

Employee Name: _____



Performance Appraisal~ Management Employees

Employee Name	
Job Title	
Department	
Manager	
Period Covered	(mm/yy) to (mm/yy)

Objectives

1. The performance appraisal is designed to provide employees with feedback relating to their individual strengths and areas requiring growth during each twelve months of their employment.
2. The performance appraisal is designed to stimulate dialogue between the employee and the manager, and to encourage both parties to commit to goals to be accomplished during the next twelve months. It is intended to merely formalize a feedback process which is continually occurring between the employee and the supervisor. This process should be a comfortable experience for both parties.

Responsibilities

1. The appraisal process should be based on the organization's mission so clear goals can be set for the employee against which progress can be measured. The performance discussion form should be reviewed and updated, and goals can be adjusted based upon this discussion.
2. It is recommended that the performance discussion take place at least once a year. The original performance discussion form should be reviewed and updated at least annually.

Process

1. The performance appraisal document should be given to employee to acquaint them with the format and to provide them with the opportunity to consider their personal goals and objectives for the upcoming year.
2. Prior to meeting, the supervisor and the employee, independently, complete the document. It is not necessary that every bullet item be addressed, only those that are applicable. Bulleted items present concepts to think about and should be responded to in a more global sense on the right hand side of the page.

Note: Only the manager's evaluation will be included in the personnel file.

3. The supervisor and the employee meet to discuss performance and to establish goals and objectives. The supervisor reviews general management expectations and personal effectiveness. The supervisor and employee sign the final document.

Employee Name: _____

Rating Scales

Unsatisfactory

Performance is inadequate (below minimum acceptable standards and expectations.) Performance is causing problems/inconveniences/hardships for the department and /or coworkers and is having a negative impact on departmental effectiveness and/or productivity. This level of performance cannot be condoned or allowed to continue. Employees with an overall rating of Unsatisfactory are not eligible for salary increases.

Provisional (New Employee)

New employees are not expected to perform at the Fully Competent level required of more experienced individuals. The new employee may need to be oriented to the job, complete required training, and/or need time to become proficient through practice and/or exposure to the new working environment. This level of performance applies to the new employee who is essentially satisfying the standards and expectations of a person learning or becoming oriented to the new position. New employees assigned an overall rating of Provisional may be eligible for salary increases.

Average

Performance only meets the minimum standards and expectations. Performance is generally "acceptable," but improvement is needed and expected. Performance at this level may cause the department and/or coworkers some problems or inconveniences- or tends to diminish the department's effectiveness and/or productivity. Performance at this level is characterized as "just getting by". Experienced employees assigned an overall rating of Provisional are not eligible for step/merit increases.

Fully Competent

Performance fully meets standards and expectations. The individual performing at this level is considered a stable and skilled performer by coworkers and immediate supervision. Performance, at times, may be higher or lower, but averages to the Fully Competent Level.

Commendable

Performance EXCEEDS standards and expectations. Performance at this level would generally be recognized by peers and immediate supervision. Performance is characterized by notable skill, initiative, and superior job knowledge. This individual's performance exceeds most other employees in the same position.

Outstanding

Performance SIGNIFICANTLY EXCEEDS standards and expectations. Performance at this level would generally be recognized by peers, immediate supervision, higher level management and others. This individual suggests and initiates improvements/changes and through own performance has materially enhanced effectiveness of the department or work area. Performance is generally not equaled by others (current and/or former employees in the same position.)






Employee Name: _____

Job Skills and Knowledge <ul style="list-style-type: none">• Demonstrates knowledge & understanding of job duties, equipment, and appropriate work methods• Applies knowledge of skills to produce quality work• Completes assignments in a thorough and accurate manner• Able to perform wide variety of job related tasks	Performance Discussion Rating: Competent
Responsibility <ul style="list-style-type: none">• Performs responsibilities as specified in the job description• Performs tasks thoroughly and on time; works within departmental guidelines• Produces work that is accurate and purposeful• Makes sound recommendations and decisions	Performance Discussion Rating: Competent
Customer Service <ul style="list-style-type: none">• Maintains courtesy and diplomacy with internal customers and external contacts• Makes self available to respond to customer needs• Prevents unnecessary delays for customers• When necessary, communicates policies to the customer effectively and accurately• Listens effectively	Performance Discussion Rating: Competent
Problem Solving <ul style="list-style-type: none">• Able to isolate and define problem areas• Participates constructively in group problem solving• Considers alternatives and consequences before making decision• Finds innovative and improved ways of doing things• Utilizes job knowledge and sound reasoning to analyze situations, resolve problems, and reach decisions	Performance Discussion Rating: Competent


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<p>Organization</p> <ul style="list-style-type: none">• Adheres to priorities & deadlines• Follows through on assignments despite setbacks• Plans and schedules work for self and employees to meet City objectives and goals• Eliminates unnecessary duplication• Produces neat, accurate, thorough, and organized work• Demonstrates flexibility in responding to priorities and organizational change	<p>Performance Discussion Rating: Competent</p>
<p>Leadership Qualities</p> <ul style="list-style-type: none">• Fosters and encourages support from department to accomplish objectives, follow procedures, and accept suggestions• Inspires confidence and respect in department personnel• Motivates employees to achieve departmental and business goals and objectives• Promotes respect, honesty, integrity, and fairness to all	<p>Performance Discussion Rating: Competent</p>
<p>Initiative</p> <ul style="list-style-type: none">• Willing to assume new and challenging assignments• Expends the effort and time necessary to do the job well• Routinely shows an interest in improving knowledge and skill level• Is able to work independently or within a group• Offers suggestion to solve problems or improve operations	<p>Performance Discussion Rating: Competent</p>
<p>Budgetary Controls</p> <ul style="list-style-type: none">• Controls operating costs by effectively utilizing staff, material, and equipment• Carefully monitors expenditures and works within budgetary constraints• Contributes to planning by providing comprehensive justification for budgetary requests• Controls capital costs by effectively utilizing staff, materials, and equipment	<p>Performance Discussion Rating: Competent</p>

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<p>Disciplinary Measures</p> <ul style="list-style-type: none">• Prompt in addressing disciplinary problems• Handles disciplinary measures appropriately and in a timely fashion• Reacts and applies disciplinary measures equitably to employees	<p>Performance Discussion Rating: Competent</p> 
<p>Attendance and Punctuality</p> <ul style="list-style-type: none">• Reports to work as scheduled• Follows call-in and approval procedures for time off• Requests and uses leave appropriately	<p>Performance Discussion Rating: Competent</p> 
<p>Interaction with Others</p> <ul style="list-style-type: none">• Expresses ideas and information accurately and understandably in both oral and written form• Interacts and cooperates with others to ensure the City's objectives and goals are met• Resolves conflict effectively• Shows interest in the job and the City• Shares information with other departments	<p>Performance Discussion Rating: Competent</p> 
<p>Organizational Development</p> <ul style="list-style-type: none">• Promotes teamwork/cooperation• Promotes and actively participates in organizational development processes• Solicits ideas from other departments when appropriate• Supports City's objectives and missions	<p>Performance Discussion Rating: Competent</p> 
<p>Safety and Health</p> <ul style="list-style-type: none">• Actively participates in and supports the safety and health program• Enforces all safety rules, regulations and procedures. Provides training if appropriate.• Makes certain that equipment, tools, and machinery are being used and maintained properly• Keeps abreast of accident/injury trends within department and takes proper action to reverse	<p>Performance Discussion Rating: Competent</p> 

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Management Skills <ul style="list-style-type: none">• Promotes teamwork/cooperation• Trains, coaches and develops employees• Delegates responsibility and authority• Establishes annual goals for the department• Focuses on achieving results in an effective and timely manner• Communicates and executes City policies• Clearly defines responsibilities and authority limits to employees• Recognizes individual capabilities and assigns work accordingly• Focuses on performance rather than personality in relating to others	Performance Discussion Rating: Competent 
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Overall Assessment: Competent

Areas that require improved performance:

Goals for the upcoming year:

My signature acknowledges that this performance appraisal has been discussed with me. It does not indicate agreement with the contents.

Employee Signature date

Evaluator signature date

Department Head Signature date

Human Resources Signature date

