

## Administrators and CAO Performance Appraisal

### Employee Information

Employee Name: <input style="width: 90%;" type="text"/>	Employee ID: <input style="width: 90%;" type="text"/>
Job Title: <input style="width: 90%;" type="text"/>	Employment Status: <input style="width: 90%;" type="text"/>
Current Appt Date: <input style="width: 90%;" type="text"/>	Original Hire Date: <input style="width: 90%;" type="text"/>
Department: <input style="width: 90%;" type="text"/>	Division: <input style="width: 90%;" type="text"/>
Supervisor Name: <input style="width: 90%;" type="text"/>	Supervisor Title: <input style="width: 90%;" type="text"/>
Location/Facility: <input style="width: 90%;" type="text"/>	

### Appraisal Process Information

Appraisal Type:  Annual  Probation

### Rating Scale Definition

**Exceeds Expectations (EE):** Exceeds the expectation in this area by displaying a willingness to go above and beyond in order to make a substantial difference in the work produced.

**Meets Expectations (ME):** Consistently meets expectations in this area by exhibiting high performance, good productivity, quality work, and valued-added performance.

**Needs Improvement (NI):** Does not consistently demonstrate comprehension and required skills in this area. Performance must be immediately improved on a sustained basis.

### Core Competencies

All City employees are evaluated on the following "Core" competencies. For any competencies that are rated as "Needs Improvement" (NI), comments are required to elaborate on the ways that the employee should be improving his/her performance.

#### Competency: Communication

Competency	Ratings Scale		
	EE	ME	NI
Communicates effectively and appropriately with customers and colleagues, selecting the right tone for the situation and audience.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shows genuine sensitivity to the needs, feelings, and capabilities of other people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Uses good judgment as to what to communicate and to whom, as well as the best way to get that accomplished. Avoids speaking, writing, or behaving in ways that could be perceived as disrespectful.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Provide comments about the Communication competency below:

Comments:



### Competency: Customer Focus

	Ratings Scale		
Competency	EE	ME	NI
Demonstrates an attitude of dedication and respect towards the City and its' customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently represents the City in a professional manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identifies and respects customer needs and expectations and responds to him/her in a timely and effective manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Provide comments about the Customer Focus competency below:

Comments:



### Competency: Dependability

	Ratings Scale		
Competency	EE	ME	NI
Proves to be reliable, honest, punctual and well-prepared.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Follows through on commitments to others and establishes a pattern of meeting reasonable deadlines.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Takes initiative and accepts responsibility for his/her work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Provide comments about the Dependability competency below:

Comments:



## Competency: Integrity

Competency	Ratings Scale		
	EE	ME	NI
Is honest and treats everyone in a manner that demonstrates fairness and consistency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Serves as a positive example of why others should trust the operations of the City.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Builds and maintains trust with members of his or her team, as well as with customers outside the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Provide comments about the Integrity competency below:

Comments:



## Job Competencies

The "Job" competencies are based on an employee's level of authority with the City. These competencies are broad descriptions of the skills required of the position.

### Job Competency: Vision

Competency	Ratings Scale		
	EE	ME	NI
Articulates the goals and vision of the organization and department, ensuring both are aligned and well-communicated internally and externally.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Analyzes departmental strengths and weaknesses and then combines these with knowledge of the industry, market, and organization to develop long-term strategies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allocates resources, allows for contingencies, and ensures short-term and long-term plans fit with the larger needs of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Provide comments about the Vision competency below:

Comments:



## Job Competency: Facilitates and Influences

Competency	Ratings Scale		
	EE	ME	NI
Supports internal and external programs and projects in a manner that demonstrates commitment to staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Influences decisions by examining costs and potential benefits and by providing realistic risk-assessments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proactively assesses the need for change and allocates appropriate resources to facilitate the change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Models positive and appropriate behaviors and inspires others to undertake challenging tasks and projects.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uses good judgment about when to share information as well as who should be informed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotes new and innovative approaches that will improve efficiency and/or effectiveness.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Provide comments about the Facilitates and Influences competency below:

Comments:



## Job Competency: Building Organizational Commitment

Competency	Ratings Scale		
	EE	ME	NI
Demonstrates commitment, loyalty and appreciation for the organization and employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Builds and maintains trust through open, honest, and respectful communications and by following through on all commitments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively communicates how employees' roles and responsibilities fit into the goals of the department and the City.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages employees to report problems or concerns and addresses complaints and problems quickly and effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Handles sensitive or difficult issues with confidence and does not hesitate to make difficult, high quality decisions. Provides support and guidance to managers when corrective/disciplinary actions must be taken and ensures timely resolution occurs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides support and guidance to Managers and Supervisors when corrective/disciplinary actions must be taken and ensures timely resolution occurs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Provide comments about the Building Organizational Commitment competency below:

Comments:



## Job Competency: Delivering Results

Competency	Ratings Scale		
	EE	ME	NI
Achieves results within established timelines.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides ongoing feedback to employees and holds employees accountable for meeting deadlines and objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicates new policies and procedures with employees and supports them with adequate and timely resources to ensure that implementation can be achieved.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oversees and effectively manages department budgets and operations in line with organizational objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Provide comments about the Delivering Results competency below:

Comments:



## OVERALL APPRAISAL SCORE

Rating: Not Rated

## GOALS

Goals should be **SMART**:

- S** - Specific | Goals should be clearly stated and specific
- M** - Measurable | Goals should have concrete, measurable criteria
- A** - Achievable | Goals should be challenging, yet well-defined to be achievable
- R** - Realistic | Goals should be relevant to defined responsibilities and performance
- T** - Time-based | Goals should have a time frame associated with them

## Past Goals

Goals From Past Appraisal

Title:



↑  
↓

Completed:

Due:

Measurement:

Accomplishment:

Add Past Goal



## New Goals

### Goals For Upcoming Appraisal

Title:



↑  
↓

Start:

Due:

Measurement:

Add New Goal



## Performance Development Plan

A performance development plan can be used to indicate areas of improvement and/or career enhancement and development. Either way, it is important for supervisors to recommend specific actions for the employee to take.

### Development Objectives

Title:  Due:



↑  
↓

Competency:

### Manager's Comments

### Employee's Comments

- I agree with this appraisal
- I do not agree with this appraisal