



**III. EVALUATION OF PERFORMANCE-ALL TOWN EMPLOYEES**-To be completed by supervisor.

**1. KNOWLEDGE, SKILLS, ABILITIES-** *(The blending of job related education, skills and experience.)*

Noticeable deficiencies in job skills or abilities.	Adequate knowledge for competent job performance.	Attained superior level of job knowledge.	Demonstrates exceptional skill and understanding.
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**2. QUALITY OF WORK-** *(Consider accuracy, completeness, how well issues are considered, and follow through.)*

Often makes errors, needs considerable improvement.	Makes average number of mistakes.	Accurate, complete work with demonstrated follow-up.	Extremely accurate, complete, thought-out and excellent follow-up
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**3. PRODUCTIVITY/WORK VOLUME-** *(Consider level of output generated.)*

Does not produce work comparable to job standards and expectations.	Satisfactory. Generally meets expectations and deadlines.	Usually exceeds the norm. Meets deadlines.	Exceptional producer. Generates maximum output on-time.
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**4. ACCOMPLISHMENTS OF OBJECTIVES** *(To what extent does the employee's performance result in meeting specific projects, assignments or goals?)*

Rarely meets goals or completes assignments.	Generally meets goals and complete assignments.	Always completes projects, assignments and goals.	Exemplifies the standard.
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**5. INITIATIVE AND CREATIVITY** *(Does the employee voluntarily start projects-attempting non-routine tasks? Is imagination and creativity used to improve performance of self and organization?)*

Shows little initiative. Rarely or never volunteers, can be resistant to change.	Shows some initiative but could do more without having to be asked.	Recognizes needs and originates actions.	Very innovative, offers suggestions, places highest priority on improvement and productivity.
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**6. INTERPERSONAL RELATIONS-** *(Consider the employee's ability to establish and maintain effective working relationships, a team member, demonstrates cooperation.)*

Less cooperative than expected when faced with reasonable requests.	Generally cooperative and supportive with public and co-workers.	Offers assistance, usually can be counted on to resolve conflict.	Team builder, sound judgment, relationship builder
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**7. PROFESSIONALISM/CUSTOMER RELATIONS-** *(Consider level of customer service, contributions made by the employee as a representative of the Town of Brunswick, committees and professional organizations.)*

Problems often occur with citizens and others.	Few problems representing the Town and government service.	Positive representation and sets good example.	Strong commitment to the Town and is a respected representative.
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**8. DEPENDABILITY-** *(Does the employee meet schedules, make sound decisions, follow through, respond to instructions and procedures?)*

Leaves routine tasks incomplete. Sometimes deterred by obstacles unnecessarily. Poor attendance may be an issue.	Can be relied upon to complete most aspects of the job. Good attendance record and availability for work.	Completes work-both routine and special tasks with little supervision. No attendance issues	Extremely dependable. Accepts all assignments and displays great determination.
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**9. ADHERENCE TO TOWN POLICIES, SAFETY AND EQUIPMENT OPERATION-** *(Does employee adhere to town Polices, workplace safety procedures, use and operate vehicles and equipment within appropriate standards?)*

Violates policies and safety procedures at times. Usually needs extra instruction or training.	Generally complies with policies and safety procedures.	Complies with policies and safety procedures. Recognizes and recommends changes.	Always complies and proactively initiates and follows through with improvements.
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**10. DECISION MAKING/PROBLEM ANTICIPATION** *(Consider the ability to quickly understand new information and situations.)*

Slow to grasp ideas and events, judgment questioned at times.	Understands most new ideas, generally makes appropriate decisions.	Makes appropriate decision, displays good judgment.	Anticipates issues, makes appropriate decisions and displays good judgment.
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**TOWN OF BRUNSWICK**  
**FIREFIGHTER EVALUATION-** For all employees of Fire Department

**RATING SCALE:**

The following rating scale is provided to assist in developing consistency in the Town of Brunswick and to assist in assigning the most appropriate measurement of the employee's performance. Enter appropriate rating in box.

- 1. Does Not Meet Expectations
- 2. Meets Expectations
- 3. Exceeds Expectations
- 4. Outstanding

**1. Firefighting Skills:** Skills in combating, extinguishing, documenting and preventing fires.

Comments:

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**2. EMS Skills:** Skills in assessment, treatment, control, management and documentation of emergency medical situations.

Comments:

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**3. Apparatus and Equipment Operation and Maintenance:** Skill in operation, care and maintenance of fire department apparatus and equipment.

Comments:

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**4. Property Maintenance:** Skill in care and maintenance of fire department property.

Comments:

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**5. Training:** Maintenance of up-to-date training and readiness in fire and rescue. Preparing and presenting training for co-workers.

Comments:

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**6. Compliance with Standards and Policies:** Complies with Standards and Policies of the Fire Department.

Comments:

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**7. Communications:** Skills in listening, speaking and writing in an effective manner. Ability to follow and give oral and written instructions.

Comments:

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**8. Computer Skills:** Skills and proficiency in use of fire records management system, mobile data terminals etc.

Comments:

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**9. Role Model, Teamwork, Supervising and Leadership:** Fosters teamwork, supervises and leads when necessary, displays initiative and acts as a role model for others.

Comments:

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**10. Attitude:** Demonstration of a positive attitude toward the position. Establishment and maintenance of effective working relationships with staff, supervisors, citizens etc.

Comments:

**Town of Brunswick  
ANNUAL PERFORMANCE EVALUATION-PART 2  
COMPLETE FOR DEPARTMENT HEADS AND SUPERVISORS IN ALL DEPARTMENTS**

**RATING SCALE:**

The following rating scale is provided to assist in developing consistency in the Town of Brunswick and to assist in assigning the most appropriate measurement of the employee's performance. Enter appropriate rating in box.

- 1. Does Not Meet Expectation:** Does not adapt well to change, impedes efforts of others, many weaknesses.
- 2. Meets Expectations:** Keeps up with change, performs adequately, working within job and doing it well.
- 3. Exceeds Expectations:** Causes change, performs beyond requirements, no significant weaknesses which impede Town. This must be re-earned each year based on actual performance.
- 4. Outstanding:** Complexity of work, application of depth and breadth of knowledge and skills, would be difficult to sustain each year, very best performance, beyond vast majority of experienced staff in same job.

**1. LEADERSHIP:** Does the Department Head/supervisor motivate others to maximum performance, inspire others through commitment, skill and good judgment, empower employees, resolve differences and contribute to the team?

**COMMENTS:**

**2. FISCAL/BUSINESS MANAGEMENT:** Does the Department Head/supervisor assist in developing and adhere to the annual budget, plan, organize and supervise the sound economic use of staff and material, demonstrate initiative in use of financial reporting?

**COMMENTS:**

**3. PROGRAM AND STAFF MANAGEMENT:** Does the Department Head/supervisor set realistic expectations for staff, motivate and direct staff, hire appropriately, improve staff? Does the employee effectively introduce new methods, procedures, programs and adapt to new situations?

**COMMENTS:**

**4. COMMUNICATIONS:** Does the Department Head/supervisor communicate well (orally and in writing), select, organize and present information effectively, share appropriate information, listen and present ideas effectively?

**COMMENTS:**

**5. PROFESSIONAL AND PERSONAL DEVELOPMENT:** Does the Department Head/supervisor value professional and personal development and use those to further enhance other staff and the Town?

**COMMENTS:**

**V. GOALS/DEVELOPMENT FOR COMING YEAR:** *BE SPECIFIC*-describe what the employee must be able to do or must know, projects that must be completed or issues that must be resolved. Identify how the goal can be accomplished, i.e., on-the-job training, project assignments.

**IV. SUPERVISOR'S COMMENTS:** *At this time, summarize the generalized comments and make any other comments that may be appropriate to this employee referencing prior page.*

**VI. OVERALL EVALUATION**

**1**

**2**

**3**

**4**

**VII. EMPLOYEE COMMENTS:** *The employee is invited to express his/her opinion on the evaluation and attach additional sheets if necessary.*

**VIII. EMPLOYEE ACKNOWLEDGEMENT:**

The signature of the employee indicates the evaluation has been reviewed with the employee. It does not indicate agreement with the supervisor's evaluation. The employee has the right to express his/her opinion on the evaluation in the section provided above.

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**Employee Signature**

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**Date**

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**Supervisor Signature**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Department Head**

\_\_\_\_\_  
**Date**