multiple tasks/projects while meeting objectives. Outstanding capacity to manage own and staff time and take on additional assignments when necessary.
Employee Notes:			Manager Notes:		

Manager's Behavioral Job Performance Criteria Total Points for the "Managers Only" Section As Scored By the Manager/Supervisor	Number of Items Scored

	Maximum 5
	Mgr Score

	Maximum 25

II. PREVIOUS YEAR'S ACTION PLAN EVALUATION-Review of previous year's goals and how they were addressed.

This Section is Optional. Completed only if the employee had a plan in the previous year.

A.

Employee Comments:

☐ N/A ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Manager Comments:

Self ☐ ☐ ☐ ☐ ☐ ☐

Mgr ☐ ☐ ☐ ☐ ☐ ☐

B.

Employee Comments:

☐ N/A ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Manager Comments:

Self ☐ ☐ ☐ ☐ ☐ ☐

Mgr ☐ ☐ ☐ ☐ ☐ ☐

C.

Employee Comments:

☐ N/A ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Manager Comments:

Self ☐ ☐ ☐ ☐ ☐ ☐

Mgr ☐ ☐ ☐ ☐ ☐ ☐

**Previous Year's Action Plan
Evaluation
Total Points**
As Scored By the
Manager/Supervisor

Number of
Items
Scored

Maximum 3

Mgr Score

Maximum 15

III. NEW ACTION PLAN-These are goals that the employee will work toward during the coming year and will be reviewed at the next yearly evaluation.

This Section is Optional. Completed only for employees having a plan for the coming year.

A.

B.

C.

IV. CALCULATED PERFORMANCE RATING

PERFORMANCE RATING DEFINITIONS

The following definitions describe the five rating levels. They are meant as a guide to help distinguish each rating level.

Level 1: Unacceptable (*Expectations of performance are not being met.*)

Performance is clearly below acceptable levels. Work is occasionally performed adequately, but lacks consistency and requires constant direction and supervision. Employee deals poorly with situations that are fairly routine. Retention of employee is dependent upon immediate improvement of performance. Either a formal probation or disciplinary action should be considered.

Level 2: Needs Improvement (*Performance expectations are not consistently met.*)

Performance is below the minimum requirements for the position. The employee may meet some of the job criteria but results are below expectations. (For example, problems may be caused by a lack of judgment or inconsistent follow-through.) Needs coaching to avoid problems and improve performance. Performance improvement opportunities exist and targets for improvement should be established. ~ OR ~ Because of inexperience, newness to the position or an extended learning curve, employee has not yet met the expectations for the work. This is not a reflection on the individual's ability or potential to perform, but an indication that there is more to learn to meet the performance expectations on this job before the next performance appraisal.

Level 3: Meets Expectations (*This individual meets performance expectations and standards for the work.*)

Performance is consistently at levels which should be expected from well-qualified, experienced and properly motivated employees. Employees performing at this level are considered to be meeting the expectations of the work and its responsibilities. This individual normally performs under limited supervision. Performance at this level is typical in well-managed organizations.

Level 4: Commendable (*This individual exceeds many performance expectations.*)

Employee often exceeds expectations for the work. Uses initiative to solve complex or unique problems in their functional area. Thoroughly understands the work and produces favorable results. Effectively copes with unexpected situations and heavy workloads. This individual is an effective self-starter who sees opportunities and pursues them.

Level 5: Exceptional (*This individual excels in nearly all aspects of the work.*)

Employee is consistently exceptional in nearly all phases of the work. Creative and innovative problem solver. Shows superior judgment and self-motivation. Rarely misses a stated goal. Unlikely to be able to perform the function better. Superiority in performance should be clearly evident to peers.

Final Rating:

Instructions: Average the performance ratings for ALL behavioral criteria, manager's behavioral criteria, and action plans. Add all the individual ratings up and divide by the total number of behavioral criteria, manager's behavioral criteria, and action plan ratings. Example: 69 total points / 20 criteria and Action Plan Goals = 3.45	Total Points Including: 10 Behavioral Criteria, 5 Managers Only Criteria, And Last Year's Action Plan Points (Max of 90)	Divided By /	Total # of Criteria and Action Plan Goals (Max of 18)	Final Performance Rating _____
		/		

V. PERFORMANCE SUMMARY: The Supervisor should comment on strengths, weaknesses, areas for development, exceptional accomplishments, specific problems, etc. and relate it back to the final rating of the employee.

VI. APPROVALS AND SIGNATURES

Appraiser

Date

I participated in a performance appraisal and goal setting discussion with my manager. I have seen and reviewed the action plan above. My supervisor has discussed with me all of the items covered within this document. I have been encouraged to make comments. I realize that it is my responsibility to complete this plan and seek assistance if I need help. I am always encouraged to ask questions.

My signature below means that my manager has reviewed my performance appraisal with me. I understand that any comments including my opinion of any information presented in this report should be submitted in writing and will be filed with this report.

James A. Davel

Employee

267 January, 2026____

Date