Managers and Supervisors Performance Appraisal

Employee Information

Employee Name: [   ]   Employee ID: [   ]

Job Title: [   ]   Employment Status: [   ]

Current Appt Date: [   ]   Original Hire Date: [   ]

Department: [   ]   Division: [   ]

Supervisor Name: [   ]   Supervisor Title: [   ]

Location/Facility: [   ]

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.	○	○	○
Shows genuine sensitivity to the needs, feelings, and capabilities of other people.	○	○	○

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.	○	○	○

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.	○	○	○
Consistently represents the City in a professional manner.	○	○	○
Identifies and respects customer needs and expectations and responds to him/her in a timely and effective manner.	○	○	○

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.	○	○	○
Follows through on commitments to others and establishes a pattern of meeting reasonable deadlines.	○	○	○
Takes initiative and accepts responsibility for his/her work.	○	○	○

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.	○	○	○
Serves as a positive example of why others should trust the operations of the City.	○	○	○
Builds and maintains trust with members of his or her team, as well as with customers outside the team.	○	○	○

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: Technical Credibility

Competency	Ratings Scale		
	EE	ME	NI
Has achieved credibility by staying current with technical and professional standards and procedures.	○	○	○
Can describe the rationale for standards and procedures and serves as a positive role model when it comes to following them.	○	○	○
Is an effective team player who adds complementary skills and contributes valuable ideas, opinions, and feedback to management and colleagues.	○	○	○

Provide comments about the Technical Credibility competency below:

Comments:

Job Competency: Building Team Environment

Competency	Ratings Scale		
	EE	ME	NI
Creates and encourages a team environment by articulating common goals, communicating how individual roles contribute to team success, providing clear direction and sufficient resources and training, and removing or reducing obstacles to team success.	○	○	○
Responds timely to the needs of the team and provides supportive action that result in a high level of morale and motivation among team members.	○	○	○
Treats everyone in a manner that demonstrates fairness and consistency.	○	○	○

Provide comments about the Building Team Environment competency below:

Comments:

Job Competency: Managing Employee Performance

Competency	Ratings Scale		
	EE	ME	NI
Takes action to ensure employees fully understand their roles, responsibilities, and performance expectations.	○	○	○
Provides ongoing feedback and support as employees strive to achieve expectations.	○	○	○
Continually assesses and clearly communicates progress on work goals and objectives.	○	○	○
Takes timely disciplinary actions that are consistent, well-documented, and defensible.	○	○	○
Allows employees to express concerns and is willing and able to facilitate a process that helps resolve conflicts.	○	○	○

Provide comments about the Managing Employee Performance competency below:

Comments:

Job Competency: Solving Problems

Competency	Ratings Scale		
	EE	ME	NI
Takes a proactive approach to anticipating and preventing problems.	○	○	○
Defines problems, investigates obstacles, gathers relevant information, generates and analyzes alternate solutions and arrives at a workable and timely solution.	○	○	○
When necessary, elevates the problem and recommended solution to their supervisor.	○	○	○
Handles sensitive or difficult issues with confidence and does not hesitate to make difficult, high quality decisions.	○	○	○

Provide comments about the Solving Problems competency below:

Comments:

Job Competency: Project Management

Competency	Ratings Scale		
	EE	ME	NI
Manages each stage of a project or program, ensuring expectations related to productivity are achieved and commitments are met in a timely manner.	○	○	○
Clearly defines roles and responsibilities, determines necessary resources, and delegates appropriately.	○	○	○
Ensures quality does not suffer as the quantity of work increases.	○	○	○
Produces work that reflects well on the organization.	○	○	○
Adheres to budgets, communicates budget concerns, and tracks expenses.	○	○	○

Provide comments about the Project Management competency below:

Comments:

OVERALL APPRAISAL SCORE	Rating: Not Rated

GOALS

Goals should be **SMART**:

S - <u>Specific</u> | Goals should be clearly stated and specific
M - <u>Measurable</u> | Goals should have concrete, measurable criteria
A - <u>Achievable</u> | Goals should be challenging, yet well-defined to be achievable
R - <u>Realistic</u> | Goals should be relevant to defined responsibilities and performance
T - <u>Time-based</u> | 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:

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:

[Select ▼]

Add Development Plan

ABC

Manager's Comments

[   ]

ABC

Employee's Comments

[   ]

○ I agree with this appraisal

○ I do not agree with this appraisal

ABC