

PERFORMANCE APPRAISAL (Department Head)

Dept. Head Name:		Job Title:	
Supervisor Name:		Employee Number:	Review Year:
<p>Instructions: <i>The Performance Factors are described at the "Meets" Expectations level. Please read each description and determine the Department Head performance related to each performance factor. If the fit is very close, a Meets Expectations rating is appropriate. If the individual is performing above and beyond the description an Exceeds Expectations rating is appropriate. If the performance is below expectation, a Needs Improvement rating is appropriate. In the case of NI ratings specific comments and examples to support the Needs Improvement rating are required. It's also encouraged to provide comments for performance factors rated EE and ME.</i></p>			
Performance Factors			
SAFETY FIRST FOCUSED:			
<ul style="list-style-type: none"> • Demonstrates awareness of and effectively manages work place safety rules, including the use of appropriate PPE(Personal Protection Equipment) in the work areas • Contributes to a safe work place by modeling safe work practices and procedures and by proactively identifying (and, where possible, correcting) potential safety issues. If correction is not possible, notifies the appropriate organization with the observations. • Actively participates in safety meetings and training sessions. 			
Year – End Comments:		Year-End Rating: EE <input type="checkbox"/> ME <input type="checkbox"/> NI <input type="checkbox"/>	
QUALITY DRIVEN:			
<ul style="list-style-type: none"> • Exemplifies quality and high level customer service to workforce and develops accountability structures to drive quality • Simplifies and improves work processes and finds ways to improve success of subordinates • Demonstrates self-reliance in the setting and attainment of goals and/or high standards of performance that support city objectives. 			
Year – End Comments:		Year-End Rating: EE <input type="checkbox"/> ME <input type="checkbox"/> NI <input type="checkbox"/>	
TEAMWORK CENTERED:			
<ul style="list-style-type: none"> • Understands the short- and long-term impact of one's own behavior on others both within and outside the immediate work group. • Focuses on larger, organizational goals rather than territorial and individual concerns • Participates openly while sharing knowledge and experience with others • Promotes and practices trust, honesty, and respect. • Encourages diversity of thinking through words and actions • Works well with others and uses appropriate interpersonal skills in order to accomplish group and organizational goals. 			
Year – End Comments:		Year-End Rating: EE <input type="checkbox"/> ME <input type="checkbox"/> NI <input type="checkbox"/>	
SELF DRIVEN:			
<ul style="list-style-type: none"> • Holds self accountable for results. • Displays self-motivation, energy and resourcefulness in approaching tasks with a 'can do' attitude • Originates action and actively achieves goals on time • Sees obstacles and delays as opportunities for creative work-around or alternative pathways • Attendance and Reliability: Within acceptable guidelines as communicated through Policy. 			
Year – End Comments:		Year-End Rating: EE <input type="checkbox"/> ME <input type="checkbox"/> NI <input type="checkbox"/>	
RELENTLESS COMMUNICATOR:			
<ul style="list-style-type: none"> • Effectively expresses ideas, concepts, and theories through oral and written communication • Actively listens to seek understanding. • Provides and accepts constructive feedback. • Shares information, on a timely basis, appropriately through chain of command. 			
Year – End Comments:		Year-End Rating: EE <input type="checkbox"/> ME <input type="checkbox"/> NI <input type="checkbox"/>	

CUSTOMER CHAMPION:

- Demonstrates an understanding of internal and external customers' values and requirements in all activities.
- Meets internal and external commitments on time.
- Anticipates needs and places value on customers' and citizen feedback for continuous improvement.
- Reacts quickly/timely to customer needs, as appropriate.

Year – End Comments:**Year-End Rating:** EE ME NI **EFFECTIVE PROBLEM SOLVER:**

- Accurately identifies, understands and resolves issues.
- Secures relevant information, relates and compares data from different sources
- Identifies realistic courses of action taking organization priorities and resources into consideration
- Takes action to drive corrective action
- Uses innovative and creative approaches to solve problems.

Year – End Comments:**Year-End Rating:** EE ME NI **OUT OF THE BOX THINKER:**

- Takes calculated risks based on technical expertise, ability, skills and knowledge.
- Generates/identifies and recognizes imaginative solutions for work related situations.
- Wins acceptance and implementation of novel ideas and concepts with tangible positive results.

Year – End Comments:**Year-End Rating:** EE ME NI **DETAIL ORIENTED:**

- Sets realistic, challenging goals
- Establishes courses of action for self and others to accomplish goals on time, clearly communicating the requirements and direction(s)
- Trusted to develop a plan that will lead to timely execution of task/project.
- Anticipates and adjusts for problems and roadblocks.

Year – End Comments:**Year-End Rating:** EE ME NI **Performance Factors for Leadership Competencies****ACCOUNTABLE LEADER:**

- Assigns clearly defined tasks, responsibilities and accountabilities to staff.
- Holds self and individuals accountable.
- Manages accountabilities through effective communication, feedback, rewards, and consequences.
- Motivates and energizes others in directing group activities to achieve organizational goals.
- Leads by example. Holds self and others accountable for results.
- Seen as a change agent.
- Able to build and coach an effective team focused on achieving goals.
- Displays infectious enthusiasm.

Year – End Comments:**Year-End Rating:** EE ME NI **EFFECTIVE DELEGATOR:**

- Empowers others through the proper assigning of authority, responsibility and accountability commensurate with position.
- Clearly and comfortably delegates both routine and important task decisions.
- Trusts subordinates to perform.

Year – End Comments:**Year-End Rating:** EE ME NI

DECISION MAKER:

- Makes timely decisions based upon a mixture of analysis, wisdom, experience and judgment
- Considers impact of decisions on others and the organization.
- Most solutions and suggestions result in positive outcomes
- Sought out by others for assistance and solutions.
- Makes decisions in a timely manner sometimes with incomplete information and under tight deadlines and pressure.

Year – End Comments:

Year-End Rating: EE ME NI

Overall Annual Assessment

PERFORMANCE DESCRIPTIONS:

Exceeds Requirements:

- This level of performance consistently exceeds the objectives established for review period and or meets extremely challenging objectives.
- Consistently demonstrates significant and lasting achievements that meaningfully impact the City.
- Demonstrates mastery of the managerial/technical/professional skills necessary to achieve job results.

Meets Requirements:

- This level of performance is consistent with the objectives established for review period and meets extremely challenging objectives.
- Capable and qualified; delivers competent performance in a satisfactory and professional manner consistent with City needs.
- Demonstrates competent managerial/technical/professional skills necessary to achieve job results.
- Meets all expectations

Needs Improvement:

- Level of performance is marginal. Was unable to meet the objectives established for the review period.
- A need for further improvement is clearly recognized, identified, and must occur as outlined.
- Requires extra coaching, guidance, and direction in areas where results have been insufficient.
- Managerial/technical/professional skills lack the level to meet performance expectations.

PERFORMANCE RATINGS:

1. Consider how the Department Head performed against the agreed upon goals and objectives for the year. This should match the information from the Goals and Objectives Form. Check the appropriate Goals and Objectives Rating:

Goals And Objectives Rating: EE ME NI

2. Consider all available information. Check the appropriate Performance Assessment Rating:

Performance Assessment Rating: EE ME NI

3. Review the ratings in step 1 and step 2 and check the Overall Performance Appraisal Rating:

OVERALL PERFORMANCE APPRAISAL RATING: EE ME NI

Mayor Comments:

Department Head Comments:

Department Head Signature: _____ **Date:** _____

Mayor Signature: _____ **Date:** _____

Human Resources Signature: _____ **Date:** _____