

Deputies and Directors Performance Appraisal

Employee Information

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

Competency	Ratings Scale		
	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

Competency	Ratings Scale		
	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.

Competency: Leadership

Competency	Ratings Scale		
	EE	ME	NI
Models positive and appropriate behaviors and inspires and influences others to undertake challenging tasks and projects.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proactively assesses the need for change and allocates available resources to facilitate the change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Takes actions that resolve conflicts in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides employees with resources and tools to perform delegated work effectively and gives them enough authority to carry out these assignments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Articulates a clear vision that generates enthusiasm or commitment for others to follow. Models positive and appropriate behaviors and inspires and influences others to undertake challenging tasks and projects. Proactively assesses the need for change and allocates available resources to facilitate the change. Takes actions that resolve conflicts in a timely manner. Provides employees with resources and tools to perform delegated work effectively and gives them enough authority to carry out these assignments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Provide comments about the Leadership competency below:

Comments:

ABC

Competency: Organizational Awareness

Competency	Ratings Scale		
	EE	ME	NI
Establishes a clear and realistic sense of direction by clarifying the divisions' goals, as well as how employee roles and responsibilities contribute to them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensures departmental and division goals match those of the larger organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Keeps informed about market conditions and political factors that may impact the goals and interests of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Provide comments about the Organizational Awareness competency below:

Comments:

ABC

Competency: Project/Program Management

Competency	Ratings Scale		
	EE	ME	NI
Clearly defines roles and responsibilities, determines necessary resources, delegates appropriately, and monitors project/program performance through appropriate systems and procedures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensures commitments are met in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creates and adheres to budgets, communicates budget concerns, tracks expenses, and makes budget adjustments when necessary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Provide comments about the Project/Program Management competency below:

Comments:





Competency: Team Development

Competency	Ratings Scale		
	EE	ME	NI
Manages employees and workload/workflow in a way that results in high levels of morale, motivation, and productivity among team members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Raises the motivation level of the team and proactively addresses issues that might lower morale if not handled in a timely and effective manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicates how common and individual goals contribute to team success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently holds individuals on the team accountable for meeting objectives and removes or reduces obstacles to team success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages the growth and maximum performance of their employees by ensuring self, managers, and supervisors are delegating and coaching appropriately.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourages communication and relationship building within and across departments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Provide comments about the Team Development 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:



↑
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Competency:

Manager's Comments

Employee's Comments

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