



City Council Agenda Memo

Crest Hill, IL

Meeting Date:	June 10, 2024
Submitter:	Dave Strahl, Interim Human Resources Manager
Department:	Human Resources
Agenda Item:	Discussion and Direction Regarding a Revised Employee Performance Evaluation Program

Summary: Attached is the program outline, instructions and forms recommended for use to measure employee performance.

Recommended Council Action: Approval of the employee performance evaluation program and implementation.

Financial Impact:

Funding Source: The proposed documents will provide significant information regarding employee performance for future consideration of employee merit increases.

Budgeted Amount:

Cost:

Attachments: Attached is the program outline, instructions and forms recommended for use to measure employee performance.

Raymond R. Soliman
Mayor

Christine Vershay-Hall
Clerk



Glen Conklin
Treasurer

Ward 1
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TO: Mayor and City Council
Tony Graff, Interim City Administrator
FROM: Dave Strahl, Interim Human Resources Representative
SUBJECT: Employee Performance Evaluation System
DATE: May 15, 2024

Ward 2
Claudia Gazal
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After reviewing the employee performance evaluation forms that were recently used for the FY 25 (May 1, 2023 to April 30, 2024) evaluation cycle, it was determined that the forms and the process were inadequate to fully document employee performance. Therefore, a new format and system has been developed for consideration and review. This information had previously been shared with the Interim City Administrator and Finance Director on April 3, 2024. At this time, it would be prudent to bring this topic forward for discussion among the city council before any more time lapses into the next fiscal year.

There were several major components to the proposed employee performance system. The components are outlined below:

- Statement of CORE Values: This is intended to provide a foundation for decision making and general performance to define the purpose of being and working for the city. The values are defined, and all actions should be based upon living these values while at work.
- General Instructions for Evaluators: These instructions provide information to evaluators on how to properly evaluate employees. In addition, there are some sample items that should be considered as part of any evaluation.
- Components of Timing: An annual evaluation is really the culmination of periodic coaching sessions in which the supervisor and employee have discussed performance throughout the year. This section outlines the need to evaluate employees every three months to measure progress towards achieving goals/objectives or progress towards identified work performance improvements. There is a need to have a standardized review process for employees on probation so that performance issues that may be present can be identified and given the opportunity to correct them prior to the end of probation. There are also instructions for non-probationary employees and union employees. There is information as to the

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purpose and option for a performance improvement plan (PIP) if it is warranted.

- Performance Ratings: The proposed system recommends five categories for rating an employee's performance. The ratings are defined as Needs Improvement (lowest performance), Progressing in Expectations (second lowest performance), Meets Expectations (performance meets the job requirements), Frequently Exceeds Expectations (second highest performance level), and Consistently Exceeds Expectations (Highest performance level). It is felt that using terms such as "Progressing" recognizes the employee is working towards improvement. Also, the use of terms of Consistently and Frequently illustrates performance that is periodical or regularly part of the employee's work activity.
- Performance Improvement Plans (PIP): The proposed system outlines the purpose and structure that will standardize the use of a PIP. Not every performance deficiency is worthy of a PIP, but if there is one that is created the format is defined.
- Employee Evaluation Forms: There are three separate forms depending on the employee's classification. There is a non-supervisor form, supervisory form, and a department director form. Each form has performance criteria that are applicable to the performance of duties in that specific classification. As the complexities of the job performance increase so does the number and depth of the evaluation criteria. There is ample space for supervisor comments, which are necessary to justify rankings. There is also space for employees' comments. A section for goals/objectives is included to define measurable employee achievement and development tasks. There is also a section for a PIP. Also, a score is assigned to each level and summarized into a total score. The scoring is as follows:
 - Needs Improvement – 0
 - Progressing in Expectations – 2
 - Consistently Meets Expectations – 3
 - Frequently Exceeds Expectations – 4
 - Consistently Exceeds Expectations – 5
- Department Director/Management Employee Form: This form is designed to evaluate the performance of employees

that supervise departments and are responsible for overall management of the departmental complexities that are part of these job duties. This form is designed to provide a comprehensive review of general management of departmental leadership. Performance criteria covered include the following.

- Job Knowledge
 - Problem Solving
 - Communication
 - Cooperation & Teamwork
 - Customer Service
 - Accountability
 - Professionalism
 - Adaptability
 - Attitude
 - Conflict Resolution
 - Integrity & Commitment
 - Organizational Relations
 - Leadership
 - Resource Management
 - Training Performance
 - Budget Development & Control
 - Written Communication
 - Self-Management & Initiative
 - Responsiveness
 - Research Skills
 - Management Effectiveness
 - Innovation
 - Decision Making & Judgment
 - Presentation Skills
- Supervisory Employee Form: This form is designed to evaluate the performance of employees that supervise other employees generally as a front-line supervisor. Performance criteria covered include the following.
- Job Knowledge
 - Problem Solving
 - Communication



- Cooperation & Teamwork
 - Customer Service
 - Accountability
 - Professionalism
 - Adaptability
 - Attitude
 - Conflict Resolution
 - Integrity & Commitment
 - Organizational Relations
 - Leadership
 - Resource Management
 - Training Performance
- Non-Supervisory Employee Form: This form is designed to evaluate the performance of most front-line employees. Performance criteria covered include the following.
- Job Knowledge
 - Problem Solving
 - Communication
 - Cooperation & Teamwork
 - Customer Service
 - Reliability & Responsibility
 - Professionalism
 - Adaptability
 - Safety/Policy Compliance
 - Quality of Work
 - Dependability

Recommendation:

Implementation of the program as soon as possible in the new fiscal year so that supervisors can have adequate time to evaluate employees on the proposed quarterly system. The system requires quarterly reviews and a comprehensive summary to be completed prior to the start of the next fiscal year, between April 1 and 30, 2025.



Employee Performance Evaluation Program

The City of Crest Hill is committed to providing efficient and effective service to its residents through thoughtful and reasonable performance in which the needs of the citizens are considered first and foremost by the actions on display in the performance of our work. In order to ensure there is a continuous reinforcement of this service commitment city employees will be evaluated in their performance to define expectations and responsibilities for improvement. Decisions regarding this commitment will be reflected in the actions of all employees as they perform their work duties.

CORE Values:

Core values are the value statements that all employees utilize as part of their typical performance and decision making in support of the service provided to the residents of the city.

Honesty: Speaking and acting truthfully. Showing respect towards others and having integrity and self-awareness.

Service: Commitment and dedication to helping others. Treat financial decisions as if the funds under consideration were your own.

Professionalism: Conducting oneself with responsibility, integrity, accountability, and excellence. Consistently achieving high standards both visibly and behind the scenes.

Integrity: Acting ethically and transparently in work situations, prioritizing doing the right thing over personal gain. Being accountable and following through with decisions made, even if no one is around to see it.

Leadership: Setting an example. The ability of an individual or a group of people to influence and guide others within the organization or team.

Teamwork: Working together to successfully complete a task. Cohesiveness of a team to create a positive working atmosphere that recognizes the strengths and skills that each team member brings. Never saying "it's not my job" but instead "how can I help?"

Respect: Showing regard for someone's abilities and worth that values their feelings and their views, even when one does not necessarily agree with them. Accept others on an equal basis and give them the same consideration one would expect for themselves.

Transparency: Be open in communication and accountability.

Empathy: Ability to emotionally understand what others feel to see things from their point of view.

Employee Evaluation Process:

The evaluation process is a systemic and periodic process that assesses an individual employee's job performance and productivity in relation to established performance criteria and organizational objectives. The process is interactive in which both employee and supervisor are encouraged to openly and thoroughly discuss past and future performance.

Considerations as Part of Employee Evaluations:

The following are guidelines to keep in mind when preparing for performance evaluations. The performance evaluation process is continuous, and a supervisor has a responsibility to be the communications conduit and be aware of ensuring employees have clearly defined expectations and measurable goals and objectives. General subjective statements about performance interactions are not meaningful in terms of motivating and communicating to employees. Supervisors function as coaches in terms of defining expectations for employees and assist in reaching those expectations.

Guidelines to Consider as Part of a Performance Evaluation:

- Employees generally like to know where they stand in terms of performance and defining expectations as part of an evaluation process is a foundational component of that interaction as a supervisor.
- Generally, the annual performance evaluation process should be a summary of the performance interactions the supervisor has had and documented with the employee throughout the year. The information shared and summarized on the evaluation forms should not be a surprise to either the employee or supervisor.
- Typically, the annual evaluation is a summary of the coaching documents of previous periodic discussions throughout the year. The annual evaluation should not be a stand-alone document that is generated from memory. It is very difficult to recall specific examples of performance in that manner and it is unfair to the employee. As a supervisor it is your responsibility to coach the employee throughout the year and documentation of these coaching events should be retained to generate the annual review document.
- When considering a rating or ranking of performance make sure a supervisor can articulate how the ranking was determined or rating can be provided in a written format. In addition, if the ranking allows for room for improvement make sure the supervisor articulates the performance expected to improve the ranking/rating.

- Avoid subjective statements and generalizations of performance. Provide as many specific examples of performance as possible. If the performance meets expectations, describe why, if it does not explain why. This process is the opportunity to set the expectations for the employee and they desire and deserve as much direction and information as possible, just as you would if you were being evaluated.
- Determining goals/objectives for the coming year should be a collaborative effort between the supervisor and the employee. This collaboration will allow for improved "buy-in" and commitment from the employee. This collaboration also allows for dialogue as to what is expected and what is achievable.
- Goals/objectives should clearly be documented as objective items that are clearly measurable with defined deadlines. Avoid statements or a goal/objective that cannot be measured to determine success in achievement. If there are milestones that illustrate progress toward an overall deadline, make sure those milestones are included as achievement steps with appropriate dates for achievement.
- The performance evaluation process is not intended as negative interaction. It should be considered as an opportunity to undertake a candid discussion with your employee as a coach to help the employee build upon their skillset to be more valuable to the organization.
- As part of the evaluation process avoid the "halo" effect. This occurs when a supervisor rates the employee high in a predominant number of categories and bases the rating on subjective feelings that the employee is maintaining routine work tasks without any future performance measurable goals/objectives.
- A supervisor should be mindful of their ranking/ratings in especially high ratings noting that the number of employees that reach that level consistently is statistically less than 10 percent of a typical employee population.
- As a supervisor you should also ask the employee what support they need from you as a supervisor to assist in their success. Supervisors are ultimately responsible for the success of the employee through defining expectations, coaching and accountability.
- Once the evaluation is completed the signature of the employee is solely for the verification of the evaluation process and acknowledgement of the interaction. The evaluation process should conclude with both the employee and supervisor acknowledging the measurable improvements clearly defined.
- In the rare instances in which the employee disagrees with a particular rating/ranking allow them to provide written documentation outlining why they feel the ranking/rating is not reflective of their performance. This written documentation will be included as part of the overall performance evaluation document when submitted as a complete record. The supervisor is not obligated to change any rankings/ratings based on the employee's written documentation. The supervisor is encouraged to review the written documentation and add additional information on the evaluation form as they see fit to balance the employee comments with the supervisor's rankings/ratings.

- Furthermore, if any additional comments are added to the evaluation documents the employee must receive a final copy of the evaluation form along with any attachments.
- Human Resources personnel are readily available to assist you as supervisor to create the best product possible. If in doubt, request the Human Resources representative to review your evaluation form BEFORE you sit down with the employee to ensure consistency and completeness to the process.

Components of an Employee Performance Evaluation:

Employee performance appraisal process is a year-round activity that culminates with the annual review that summaries the progress recorded throughout the year. It is critical that periodic written documentation is generated to measure progress towards any goals, objectives, or professional development activities. This documentation should match previously defined timeframes as to determination of progress. Written documentation of performance progress is essential for new employees as part of the probationary review period.

Below is a suggested timeframe for employee performance evaluations.

New Hires:

- Action: Provide an outline of job responsibilities and expectations to the new employee upon hire. Also, outline any critical path tasks and timeframes required to demonstrate competencies.
 - Due Date: Information provided within one week of start date.
- Action: Check on progress of learning processes of critical job tasks as previously outlined. Progress should be in written detail.
 - Due Date: Check-ins should be no less than every 30 days of employment during the first 4 months of employment.
- Action: Review progress of development of job tasks and knowledge as it applies to overall job performance. This progress should be in writing. If there are any deficiencies, they should be discussed and documented with an action plan and timeframe.
 - Due Date: Should be completed at least 30 days prior to the 6-month anniversary (end of probation).
- Action: Supervisor and employee jointly discuss and create a summary document (performance evaluation) detailing the progress of the employee's training and development related to performing required job tasks. The summary document will also detail previously established goals and objectives and the progress towards their completion. Any deficiencies must be documented and if improvement plans are deemed necessary such plans must be in a written format with specific timeframes. A recommendation must be made by the supervisor as to whether the employee will be retained as a non-probationary employee, or the probation period should be extended for additional development. A review of the summary

document should be performed by Human Resources prior to discussion with the employee.

- Due Date: Completion within 2 weeks prior to the end of the 6-month probationary period.

Non-Probationary Employees:

- Action: Supervisor and employee review progress towards completion of the previously established goals and objectives along with any employee development elements. This review should be every 3 months during the year to ensure feedback and progress is tracked and if any deadlines need adjustment such changes can be undertaken prior to the next review period.
 - Due Date: Review of performance every 3 months during the year to track progress in real time and allow for timeframe adjustments as necessary.
- Action: Prior to completion of the annual review summary review document any items that have previously been identified for additional effort through a performance improvement plan (PIP), consult with Human Resources to ensure any PIP is reasonable.
 - Due Date: Review of PIPs at least 30 days prior to the due date of the performance summary being discussed with the employee.
- Action: Complete the performance summary based on the quarterly reviews that were previously discussed with the employee over the past year. If the supervisor would like a review of the proposed performance summary prior to discussion with the employee, it should be submitted to Human Resources for review and advice.
 - Due Date: Submit the completed review after discussions with the employee to Human Resources for processing and personnel file records. The completed summary must be submitted by the established deadline.
- Action: The completed performance summary must be discussed with the employee before submitting it to Human Resources. The discussion with the employee and the employee's signature is required to verify that the discussion took place with the employee. The discussion between the supervisor and employee should be interactive to the extent that a collaborative set of goals and objectives are established as part of the performance review summary. Employee signature verifies the performance review was discussed with the employee and does not signify that the employee agrees with the review. The employee may submit additional documentation to be included as part of the review record. The supervisor is not obligated to change any documentation or ratings/rankings based on this additional documentation.

Union Employee Reviews:

Supervisors that direct union employees still must perform annual reviews on the employee's performance, including a probationary review, if applicable. The non-supervisor form should be utilized for the review and all the other instructions should be followed regarding the ranking/ratings. The difference is that as a union employee the employee either meets the standard or not, pass/fail. If the employee fails a performance

criterion it should be documented as outlined in the instructions and the employee is provided an opportunity to “cure” or improve the performance within a defined timeframe; i.e. Performance Improvement Plan (PIP). If after the timeframe has expired and the employee’s performance still does not meet the standard, progressive discipline could be considered.

Performance Ratings:

The performance ratings for the employee appraisal system have five levels of job performance definitions. The terms “always” and “never” are used in specific definitions for a number of factors to describe the highest and lowest levels of job performance. Their use is not to be taken as so absolute that it is virtually impossible for either rating to be used. Rather the ratings where exceptions are rare, and the preponderance of the performance could support the consistent application of the defined terms.

Consistently Exceeds Expectations: Extraordinary performance, exemplary, flawless. Statistically employees that are rated in this category account for no more than 5% of the employee population of any organization. By using this performance category, the employee would be demonstrating the following performance characteristics. The employee does not have to demonstrate ALL the characteristics listed but should demonstrate a performance level that is embodied in the majority of the characteristics listed.

- Employee is recognized by all as a real expert in this job area.
- Employee demonstrates a knowledge that normally can be gained only through long periods of experience in this particular type of work.
- This employee could be considered to be a prime candidate for promotion when a higher level position in this or related field becomes open.
- This employee’s actions show an understanding of work well beyond the assigned area of responsibility. Outsiders seek the employee out because of knowledge demonstrated through performance of the many facets of the department’s work.
- This employee readily shares their knowledge with others and demonstrates a desire to improve the organization through teamwork and collaborative actions.
- Employee shows unusual initiative and is a definite self-starter.
- Employee almost invariably takes the best approach to getting the job done.

Frequently Exceeds Expectations: Superior consistent performance, generally beyond job requirements. The use of this performance category implies the following:

- This employee exceeds position requirements even on some of the most difficult and complex tasks of the job. Employee takes the initiative in development and in implementation of challenging work goals. Normally, this individual would be considered for possible promotion to accept additional responsibilities.
- Employee consistently performs more tasks than typically outlined in the job description and accomplishes tasks with little to no reworking necessary.

- Employee is able to take on extra projects and tasks without neglecting other assigned duties.
- Employee is able and willing to accept each assignment with equal enthusiasm and responsibility to see it through to completion.
- Employee actively embraces and encourages teamwork and collaboration and does not assume full credit for the accomplishments.
- Employee does own advanced planning, anticipates problems and takes appropriate action.
- Employee seeks direction when appropriate and is comfortable working independently and being reviewed based on the results.
- Employee shows a good grasp of the “big picture” from a strategic sense. Thinks beyond the details of the job and works towards the overall objectives of organization/department.

Meets Expectations: Employee works diligently actively demonstrating job competence and utilizing knowledge within the defined job duties. Steady work that is complete and without errors or necessary of minimal review.

- This employee is performing full, complete, and satisfactory work. Performance is what is expected of a fully qualified and experienced person in their assigned position.
- Performance does not require significant improvement, but if improvement were to occur it is a plus factor for the department’s effectiveness. If the improvement does not occur, there is no reason to complain or consider work substandard in any way.
- If all employees met these standards the departmental performance would be completely satisfactory and create a strong foundation for timely and accurate completion of job tasks.
- The work of this employee results in very few errors and infrequent complaints. When such errors do occur, the employee makes a conscience effort to actively participate in the development of corrective measures to minimize the future occurrence of the same error.
- This employee can demonstrate a sound balance between quality and quantity.
- This employee does not spend undue time on unimportant items, neglecting problems or projects that should have priority.
- Employee requires normal supervision and follow-up and usually completes regular work and projects on schedule.
- This employee is considered a good, solid member of the team and supervisor feels reasonably secure in directing any kind of assignment within the scope of the job description and have confidence it will be completed correctly.

Progressing in Expectations: Employee performance needs improvement in one or more job task.

- The employee's performance meets only the minimum job requirements for the position and has more to learn and understand to meet expectations.
- Employee has had sufficient time that they should be fully competent and effective in their assigned position.
- Typically, this employee needs some pushing and follow through and performs the job under close supervision. Job performance is such that the supervisor does not have confidence that the work will be completed correctly on a consistent basis.
- The employee needs to acquire more know-how to be more effective in the performance of their job duties.
- Supervisor sometimes has to plan the employee's programs or assignments step-by-step. Once the directions are laid out the employee usually completes the task. Contrast this effort to other employees that understand the directions and can complete a task without the need to have step-by-step instructions.
- Co-workers have to perform additional work to make up for the deficiencies of this employee.

Needs Improvement: Employee performance is unacceptable and does not meet job requirements.

- Employee has been in the job long enough to have shown more comprehensive performance at this point.
- Employee is creating a morale problem with supervisor and co-workers by creating additional work for not carrying their workload and impacting the ability of others to complete their work.
- Employee does not display a drive that translates into a commitment to the job and the organization.
- It is more likely that the employee probably recognizes that the job tasks are not getting completed.
- When mistakes are made the employee repeats them and does not undertake the necessary corrective actions to avoid repeats.
- Work is falling behind and tasks are not completed correctly or timely.
- Others have commented on the employee's work performance as sub-standard.

Performance Improvement Plan (PIP):

Employee performance that has been identified as needs improvement or unacceptable must be addressed with the employee through appropriate documentation. Depending on the performance and nature of the deficiencies the supervisor may undertake a performance improvement plan (PIP). However, not every performance situation is eligible for a PIP. Performance that is considered serious in nature, including but not limited to, insubordination, repeated inaccurate statements and work product, disregard or disrespect of co-workers or residents, and refusal to accept corrective action, may not be worthy of a PIP. Some actions are of such a nature that the employee displays an attitude of unwillingness to change for the sake of improvement as a behavioral choice and not a skill deficit may not be worthy of a PIP.

A PIP requires a written performance outline of expected performance within a specific timeframe. A PIP also requires the employee and supervisor to meet periodically to document the progress towards reaching the expected level of performance. These meetings are summarized through written documentation. There may be multiple components to a PIP that may include more than one expected performance level for different tasks. A PIP must have written concurrence with the employee when created to document the employee understands the requirements and is willing to correct the targeted behavior within the set timeframe.

PIP programs could be considered “last chance” agreements to improve performance before additional job action is considered up to and including termination. If an employee improves their performance to meet the standards set through the PIP, the PIP will include documentation that the performance improved under the timeframe and standards outlined. If the performance was improved through a PIP becomes unacceptable in the future the supervisor is expected to advise the employee of the performance deficit. However, the supervisor is not obligated to create another PIP for performance which was improved and then became unacceptable again. In instances such as these circumstances disciplinary action, up to and including termination recommendation might be warranted. The supervisor also has the flexibility to recommend discipline for performance that could be pending and awaiting to be imposed if the PIP is not completed as outlined initially.

Crest Hill Non-Supervisory Employee Performance Assessment Form

Employee Name: _____

Review Period: _____

Supervisor: _____

Department: _____

Instructions:

Supervisors are to complete the form and ranking the employee's performance in the categories provided below. Supervisors are required to provide examples of performance justifying rankings. Both supervisor and employee are to collaborate on determining goals/objectives with appropriate timeframes to be completed prior to the next rating period. Supervisor is expected to provide comments to justify rating including specific examples of job tasks that could justify such ratings. Employees should be offered the opportunity to provide comments on any rating area and may attached additional documentation as they necessary to augment the evaluation form. Supervisors are not obligated to modify any ratings based on the additional input from the employee.

Goals/Objectives must meet the following criteria:

Specific:	Goals/objectives should be written clearly to define what the employee is doing to do.
Measurable:	Goals/objectives must be measurable so that the employee and supervisor has tangible evidence that the goal/objective has been achieved. Usually, the entire goal/objective statement is a measure for the project, but there are usually several short-term or smaller measurements or milestones that have to be built in.
Attainable:	Goals/objectives must be attainable, thy should stretch the employee slightly so they feel challenged, but defined well enough so that the employee can meet them. The employee must possess the appropriate knowledge, skills, and abilities needed to attain the goal/objective or have a defined course of achievement to obtain such skillset.
Relevant:	Goals/objectives must measure outcomes, not activities or routine job duties.
Time-Based:	Goals/objectives must be linked to a timeframe that defines a sense of urgency. Without the urgency the reality of time will not allow the goal/objective to be obtained and would not produce a relevant outcome beneficial to the employee and organization.

Scoring - Ranking of employee's performance will use the following scale:

Consistently Exceeds Expectations:	5
Frequently Exceeds Expectations:	4
Consistently Meets Expectations:	3
Progressing in Expectations:	2
Needs Improvement:	0

Job Knowledge: The depth and breadth of know-how to perform essential duties and functions of the job. The level of compliance with degree certification and training requirements. Understanding of how individual job performance furthers organizational objectives. Willingness to update and expand skills knowledge and training.	
	Needs Improvement - Has not demonstrated the skills and knowledge to fulfill the essential functions of the position. Has difficulty learning and applying most new skills. Fails to keep updated about current developments and does not fully participate in training opportunities. Demonstrates a lack of understanding of how job relates to others in organization; has negatively impacted others or performance due to lack of understanding of relationship between job and others.
	Progressing in Expectations - Improvement is needed in certain skills and job knowledge. Sometimes has difficulty mastering and applying new skills. Should be more knowledgeable about current developments relating to work. Results could be improved if impact of job on others was better understood and was considered before acting.
	Consistently Meets Expectations - Demonstrates competency in the basic skills and knowledge required for the job. Regularly exhibits the ability to learn and apply new skills. Displays sufficient knowledge of current developments in area of responsibility. Takes advantage of learning opportunities. Consistently displays an understanding of how job relates to other jobs and impacts others.
	Frequently Exceeds Expectations - Demonstrates a high level of competency in the skills and knowledge required. Learns quickly and easily applies new skills and shares knowledge with others.. Does an excellent job of keeping updated about current developments in area of responsibility and seeks out opportunities to learn. Displays a better than usual understanding of how the job relates to other jobs and functions; frequently adds value to organization through appropriate communication with others impacted by actions.
	Consistently Exceeds Expectations - Demonstrates significant expertise and in-depth knowledge and skills. Shows an exceptional ability to master and apply new skills and seeks opportunities to expand and apply knowledge and skills. Independently reads and researches extensively staying on top of current developments that might impact work; shares knowledge with others. Displays an extraordinary understanding of how the job relates to the jobs of others; and anticipates consequences of action or events on others and responds appropriately. Helps others understand relationships between jobs and functions.
Supervisor Comments:	

Problem Solving: The ability to predict recognize and define problems. Skill in generating, selecting and implementing timely and meaningful solutions.

	Needs Improvement - Has significant difficulties in recognizing and solving problems. Unable to generate meaningful solutions. Tendency to postpone or avoid handling obstacles and negative situations impedes work progress. Does not effectively implement remedies.
	Progressing in Expectations - Has trouble predicting, recognizing and/or defining problems. Able to generate solutions but may lack innovative thinking. May avoid decisions or all small obstacles to impair work progress. May need to work on implementing timely solutions to ensure smooth operations.
	Consistently Meets Expectations - Identifies most problems. Works to find solutions and ensure that problems are solved timely. Usually maintains smooth operations.
	Frequently Exceeds Expectations - Demonstrates strong ability to recognize and define problems. Generates effective options and promptly acts to implement solutions. Predicts, foresees and eliminates obstacles to ensure smooth operations.
	Consistently Exceeds Expectations - Demonstrates exceptional ability to recognize and clearly define problems. Considers full range of options and promptly acts to implement best possible solutions. Proactively foresees and eliminates obstacles to ensure smooth operations. Frequently acts as a resource and assists others with problems. Takes initiative in offering suggestions.
Supervisor Comments:	

Communication: The ability to effectively converse and listen to others. The use of proper written and grammatical skills to clearly and concisely convey a message including the meaningful application of computer technology [e-mail, Internet, etc.] Preparation and delivery of effective presentations.	
	Needs Improvement - Communication skills are inadequate for the job. Immediate improvement is necessary in one or more key areas [listening, speaking, writing, and/or using communication technology].
	Frequently Exceeds Expectations - Communication skills are lacking in some areas. Verbal communication skills of listening and speaking impede job performance. More effective use of communication technologies is needed. Written documents do not convey information clearly.
	Consistently Meets Expectations - Communication and listening skills are good. Effectively uses some available communication technology. Written documents convey information appropriately.
	Progressing in Expectations - Communication skills are excellent. Listening and interpersonal skills are above average. Effectively uses most available communication technology. Written documents are usually clear and concise.
	Consistently Exceeds Expectations - Communication skills are superior. Listening and interpersonal communication skills strengthen others. Effectively uses all available communication technology. Written documents are clear, concise and well-constructed.
Supervisor Comments:	

Cooperation & Teamwork: The degree to which the employee promotes collaborative cooperative and productive working relationships. Cooperation and teamwork are demonstrated by supporting the work group's or team's efforts; respecting the viewpoints of others; showing sensitivity to cultural diversity and feelings of others; carrying share of workload including undesirable tasks; and keeping others informed.	
	Needs Improvement - When participating in a team often fails to support team's efforts to meet goals is disruptive or sabotages team's efforts. Working relationships are unsatisfactory. Does not keep others properly informed. Demonstrates a lack of respect for or sensitivity to others. Does not offer support or assistance to co-workers and/or is resistant to assisting when directed to do so. Failure to carry share of work negatively impacts others.
	Progressing in Expectations - On occasion contribution to team does not support team's efforts to meet goals. Employee does not actively contribute to group activities. Informs others only when asked prompted directed or reminded. Has occasional trouble listening to or accepting others' views especially from particular individuals. Infrequently offers support or assistance or does so only when instructed to do so. Has failed to exhibit respect or sensitivity to others.
	Consistently Meets Expectations - When participating in a team supports team's efforts to meet goals. Establishes and maintains good working relationships. Ensures that others are kept informed. Respects the importance of cultural diversity and is sensitive to the feelings of others. Welcomes diverse viewpoints and respects others and their opinions. Regularly assists and supports co-workers. Performs his or her share of the workload including less desirable tasks.
	Frequently Exceeds Expectations - Genuinely values others' input and expertise and is willing to learn from others. Encourages others to express views and opinions. Maintains the self-esteem and self-confidence of others. Frequently offers assistance when needed. Actively contributes to the success of the team when working in a group. Often takes extra measures to assure others are aware of necessary information.
	Consistently Exceeds Expectations - Efforts to establish and maintain strong working relationships are outstanding; is recognized by others as a group leader. Is extremely proactive about keeping others well informed. Consistently solicits the opinions and views of others always maintaining a high degree of objectivity. Acts to promote and contribute to a welcoming productive climate with good morale and cooperation. Is always quick to offer assistance to co-workers.
Supervisor Comments:	

Customer Service : The degree to which customer service and professional rapport is demonstrated in the day-to-day environment in working with internal and/or external customers.	
	Needs Improvement - Customer relations performance is unsatisfactory. Has failed to show sufficient courtesy and sensitivity to customers. Has difficulty working with difficult or emotional customers. Commitments are frequently delayed or remain unfulfilled. Responds too slowly when servicing customers. Responds negatively to customer feedback. Customer complaints about curtness or lack of attentive service are common.
	Progressing in Expectations -Customer relations could improve. Needs to increase the level of courtesy and sensitivity s/he displays to customers. Sometimes is too casual or appears uninterested in customer. Sometimes takes too long to respond to customer. Not always successful managing difficult or emotional customers. Sometimes forgets or is late in fulfilling commitments. Seldom asks for customer feedback or uses feedback to improve service.
	Consistently Meets Expectations - Interactions with customers are usually sensitive and courteous. Is able to handle most difficult or emotional customer situations. Responds promptly when servicing customers. Uses customer feedback to improve service. Generally follows through on commitments on a timely basis.
	Frequently Exceeds Expectations - Often achieves positive results with difficult or emotional customers. When interacting with customers is always sensitive and courteous. Often goes out of the way to make sure commitments are met. Responds with a strong sense of urgency when servicing customers. Solicits and uses customer feedback to deliver better service. Is always attentive, concerned and polite.
	Consistently Exceeds Expectations - Well-refined customer relations skills are reflected in consistent superior service; treats all customers with exceptional sensitivity courtesy and respect. When dealing with emotional or difficult customers consistently achieves successful results. Regularly exceeds customer expectations by making a special effort to fulfill commitments. Is extremely responsive to the needs of customers. Proactively solicits customer input and applies feedback to improve the quality of service delivery. Is a constant example to associates in performing customer service and handling difficult situations.
Supervisor Comments:	

Reliability & Responsibility: The degree of follow-through on assignments. The degree to which the employee can be counted on to complete assignments in a timely and competent manner. The degree to which the employee is self-directed, takes initiative and is proactive.

	Needs Improvement - Dependability is a significant problem. Follow-through or unwillingness to complete tasks frequently leaves other staff members in adverse situations or requires other staff to take on additional responsibilities. Absenteeism [excluding legally required leave] has impacted job performance.
	Progressing in Expectations - Dependability is a problem. Lack of follow-through or unwillingness to complete tasks occasionally leaves other staff members in adverse situations or requires other staff to take on additional responsibilities. Absenteeism [excluding legally required leave] has impacted job performance.
	Consistently Meets Expectations - Can usually be counted on to complete assignments correctly and in a timely manner. A few exceptions may occur.
	Frequently Exceeds Expectations - Can be counted on to complete assignments in a timely and thorough manner. Consistently meets or exceeds expectations.
	Consistently Exceeds Expectations - Always completes assignments timely and thoroughly. Frequently works beyond expectations demonstrating exceptional initiative.
Supervisor Comments:	

Professionalism: The degree to which the employee demonstrates and conveys a favorable image when representing the city. The level of honesty, integrity and confidentiality along with proper standards of professional dress and deportment.

	Needs Improvement - The level of conduct, behavior and/or dress is a concern. Improvement must occur to meet the city minimum standards of performance in the area of professionalism. Trustworthiness, behavior, speech and/or appearance are significant concerns. The city's image is threatened by a lack of professionalism.
	Progressing in Expectations - Trustworthiness, behavior, speech and/or appearance do not always meet city standards. Lack of professionalism may reflect poorly on the city.
	Consistently Meets Expectations - Follows the guidelines of the city in behavior and dress. Regarded as one who can be trusted to represent the organization well.
	Frequently Exceeds Expectations - Regarded as an extremely effective ambassador for the city. Above reproach in matters of honesty and integrity. Always careful to represent the city in a manner that reflects a high level of professionalism.
	Consistently Exceeds Expectations - Represents the city with the highest standards of professionalism. Exceptional in terms of honesty, integrity, confidentiality, deportment and dress.
Supervisor Comments:	

Adaptability: The degree to which one demonstrates openness to change and new ideas. Ability to adjust to changing work requirements and respond to new situations.

	Needs Improvement - Negative toward change. Reluctant or unable to adapt to new situations. Frequently resists change causing problems and delays.
	Progressing in Expectations - Demonstrates a general resistance to change. Can adapt to new situations.
	Consistently Meets Expectations - Generally not resistant to change. Can adapt to many situations requiring a detour from established procedures if given reasonable time to adapt.
	Frequently Exceeds Expectations - Adjusts well to most situations or changes. Supportive and proactive in effecting changes and improving processes.
	Consistently Exceeds Expectations - Fits well into virtually any assignment. Utilizes new ideas to improve operations. Seeks to effectively assimilate change into productive processes.

Supervisor Comments:	
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Safety/Policy Compliance: The degree to which the employee has a knowledge of and complies with organizational policies.

	Needs Improvement - Has failed to follow significant organizational/safety guidelines and policies. May be unaware of established policies. Immediate and significant improvement is required.
	Progressing in Expectations - Compliance is inconsistent. May not be fully aware of established guidelines and policies. Failure to comply has resulted in problems or potential problems. Desire to comply is inconsistent.
	Consistently Meets Expectations - Has a good understanding of and usually complies with organizational/safety policies and guidelines. Very few exceptions occur and with little consequence. Desire to comply is evident.
	Frequently Exceeds Expectations - Has a strong understanding of organizational/safety policies and guidelines. Complies willingly and without complaint.
	Consistently Exceeds Expectations - Demonstrates an excellent understanding of organizational/safety policies and guidelines. Complies very willingly and without exception. Acts as an example to other employees. Takes initiative to improve compliance practices.

Supervisor Comments:	
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Quality of Work: The level of ability to perform work assignments free from mistakes or errors.	
	Needs Improvement - Quality is consistently below accepted standards. Errors and mistakes are excessive. No commitment to quality or excellence is evident.
	Progressing in Expectations - Quality occasionally falls below accepted standards. Effort is demonstrated but mistakes are excessive. Commitment to quality is inconsistent.
	Consistently Meets Expectations - Quality is consistently within accepted standards. Errors and mistakes may occur occasionally but they are not excessive and are corrected in a timely manner. A desire to produce quality work is demonstrated.
	Frequently Exceeds Expectations - Quality exceeds standards and normal expectations. Is always conscience of final product.
	Consistently Exceeds Expectations - Consistent outstanding work quality. Makes no mistakes or errors of any consequence. Demonstrates commitment to excellence at all times.
Supervisor Comments:	
Dependability: The degree of follow-through on assignments. The degree to which the employee can be counted on to complete assignments in a timely and competent manner. The degree to which the employee is self-directed, takes initiative and is proactive.	
	Needs Improvement - Dependability is a significant problem. Follow-through or unwillingness to complete tasks frequently leaves other staff members in adverse situations or requires other staff to take on additional responsibilities. Absenteeism [excluding legally required leave] has impacted job performance.
	Progressing in Expectations - Dependability is a problem. Lack of follow-through or unwillingness to complete tasks occasionally leaves other staff members in adverse situations or requires other staff to take on additional responsibilities. Absenteeism [excluding legally required leave] has impacted job performance.
	Consistently Meets Expectations - Can usually be counted on to complete assignments correctly and in a timely manner. A few exceptions may occur.
	Frequently Exceeds Expectations - Can be counted on to complete assignments in a timely and thorough manner. Consistently meets or exceeds expectations.
	Consistently Exceeds Expectations - Always completes assignments timely and thoroughly. Frequently works beyond expectations demonstrating exceptional initiative.
Supervisor Comments:	

SUMMARY - Number of Competencies in Each Category/Scoring

# Of Categories	Category	Score	Multiplier	Total Per Category
	Consistently Exceeds Expectations	5	X	0
	Frequently Exceeds Expectations	4	X	0
	Consistently Meets Expectations	3	X	0
	Progressing in Expectations	2	X	0
	Needs Improvement	0	X	0
Total Score				0

Supervisor Comments:**Employee Comments:****Employee Name:****Employee Signature:****Supervisor Name:****Supervisor Signature:****City Administrator
Name/Signature:****Review Period:**

Goals/Objectives Worksheet

Employee Name:

Supervisor Name:

Review Period:

Goals/Objectives to be Achieved:

Instructions: Goals/Objectives MUST be specific, measurable, achievable, relevant and time-bound. Supervisor is required to meet periodically with the employee to determine progress towards a goal/objective. If the timeframe for achievement changes it must be noted on the form. Documentation of completion or progress MUST be provided on this form as a tracking mechanism. Documentation of completion or progress MUST be included on the performance evaluation for the next rating period. This section is not intended to address performance deficiencies, if such items are identified they are to be addressed through a Performance Improvement Plan (PIP).

Goal/Objective:

Measurement:

**Date to
Complete:**

Accomplishments:

Goal/Objective:	Measurement:	Date to Complete:
Accomplishments:		

Goal/Objective:	Measurement:	Date to Complete:
Accomplishments:		

Goal/Objective:	Measurement:	Date to Complete:
Accomplishments:		

Goal/Objective:	Measurement:	Date to Complete:
Accomplishments:		

Employee Name:

Employee Signature:

Supervisor Name:

Supervisor Signature:

City Administrator Name/Signature:

Performance Improvement Plan (PIP)

Goal/Improvement Objective:	Measurement:	Date to Complete:
Notes:		
Action Step:		
Goal/Improvement Objective:	Measurement:	Date to Complete:
Notes:		
Action Step:		
Goal/Improvement Objective:	Measurement:	Date to Complete:
Notes:		
Action Step:		
Employee Name/Signature: _____		
Supervisor Name/Signature: _____		
City Administrator Signature: _____		
Date: _____		

Crest Hill
Supervisory Employee Performance Assessment Form

Employee Name: _____

Review Period: _____

Supervisor: _____

Department: _____

Instructions:

Supervisors are to complete the form and ranking the employee's performance in the categories provided below. Supervisors are required to provide examples of performance justifying rankings. Both supervisor and employee are to collaborate on determining goals/objectives with appropriate timeframes to be completed prior to the next rating period. Supervisor is expected to provide comments to justify rating including specific examples of job tasks that could justify such ratings. Employees should be offered the opportunity to provide comments on any rating area and may attached additional documentation as they necessary to augment the evaluation form. Supervisors are not obligated to modify any ratings based on the additional input from the employee.

Goals/Objectives must meet the following criteria:

Specific:	Goals/objectives should be written clearly to define what the employee is doing to do.
Measurable:	Goals/objectives must be measurable so that the employee and supervisor has tangible evidence that the goal/objective has been achieved. Usually, the entire goal/objective statement is a measure for the project, but there are usually several short-term or smaller measurements or milestones that have to be built in.
Attainable:	Goals/objectives must be attainable, thy should stretch the employee slightly so they feel challenged, but defined well enough so that the employee can meet them. The employee must possess the appropriate knowledge, skills, and abilities needed to attain the goal/objective or have a defined course of achievement to obtain such skillset.
Relevant:	Goals/objectives must measure outcomes, not activities or routine job duties.
Time-Based:	Goals/objectives must be linked to a timeframe that defines a sense of urgency. Without the urgency the reality of time will not allow the goal/objective to be obtained and would not produce a relevant outcome beneficial to the employee and organization.

Scoring - Ranking of employee's performance will use the following scale:

Consistently Exceeds Expectations:	5
Frequently Exceeds Expectations:	4
Consistently Meets Expectations:	3
Progressing in Expectations:	2
Needs Improvement:	0

Job Knowledge: The depth and breadth of know-how to perform essential duties and functions of the job. The level of compliance with degree certification and training requirements. Understanding of how individual job performance furthers organizational objectives. Willingness to update and expand skills knowledge and training.	
	Needs Improvement - Has not demonstrated the skills and knowledge to fulfill the essential functions of the position. Has difficulty learning and applying most new skills. Fails to keep updated about current developments and does not fully participate in training opportunities. Demonstrates a lack of understanding of how job relates to others in organization; has negatively impacted others or performance due to lack of understanding of relationship between job and others.
	Progressing in Expectations - Improvement is needed in certain skills and job knowledge. Sometimes has difficulty mastering and applying new skills. Should be more knowledgeable about current developments relating to work. Results could be improved if impact of job on others was better understood and was considered before acting.
	Consistently Meets Expectations - Demonstrates competency in the basic skills and knowledge required for the job. Regularly exhibits the ability to learn and apply new skills. Displays sufficient knowledge of current developments in area of responsibility. Takes advantage of learning opportunities. Consistently displays an understanding of how job relates to other jobs and impacts others.
	Frequently Exceeds Expectations - Demonstrates a high level of competency in the skills and knowledge required. Learns quickly and easily applies new skills and shares knowledge with others.. Does an excellent job of keeping updated about current developments in area of responsibility and seeks out opportunities to learn. Displays a better than usual understanding of how the job relates to other jobs and functions; frequently adds value to organization through appropriate communication with others impacted by actions.
	Consistently Exceeds Expectations - Demonstrates significant expertise and in-depth knowledge and skills. Shows an exceptional ability to master and apply new skills and seeks opportunities to expand and apply knowledge and skills. Independently reads and researches extensively staying on top of current developments that might impact work; shares knowledge with others. Displays an extraordinary understanding of how the job relates to the jobs of others; and anticipates consequences of action or events on others and responds appropriately. Helps others understand relationships between jobs and functions.
Supervisor Comments:	

Problem Solving: The ability to predict recognize and define problems. Skill in generating, selecting and implementing timely and meaningful solutions.	
	Needs Improvement - Has significant difficulties in recognizing and solving problems. Unable to generate meaningful solutions. Tendency to postpone or avoid handling obstacles and negative situations impedes work progress. Does not effectively implement remedies.
	Progressing in Expectations - Has trouble predicting, recognizing and/or defining problems. Able to generate solutions but may lack innovative thinking. May avoid decisions or all small obstacles to impair work progress. May need to work on implementing timely solutions to ensure smooth operations.
	Consistently Meets Expectations - Identifies most problems. Works to find solutions and ensure that problems are solved timely. Usually maintains smooth operations.
	Frequently Exceeds Expectations - Demonstrates strong ability to recognize and define problems. Generates effective options and promptly acts to implement solutions. Predicts, foresees and eliminates obstacles to ensure smooth operations.
	Consistently Exceeds Expectations - Demonstrates exceptional ability to recognize and clearly define problems. Considers full range of options and promptly acts to implement best possible solutions. Proactively foresees and eliminates obstacles to ensure smooth operations. Frequently acts as a resource and assists others with problems. Takes initiative in offering suggestions.
Supervisor Comments:	

Communication: The ability to effectively converse and listen to others. The use of proper written and grammatical skills to clearly and concisely convey a message including the meaningful application of computer technology [e-mail, Internet, etc.] Preparation and delivery of effective presentations.	
	Needs Improvement - Communication skills are inadequate for the job. Immediate improvement is necessary in one or more key areas [listening, speaking, writing, and/or using communication technology].
	Frequently Exceeds Expectations - Communication skills are lacking in some areas. Verbal communication skills of listening and speaking impede job performance. More effective use of communication technologies is needed. Written documents do not convey information clearly.
	Consistently Meets Expectations - Communication and listening skills are good. Effectively uses some available communication technology. Written documents convey information appropriately.
	Progressing in Expectations - Communication skills are excellent. Listening and interpersonal skills are above average. Effectively uses most available communication technology. Written documents are usually clear and concise.
	Consistently Exceeds Expectations - Communication skills are superior. Listening and interpersonal communication skills strengthen others. Effectively uses all available communication technology. Written documents are clear, concise and well-constructed.
Supervisor Comments:	

Cooperation & Teamwork: The degree to which the employee promotes collaborative cooperative and productive working relationships. Cooperation and teamwork are demonstrated by supporting the work group's or team's efforts; respecting the viewpoints of others; showing sensitivity to cultural diversity and feelings of others; carrying share of workload including undesirable tasks; and keeping others informed.	
	Needs Improvement - When participating in a team often fails to support team's efforts to meet goals is disruptive or sabotages team's efforts. Working relationships are unsatisfactory. Does not keep others properly informed. Demonstrates a lack of respect for or sensitivity to others. Does not offer support or assistance to co-workers and/or is resistant to assisting when directed to do so. Failure to carry share of work negatively impacts others.
	Progressing in Expectations - On occasion contribution to team does not support team's efforts to meet goals. Employee does not actively contribute to group activities. Informs others only when asked prompted directed or reminded. Has occasional trouble listening to or accepting others' views especially from particular individuals. Infrequently offers support or assistance or does so only when instructed to do so. Has failed to exhibit respect or sensitivity to others.
	Consistently Meets Expectations - When participating in a team supports team's efforts to meet goals. Establishes and maintains good working relationships. Ensures that others are kept informed. Respects the importance of cultural diversity and is sensitive to the feelings of others. Welcomes diverse viewpoints and respects others and their opinions. Regularly assists and supports co-workers. Performs his or her share of the workload including less desirable tasks.
	Frequently Exceeds Expectations - Genuinely values others' input and expertise and is willing to learn from others. Encourages others to express views and opinions. Maintains the self-esteem and self-confidence of others. Frequently offers assistance when needed. Actively contributes to the success of the team when working in a group. Often takes extra measures to assure others are aware of necessary information.
	Consistently Exceeds Expectations - Efforts to establish and maintain strong working relationships are outstanding; is recognized by others as a group leader. Is extremely proactive about keeping others well informed. Consistently solicits the opinions and views of others always maintaining a high degree of objectivity. Acts to promote and contribute to a welcoming productive climate with good morale and cooperation. Is always quick to offer assistance to co-workers.
Supervisor Comments:	

Customer Service : The degree to which customer service and professional rapport is demonstrated in the day-to-day environment in working with internal and/or external customers.	
	Needs Improvement - Customer relations performance is unsatisfactory. Has failed to show sufficient courtesy and sensitivity to customers. Has difficulty working with difficult or emotional customers. Commitments are frequently delayed or remain unfulfilled. Responds too slowly when servicing customers. Responds negatively to customer feedback. Customer complaints about curtness or lack of attentive service are common.
	Progressing in Expectations -Customer relations could improve. Needs to increase the level of courtesy and sensitivity s/he displays to customers. Sometimes is too casual or appears uninterested in customer. Sometimes takes too long to respond to customer. Not always successful managing difficult or emotional customers. Sometimes forgets or is late in fulfilling commitments. Seldom asks for customer feedback or uses feedback to improve service.
	Consistently Meets Expectations - Interactions with customers are usually sensitive and courteous. Is able to handle most difficult or emotional customer situations. Responds promptly when servicing customers. Uses customer feedback to improve service. Generally follows through on commitments on a timely basis.
	Frequently Exceeds Expectations - Often achieves positive results with difficult or emotional customers. When interacting with customers is always sensitive and courteous. Often goes out of the way to make sure commitments are met. Responds with a strong sense of urgency when servicing customers. Solicits and uses customer feedback to deliver better service. Is always attentive, concerned and polite.
	Consistently Exceeds Expectations - Well-refined customer relations skills are reflected in consistent superior service; treats all customers with exceptional sensitivity courtesy and respect. When dealing with emotional or difficult customers consistently achieves successful results. Regularly exceeds customer expectations by making a special effort to fulfill commitments. Is extremely responsive to the needs of customers. Proactively solicits customer input and applies feedback to improve the quality of service delivery. Is a constant example to associates in performing customer service and handling difficult situations.
Supervisor Comments:	

Accountability: The degree to which one is answerable and responsible for actions and performance either individually or on a team.	
	Needs Improvement -Does not demonstrate follow-through. Frequently makes excuses or does not accept responsibility for one's own actions.
	Progressing in Expectations - Occasionally shirks responsibility or is not accountable for actions. Doesn't always meet deadlines. Improvement is needed in recognizing areas of responsibility.
	Consistently Meets Expectations - Generally is accountable for actions of self or team. Usually assumes responsibility for assignments and timelines.
	Frequently Exceeds Expectations - Frequently is conscientious about being answerable and accountable for the actions of self or team. Can be counted on to meet responsibilities and timelines.
	Consistently Exceeds Expectations - Always is totally accountable for the performance and actions of self or team. Completely understands job requirements and works in accordance with expectations. Assumes full responsibility for duties.
Supervisor Comments:	
Professionalism: The degree to which the employee demonstrates and conveys a favorable image when representing the city. The level of honesty, integrity and confidentiality along with proper standards of professional dress and deportment.	
	Needs Improvement - The level of conduct, behavior and/or dress is a concern. Improvement must occur to meet the city minimum standards of performance in the area of professionalism. Trustworthiness, behavior, speech and/or appearance are significant concerns. The city's image is threatened by a lack of professionalism.
	Progressing in Expectations - Trustworthiness, behavior, speech and/or appearance do not always meet city standards. Lack of professionalism may reflect poorly on the city.
	Consistently Meets Expectations - Follows the guidelines of the city in behavior and dress. Regarded as one who can be trusted to represent the organization well.
	Frequently Exceeds Expectations - Regarded as an extremely effective ambassador for the city. Above reproach in matters of honesty and integrity. Always careful to represent the city in a manner that reflects a high level of professionalism.
	Consistently Exceeds Expectations - Represents the city with the highest standards of professionalism. Exceptional in terms of honesty, integrity, confidentiality, deportment and dress.
Supervisor Comments:	

Adaptability: The degree to which one demonstrates openness to change and new ideas. Ability to adjust to changing work requirements and respond to new situations.

	Needs Improvement - Negative toward change. Reluctant or unable to adapt to new situations. Frequently resists change causing problems and delays.
	Progressing in Expectations - Demonstrates a general resistance to change. Can adapt to new situations.
	Consistently Meets Expectations - Generally not resistant to change. Can adapt to many situations requiring a detour from established procedures if given reasonable time to adapt.
	Frequently Exceeds Expectations - Adjusts well to most situations or changes. Supportive and proactive in effecting changes and improving processes.
	Consistently Exceeds Expectations - Fits well into virtually any assignment. Utilizes new ideas to improve operations. Seeks to effectively assimilate change into productive processes.
Supervisor Comments:	

Attitude - The degree to which one is positive, constructive and supportive toward customers employees and the city. The level of enthusiasm and commitment demonstrated in job performance.

	Needs Improvement - Almost always displays a poor attitude toward customers, employees or the city. Negative behavior demoralizes others and adversely impacts the city. Immediate change is necessary.
	Progressing in Expectations - Frequently demonstrates a poor attitude toward customers, employees or the city. Negative impact on others is noticeable.
	Consistently Meets Expectations - Demonstrates constructive and supportive behavior in most situations. Performs job duties with adequate commitment.
	Frequently Exceeds Expectations - Sustains a constructive, supportive attitude in most situations. Job commitment and enthusiasm motivate others.
	Consistently Exceeds Expectations - Always demonstrates positive, constructive, and supportive behavior. Projects enthusiasm and commitment in all aspects of job performance. Consistently motivates others.
Supervisor Comments:	

Conflict Resolution: The ability to successfully resolve conflicts through open communication and negotiation.	
	Needs Improvement - Fails to encourage open communication as a way to solve problems. Avoids difficult situations rather than deal with conflict directly. Loses objectivity when conflicts arise. Often expresses emotions in counterproductive manner. Does not resolved conflicts through negotiation.
	Progressing in Expectations - Does not place enough on open communication in problem solving. Tendency to avoid conflicts. Needs to work on negotiation skills to become more effective at resolving conflicts. Occasionally loses control of emotions in stressful situations. Sometimes loses objectivity when dealing with conflicts.
	Consistently Meets Expectations - Encourages open communication as a means to problem solve. Willing to confront difficult situations. Demonstrates objectivity in difficult situations. Maintains control of emotions in stressful situations and uses negotiation skills to attempt to resolve conflicts.
	Frequently Exceeds Expectations - Promotes open communication as a means for problem solving. Does not hesitate to address difficult situations and maintains objectivity. Stays calm and controls emotions in a stressful situation. Good negotiation skills have helped resolve conflicts.
	Consistently Exceeds Expectations - Actively encourages others to freely discuss problems and facilitates open communication and others respond by discussing problems. Confronts even the most difficult situations promptly and in a positive problem solving manner. Sets a positive example by remaining fair and impartial in conflict situations. Maintains control of emotions even in the most stressful situations and skillfully applies negotiation and mediation techniques to resolve conflicts.
Supervisor Comments:	

Integrity & Commitment: The degree to which one demonstrates behavior in support of the organization and its values. Deals fairly with people; communicates with consistency; ensures open access to information; honors commitments; builds trust through actions; is honest reliable and accountable; and adheres to the Ethics Guidelines for City Employees as presented in the Employee Handbook.	
	Needs Improvement - Behavior reflects a disregard for organization's mission values and goals. Performs inconsistently in situations which require ethical responses. Fails to accept responsibility for or attempts to cover up mistakes. Demonstrates behavior that is counter to openness inclusiveness and honesty. Behavior is counterproductive to a work environment that supports continuous improvement and mutual respect. Violations of the City's ethics policy have occurred or misconduct relative to ethical situations is deemed serious.
	Progressing in Expectations - A greater understanding and support for organization's mission values and goals needs to be developed. Could gain greater trust by being more open with other employees. Uncertain when to stand up for principles and beliefs. Needs to accept responsibility for mistakes. Can be ambivalent in some situations. Some concerns about lack of confidentiality poor judgment or uncertainty regarding ethics have been observed and need to be addressed to prevent further problems. Errors in judgment may have occurred due to a lack of understanding.
	Consistently Meets Expectations - Behavior reflects understanding and support for organization's mission values and goals. Demonstrates mutual trust respect and confidence. Behaves in a fair and ethical manner towards others. Is considered consistent and responsible in words and actions. Is a trusted and honest employee who understands the City's ethical standards and strives to abide by established guidelines. Can be relied upon to maintain confidentiality
	Frequently Exceeds Expectations - Behavior consistently reflects high level of understanding and support for organization's mission values and goals. Establishes mutual trust through consistency in actions. Respects others and their opinions. Encourages others to be equally open and honest. Demonstrates high level of ethics in dealing with both internal and external customers. Is honest and trustworthy in all circumstances and confidentiality is consistently demonstrated.
	Consistently Exceeds Expectations - Employee's understanding and support of the organization's mission values and goals inspires others. Demonstrates personal courage by standing up for what is right even when difficult. Assumes responsibility for mistakes. Consistently demonstrates openness and honesty even in difficult negotiations. Is a role model for ethical standards of performance and consistently honors commitments. Honesty trust and ethical behavior are exceptional in all business relationships.
Supervisor Comments:	

Organizational Relations: The degree to which the employee collaboratively works with other internal departments, agencies and/or outside organizations. The level of response to customer requests both internally and externally. Anticipation and control of obstacles.	
	Needs Improvement - Rarely goes beyond defined responsibilities. Lack of cooperation with outside parties erodes productivity.
	Progressing in Expectations - Occasionally takes initiative to improve problem situations but often reflects a negative attitude while doing so. Rarely goes beyond defined job responsibilities or is slow to respond to situations that require attention. Interactions with outside parties are not productive.
	Consistently Meets Expectations - Employee is responsive in solving problems when they are observed and has a good attitude while doing so. Works to build cooperative relationships with others.
	Frequently Exceeds Expectations - Responsiveness, collaboration and cooperation are very good. Continually looks for situations that could be improved and takes initiative to reach solutions. Effectively helps others to solve problems to the benefit of all involved parties.
	Consistently Exceeds Expectations - Responsiveness, collaboration and cooperation are exceptional. Always has a very positive attitude in helping others and working toward mutually beneficial solutions to problems.
Supervisor Comments:	
Leadership: The ability to effectively lead others in achieving stated duties and assignments. The level at which the manager is able to motivate people and demonstrates a positive example in leading staff toward achievement of organizational goals and mission.	
	Needs Improvement - Completely lacks ability to guide others due to lack of effort desire vision or positive attitude. Leadership skills are inconsistent with city values.
	Progressing in Expectations - Ability to guide others is limited due to lack of effort desire vision or positive attitude. Leadership skills are inconsistent with city values.
	Consistently Meets Expectations - Focus and direction is good and usually consistent with desired results. Leadership skills are adequate but further development may be needed. Generally shares city values and demonstrates a positive attitude toward organizational objectives.
	Frequently Exceeds Expectations - Shares and promotes city values and goals through effective leadership. Encourages and mentors others as needed.
	Consistently Exceeds Expectations - Seen as an exemplary role model contributor and leader. Holds self and others accountable to high standards. Inspires associates to higher levels of performance.
Supervisor Comments:	

Resource Management: Demonstrated ability to identify needs and to allocate resources [staff, budget dollars, equipment supplies, etc.] to ensure effective operating results and cost management. The ability to balance priorities and resource allocations while maintaining high service levels to customers both internal and external.	
	Needs Improvement - Resource allocation and cost controls are unacceptable. Resource management skills are not demonstrated.
	Progressing in Expectations - May have difficulty with identifying needs resources and priorities. Performance is lacking in balancing service levels and controlling costs.
	Consistently Meets Expectations - Demonstrates ability to identify needs and allocate resources to accomplish responsibilities and assignments. Proven ability to balance priorities and resources to meet demands of the job.
	Frequently Exceeds Expectations - Demonstrates an above average aptitude in managing allocated resources and identifying needs while still effectively meeting goals, priorities and budgets.
	Consistently Exceeds Expectations - Excellent abilities in managing resources and identifying needs related to area of responsibility. Extremely conscientious in balancing priorities and resources while meeting all service level expectations and cost constraints.
Supervisor Comments:	
Training Performance: The ability to use effective teaching methods in training personnel in respective job responsibilities, technical skills, city operations, applicable regulations, department procedures and all assigned programs.	
	Needs Improvement - Training performance does not meet expectations because of lack of commitment, teaching skills, job knowledge or employee support. Improvement is required.
	Progressing in Expectations - Training skills are less than satisfactory on occasion. Greater attention to employee needs, job knowledge and training processes is needed.
	Consistently Meets Expectations - Demonstrates sufficient training skills to be effective in teaching and mentoring personnel to perform the duties of their jobs. Uses varied teaching techniques.
	Frequently Exceeds Expectations - Very skilled in training others to perform their jobs. Employees are well prepared and able to successfully perform job duties. Training strategies are interesting and designed to meet the needs of different employee groups.
	Consistently Exceeds Expectations - Possesses superior training skills that result in thoroughly prepared employees. Demonstrates a high level of job knowledge, mentoring and coaching skills. Teaching techniques are stimulating, well developed, varied and specifically designed for different employee groups [management, technical, administrative, etc.].
Supervisor Comments:	

SUMMARY - Number of Competencies in Each Category/Scoring

# Of Categories	Category	Score	Multiplier	Total Per Category
	Consistently Exceeds Expectations	5	X	0
	Frequently Exceeds Expectations	4	X	0
	Consistently Meets Expectations	3	X	0
	Progressing in Expectations	2	X	0
	Needs Improvement	0	X	0
Total Score				0

Supervisor Comments:**Employee Comments:****Employee Name:****Employee Signature:****Supervisor Name:****Supervisor Signature:****City Administrator
Name/Signature:****Review Period:**

Goals/Objectives Worksheet

Employee Name:

Supervisor Name:

Review Period:

Goals/Objectives to be Achieved:

Instructions: Goals/Objectives MUST be specific, measurable, achievable, relevant and time-bound. Supervisor is required to meet periodically with the employee to determine progress towards a goal/objective. If the timeframe for achievement changes it must be noted on the form. Documentation of completion or progress MUST be provided on this form as a tracking mechanism. Documentation of completion or progress MUST be included on the performance evaluation for the next rating period. This section is not intended to address performance deficiencies, if such items are identified they are to be addressed through a Performance Improvement Plan (PIP).

Goal/Objective:

Measurement:

**Date to
Complete**

Accomplishments:

Goal/Objective:

Measurement:

**Date to
Complete**

Accomplishments:

Goal/Objective:	Measurement:	Date to Complete
Accomplishments:		
Employee Name:		
Employee Signature:		
Supervisor Name:		
Supervisor Signature:		
City Administrator Name/Signature:		

Performance Improvement Plan (PIP)

Goal/Improvement Objective:	Measurement:	Date to Complete
Notes:		
Action Step:		
Goal/Improvement Objective:	Measurement:	Date to Complete
Notes:		
Action Step:		
Goal/Improvement Objective:	Measurement:	Date to Complete
Notes:		
Action Step:		
Employee Name/Signature: _____		
Supervisor Name/Signature: _____		
City Administrator Signature: _____		
Date: _____		

Crest Hill

Department Director/Management Employee Performance Assessment Form

Employee Name: _____

Review Period: _____

Supervisor: _____

Department: _____

Instructions:

Supervisors are to complete the form and ranking the employee's performance in the categories provided below. Supervisors are required to provide examples of performance justifying rankings. Both supervisor and employee are to collaborate on determining goals/objectives with appropriate timeframes to be completed prior to the next rating period. Supervisor is expected to provide comments to justify rating including specific examples of job tasks that could justify such ratings. Employees should be offered the opportunity to provide comments on any rating area and may attached additional documentation as they necessary to augment the evaluation form. Supervisors are not obligated to modify any ratings based on the additional input from the employee.

Goals/Objectives must meet the following criteria:

- | | |
|--------------------|--|
| Specific: | Goals/objectives should be written clearly to define what the employee is doing to do. |
| Measurable: | Goals/objectives must be measurable so that the employee and supervisor has tangible evidence that the goal/objective has been achieved. Usually, the entire goal/objective statement is a measure for the project, but there are usually several short-term or smaller measurements or milestones that have to be built in. |
| Attainable: | Goals/objectives must be attainable, thy should stretch the employee slightly so they feel challenged, but defined well enough so that the employee can meet them. The employee must possess the appropriate knowledge, skills, and abilities needed to attain the goal/objective or have a defined course of achievement to obtain such skillset. |
| Relevant: | Goals/objectives must measure outcomes, not activities or routine job duties. |
| Time-Based: | Goals/objectives must be linked to a timeframe that defines a sense of urgency. Without the urgency the reality of time will not allow the goal/objective to be obtained and would not produce a relevant outcome beneficial to the employee and organization. |

Scoring - Ranking of employee's performance will use the following scale:

Consistently Exceeds Expectations:	5
Frequently Exceeds Expectations:	4
Consistently Meets Expectations:	3
Progressing in Expectations:	2
Needs Improvement:	0

Job Knowledge: The depth and breadth of know-how to perform essential duties and functions of the job. The level of compliance with degree certification and training requirements. Understanding of how individual job performance

further organizational objectives. Willingness to update and expand skills knowledge and training.

Needs Improvement - Has not demonstrated the skills and knowledge to fulfill the essential functions of the position. Has difficulty learning and applying most new skills. Fails to keep updated about current developments and does not fully participate in training opportunities. Demonstrates a lack of understanding of how job relates to others in organization; has negatively impacted others or performance due to lack of understanding of relationship between job and others.

Progressing in Expectations - Improvement is needed in certain skills and job knowledge. Sometimes has difficulty mastering and applying new skills. Should be more knowledgeable about current developments relating to work. Results could be improved if impact of job on others was better understood and was considered before acting.

Consistently Meets Expectations - Demonstrates competency in the basic skills and knowledge required for the job. Regularly exhibits the ability to learn and apply new skills. Displays sufficient knowledge of current developments in area of responsibility. Takes advantage of learning opportunities. Consistently displays an understanding of how job relates to other jobs and impacts others.

Frequently Exceeds Expectations - Demonstrates a high level of competency in the skills and knowledge required. Learns quickly and easily applies new skills and shares knowledge with others.. Does an excellent job of keeping updated about current developments in area of responsibility and seeks out opportunities to learn. Displays a better than usual understanding of how the job relates to other jobs and functions; frequently adds value to organization through appropriate communication with others impacted by actions.

Consistently Exceeds Expectations - Demonstrates significant expertise and in-depth knowledge and skills. Shows an exceptional ability to master and apply new skills and seeks opportunities to expand and apply knowledge and skills. Independently reads and researches extensively staying on top of current developments that might impact work; shares knowledge with others. Displays an extraordinary understanding of how the job relates to the jobs of others; and anticipates consequences of action or events on others and responds appropriately. Helps others understand relationships between jobs and functions.

**Supervisor
Comments:**

Problem Solving: The ability to predict recognize and define problems. Skill in generating, selecting and implementing timely and meaningful solutions.	
	Needs Improvement - Has significant difficulties in recognizing and solving problems. Unable to generate meaningful solutions. Tendency to postpone or avoid handling obstacles and negative situations impedes work progress. Does not effectively implement remedies.
	Progressing in Expectations - Has trouble predicting, recognizing and/or defining problems. Able to generate solutions but may lack innovative thinking. May avoid decisions or all small obstacles to impair work progress. May need to work on implementing timely solutions to ensure smooth operations.
	Consistently Meets Expectations - Identifies most problems. Works to find solutions and ensure that problems are solved timely. Usually maintains smooth operations.
	Frequently Exceeds Expectations - Demonstrates strong ability to recognize and define problems. Generates effective options and promptly acts to implement solutions. Predicts, foresees and eliminates obstacles to ensure smooth operations.
	Consistently Exceeds Expectations - Demonstrates exceptional ability to recognize and clearly define problems. Considers full range of options and promptly acts to implement best possible solutions. Proactively foresees and eliminates obstacles to ensure smooth operations. Frequently acts as a resource and assists others with problems. Takes initiative in offering suggestions.
Supervisor Comments:	

Communication: The ability to effectively converse and listen to others. The use of proper written and grammatical skills to clearly and concisely convey a message including the meaningful application of computer technology [e-mail, Internet, etc.] Preparation and delivery of effective presentations.	
	Needs Improvement - Communication skills are inadequate for the job. Immediate improvement is necessary in one or more key areas [listening, speaking, writing, and/or using communication technology].
	Frequently Exceeds Expectations - Communication skills are lacking in some areas. Verbal communication skills of listening and speaking impede job performance. More effective use of communication technologies is needed. Written documents do not convey information clearly.
	Consistently Meets Expectations - Communication and listening skills are good. Effectively uses some available communication technology. Written documents convey information appropriately.
	Progressing in Expectations - Communication skills are excellent. Listening and interpersonal skills are above average. Effectively uses most available communication technology. Written documents are usually clear and concise.
	Consistently Exceeds Expectations - Communication skills are superior. Listening and interpersonal communication skills strengthen others. Effectively uses all available communication technology. Written documents are clear, concise and well-constructed.
Supervisor Comments:	

Cooperation & Teamwork: The degree to which the employee promotes collaborative cooperative and productive working relationships. Cooperation and teamwork are demonstrated by supporting the work group's or team's efforts; respecting the viewpoints of others; showing sensitivity to cultural diversity and feelings of others; carrying share of workload including undesirable tasks; and keeping others informed.	
	Needs Improvement - When participating in a team often fails to support team's efforts to meet goals is disruptive or sabotages team's efforts. Working relationships are unsatisfactory. Does not keep others properly informed. Demonstrates a lack of respect for or sensitivity to others. Does not offer support or assistance to co-workers and/or is resistant to assisting when directed to do so. Failure to carry share of work negatively impacts others.
	Progressing in Expectations - On occasion contribution to team does not support team's efforts to meet goals. Employee does not actively contribute to group activities. Informs others only when asked prompted directed or reminded. Has occasional trouble listening to or accepting others' views especially from particular individuals. Infrequently offers support or assistance or does so only when instructed to do so. Has failed to exhibit respect or sensitivity to others.
	Consistently Meets Expectations - When participating in a team supports team's efforts to meet goals. Establishes and maintains good working relationships. Ensures that others are kept informed. Respects the importance of cultural diversity and is sensitive to the feelings of others. Welcomes diverse viewpoints and respects others and their opinions. Regularly assists and supports co-workers. Performs his or her share of the workload including less desirable tasks.
	Frequently Exceeds Expectations - Genuinely values others' input and expertise and is willing to learn from others. Encourages others to express views and opinions. Maintains the self-esteem and self-confidence of others. Frequently offers assistance when needed. Actively contributes to the success of the team when working in a group. Often takes extra measures to assure others are aware of necessary information.
	Consistently Exceeds Expectations - Efforts to establish and maintain strong working relationships are outstanding; is recognized by others as a group leader. Is extremely proactive about keeping others well informed. Consistently solicits the opinions and views of others always maintaining a high degree of objectivity. Acts to promote and contribute to a welcoming productive climate with good morale and cooperation. Is always quick to offer assistance to co-workers.
Supervisor Comments:	

Customer Service : The degree to which customer service and professional rapport is demonstrated in the day-to-day environment in working with internal and/or external customers.	
	Needs Improvement - Customer relations performance is unsatisfactory. Has failed to show sufficient courtesy and sensitivity to customers. Has difficulty working with difficult or emotional customers. Commitments are frequently delayed or remain unfulfilled. Responds too slowly when servicing customers. Responds negatively to customer feedback. Customer complaints about curtness or lack of attentive service are common.
	Progressing in Expectations -Customer relations could improve. Needs to increase the level of courtesy and sensitivity s/he displays to customers. Sometimes is too casual or appears uninterested in customer. Sometimes takes too long to respond to customer. Not always successful managing difficult or emotional customers. Sometimes forgets or is late in fulfilling commitments. Seldom asks for customer feedback or uses feedback to improve service.
	Consistently Meets Expectations - Interactions with customers are usually sensitive and courteous. Is able to handle most difficult or emotional customer situations. Responds promptly when servicing customers. Uses customer feedback to improve service. Generally follows through on commitments on a timely basis.
	Frequently Exceeds Expectations - Often achieves positive results with difficult or emotional customers. When interacting with customers is always sensitive and courteous. Often goes out of the way to make sure commitments are met. Responds with a strong sense of urgency when servicing customers. Solicits and uses customer feedback to deliver better service. Is always attentive, concerned and polite.
	Consistently Exceeds Expectations - Well-refined customer relations skills are reflected in consistent superior service; treats all customers with exceptional sensitivity courtesy and respect. When dealing with emotional or difficult customers consistently achieves successful results. Regularly exceeds customer expectations by making a special effort to fulfill commitments. Is extremely responsive to the needs of customers. Proactively solicits customer input and applies feedback to improve the quality of service delivery. Is a constant example to associates in performing customer service and handling difficult situations.
Supervisor Comments:	

Accountability: The degree to which one is answerable and responsible for actions and performance either individually or on a team.

	Needs Improvement -Does not demonstrate follow-through. Frequently makes excuses or does not accept responsibility for one's own actions.
	Progressing in Expectations - Occasionally shirks responsibility or is not accountable for actions. Doesn't always meet deadlines. Improvement is needed in recognizing areas of responsibility.
	Consistently Meets Expectations - Generally is accountable for actions of self or team. Usually assumes responsibility for assignments and timelines.
	Frequently Exceeds Expectations - Frequently is conscientious about being answerable and accountable for the actions of self or team. Can be counted on to meet responsibilities and timelines.
	Consistently Exceeds Expectations - Always is totally accountable for the performance and actions of self or team. Completely understands job requirements and works in accordance with expectations. Assumes full responsibility for duties.
Supervisor Comments:	

Professionalism: The degree to which the employee demonstrates and conveys a favorable image when representing the city. The level of honesty, integrity and confidentiality along with proper standards of professional dress and deportment.

	Needs Improvement - The level of conduct, behavior and/or dress is a concern. Improvement must occur to meet the city minimum standards of performance in the area of professionalism. Trustworthiness, behavior, speech and/or appearance are significant concerns. The city's image is threatened by a lack of professionalism.
	Progressing in Expectations - Trustworthiness, behavior, speech and/or appearance do not always meet city standards. Lack of professionalism may reflect poorly on the city.
	Consistently Meets Expectations - Follows the guidelines of the city in behavior and dress. Regarded as one who can be trusted to represent the organization well.
	Frequently Exceeds Expectations - Regarded as an extremely effective ambassador for the city. Above reproach in matters of honesty and integrity. Always careful to represent the city in a manner that reflects a high level of professionalism.
	Consistently Exceeds Expectations - Represents the city with the highest standards of professionalism. Exceptional in terms of honesty, integrity, confidentiality, deportment and dress.
Supervisor Comments:	

Adaptability: The degree to which one demonstrates openness to change and new ideas. Ability to adjust to changing work requirements and respond to new situations.	
	Needs Improvement - Negative toward change. Reluctant or unable to adapt to new situations. Frequently resists change causing problems and delays.
	Progressing in Expectations - Demonstrates a general resistance to change. Can adapt to new situations.
	Consistently Meets Expectations - Generally not resistant to change. Can adapt to many situations requiring a detour from established procedures if given reasonable time to adapt.
	Frequently Exceeds Expectations - Adjusts well to most situations or changes. Supportive and proactive in effecting changes and improving processes.
	Consistently Exceeds Expectations - Fits well into virtually any assignment. Utilizes new ideas to improve operations. Seeks to effectively assimilate change into productive processes.
Supervisor Comments:	
Attitude - The degree to which one is positive, constructive and supportive toward customers employees and the city. The level of enthusiasm and commitment demonstrated in job performance.	
	Needs Improvement - Almost always displays a poor attitude toward customers, employees or the city. Negative behavior demoralizes others and adversely impacts the city. Immediate change is necessary.
	Progressing in Expectations - Frequently demonstrates a poor attitude toward customers, employees or the city. Negative impact on others is noticeable.
	Consistently Meets Expectations - Demonstrates constructive and supportive behavior in most situations. Performs job duties with adequate commitment.
	Frequently Exceeds Expectations - Sustains a constructive, supportive attitude in most situations. Job commitment and enthusiasm motivate others.
	Consistently Exceeds Expectations - Always demonstrates positive, constructive, and supportive behavior. Projects enthusiasm and commitment in all aspects of job performance. Consistently motivates others.
Supervisor Comments:	

Conflict Resolution: The ability to successfully resolve conflicts through open communication and negotiation.	
	Needs Improvement - Fails to encourage open communication as a way to solve problems. Avoids difficult situations rather than deal with conflict directly. Loses objectivity when conflicts arise. Often expresses emotions in counterproductive manner. Does not resolved conflicts through negotiation.
	Progressing in Expectations - Does not place enough on open communication in problem solving. Tendency to avoid conflicts. Needs to work on negotiation skills to become more effective at resolving conflicts. Occasionally loses control of emotions in stressful situations. Sometimes loses objectivity when dealing with conflicts.
	Consistently Meets Expectations - Encourages open communication as a means to problem solve. Willing to confront difficult situations. Demonstrates objectivity in difficult situations. Maintains control of emotions in stressful situations and uses negotiation skills to attempt to resolve conflicts.
	Frequently Exceeds Expectations - Promotes open communication as a means for problem solving. Does not hesitate to address difficult situations and maintains objectivity. Stays calm and controls emotions in a stressful situation. Good negotiation skills have helped resolve conflicts.
	Consistently Exceeds Expectations - Actively encourages others to freely discuss problems and facilitates open communication and others respond by discussing problems. Confronts even the most difficult situations promptly and in a positive problem solving manner. Sets a positive example by remaining fair and impartial in conflict situations. Maintains control of emotions even in the most stressful situations and skillfully applies negotiation and mediation techniques to resolve conflicts.
Supervisor Comments:	

Integrity & Commitment: The degree to which one demonstrates behavior in support of the organization and its values. Deals fairly with people; communicates with consistency; ensures open access to information; honors commitments; builds trust through actions; is honest reliable and accountable; and adheres to the Ethics Guidelines for City Employees as presented in the Employee Handbook.	
	Needs Improvement - Behavior reflects a disregard for organization's mission values and goals. Performs inconsistently in situations which require ethical responses. Fails to accept responsibility for or attempts to cover up mistakes. Demonstrates behavior that is counter to openness inclusiveness and honesty. Behavior is counterproductive to a work environment that supports continuous improvement and mutual respect. Violations of the City's ethics policy have occurred or misconduct relative to ethical situations is deemed serious.
	Progressing in Expectations - A greater understanding and support for organization's mission values and goals needs to be developed. Could gain greater trust by being more open with other employees. Uncertain when to stand up for principles and beliefs. Needs to accept responsibility for mistakes. Can be ambivalent in some situations. Some concerns about lack of confidentiality poor judgment or uncertainty regarding ethics have been observed and need to be addressed to prevent further problems. Errors in judgment may have occurred due to a lack of understanding.
	Consistently Meets Expectations - Behavior reflects understanding and support for organization's mission values and goals. Demonstrates mutual trust respect and confidence. Behaves in a fair and ethical manner towards others. Is considered consistent and responsible in words and actions. Is a trusted and honest employee who understands the City's ethical standards and strives to abide by established guidelines. Can be relied upon to maintain confidentiality
	Frequently Exceeds Expectations - Behavior consistently reflects high level of understanding and support for organization's mission values and goals. Establishes mutual trust through consistency in actions. Respects others and their opinions. Encourages others to be equally open and honest. Demonstrates high level of ethics in dealing with both internal and external customers. Is honest and trustworthy in all circumstances and confidentiality is consistently demonstrated.
	Consistently Exceeds Expectations - Employee's understanding and support of the organization's mission values and goals inspires others. Demonstrates personal courage by standing up for what is right even when difficult. Assumes responsibility for mistakes. Consistently demonstrates openness and honesty even in difficult negotiations. Is a role model for ethical standards of performance and consistently honors commitments. Honesty trust and ethical behavior are exceptional in all business relationships.
Supervisor Comments:	

Organizational Relations: The degree to which the employee collaboratively works with other internal departments, agencies and/or outside organizations. The level of response to customer requests both internally and externally. Anticipation and control of obstacles.	
	Needs Improvement - Rarely goes beyond defined responsibilities. Lack of cooperation with outside parties erodes productivity.
	Progressing in Expectations - Occasionally takes initiative to improve problem situations but often reflects a negative attitude while doing so. Rarely goes beyond defined job responsibilities or is slow to respond to situations that require attention. Interactions with outside parties are not productive.
	Consistently Meets Expectations - Employee is responsive in solving problems when they are observed and has a good attitude while doing so. Works to build cooperative relationships with others.
	Frequently Exceeds Expectations - Responsiveness, collaboration and cooperation are very good. Continually looks for situations that could be improved and takes initiative to reach solutions. Effectively helps others to solve problems to the benefit of all involved parties.
	Consistently Exceeds Expectations - Responsiveness, collaboration and cooperation are exceptional. Always has a very positive attitude in helping others and working toward mutually beneficial solutions to problems.
Supervisor Comments:	
Leadership: The ability to effectively lead others in achieving stated duties and assignments. The level at which the manager is able to motivate people and demonstrates a positive example in leading staff toward achievement of organizational goals and mission.	
	Needs Improvement - Completely lacks ability to guide others due to lack of effort desire vision or positive attitude. Leadership skills are inconsistent with city values.
	Progressing in Expectations - Ability to guide others is limited due to lack of effort desire vision or positive attitude. Leadership skills are inconsistent with city values.
	Consistently Meets Expectations - Focus and direction is good and usually consistent with desired results. Leadership skills are adequate but further development may be needed. Generally shares city values and demonstrates a positive attitude toward organizational objectives.
	Frequently Exceeds Expectations - Shares and promotes city values and goals through effective leadership. Encourages and mentors others as needed.
	Consistently Exceeds Expectations - Seen as an exemplary role model contributor and leader. Holds self and others accountable to high standards. Inspires associates to higher levels of performance.
Supervisor Comments:	

Resource Management: Demonstrated ability to identify needs and to allocate resources [staff, budget dollars, equipment supplies, etc.] to ensure effective operating results and cost management. The ability to balance priorities and resource allocations while maintaining high service levels to customers both internal and external.	
	Needs Improvement - Resource allocation and cost controls are unacceptable. Resource management skills are not demonstrated.
	Progressing in Expectations - May have difficulty with identifying needs resources and priorities. Performance is lacking in balancing service levels and controlling costs.
	Consistently Meets Expectations - Demonstrates ability to identify needs and allocate resources to accomplish responsibilities and assignments. Proven ability to balance priorities and resources to meet demands of the job.
	Frequently Exceeds Expectations - Demonstrates an above average aptitude in managing allocated resources and identifying needs while still effectively meeting goals, priorities and budgets.
	Consistently Exceeds Expectations - Excellent abilities in managing resources and identifying needs related to area of responsibility. Extremely conscientious in balancing priorities and resources while meeting all service level expectations and cost constraints.
Supervisor Comments:	
Training Performance: The ability to use effective teaching methods in training personnel in respective job responsibilities, technical skills, city operations, applicable regulations, department procedures and all assigned programs.	
	Needs Improvement - Training performance does not meet expectations because of lack of commitment, teaching skills, job knowledge or employee support. Improvement is required.
	Progressing in Expectations - Training skills are less than satisfactory on occasion. Greater attention to employee needs, job knowledge and training processes is needed.
	Consistently Meets Expectations - Demonstrates sufficient training skills to be effective in teaching and mentoring personnel to perform the duties of their jobs. Uses varied teaching techniques.
	Frequently Exceeds Expectations - Very skilled in training others to perform their jobs. Employees are well prepared and able to successfully perform job duties. Training strategies are interesting and designed to meet the needs of different employee groups.
	Consistently Exceeds Expectations - Possesses superior training skills that result in thoroughly prepared employees. Demonstrates a high level of job knowledge, mentoring and coaching skills. Teaching techniques are stimulating, well developed, varied and specifically designed for different employee groups [management, technical, administrative, etc.].
Supervisor Comments:	

Budget Development & Control: The degree to which the individual projects develops and meets budgets in accordance with city financial guidelines and controls.	
	Needs Improvement - Budget projection development and compliance are extremely poor. Lack of budget controls and inattention to company guidelines creates financial problems.
	Progressing in Expectations - Budget projections are inaccurate and/or compliance is repeatedly not met. Monitoring of budget controls and city guidelines is lax.
	Consistently Meets Expectations - Budget projection development and control are within city guidelines. Budget goals are met with few exceptions.
	Frequently Exceeds Expectations - Budget projection development and control are sound and accurate. Budget goals are consistently met with minor exceptions.
	Consistently Exceeds Expectations - Demonstrates exceptional skill in projecting, developing, controlling and meeting budgets. Budget exceptions are non-existent or occur only with full management approval.
Supervisor Comments:	
Written Communication: Ability to write memos, letters, agendas, e-mails, proposals and documents that communicate ideas clearly, accurately and with proper grammar. The level at which written documents support effective operations and reflect the City's professional image.	
	Needs Improvement - Written materials are unclear, inaccurate and/or poorly organized. Rules of grammar are not followed. Written communication reflects poorly on the department and the organization.
	Progressing in Expectations - Written communication does not convey meaning clearly. Documents may be disorganized and difficult to understand. Grammatical errors may be present.
	Consistently Meets Expectations - Written communication is good. Writing is usually well organized and clear. Written documents contribute to smooth area operations. Rules of grammar are usually followed.
	Frequently Exceeds Expectations - Written communication is very good. Documents communicate information accurately and timely and ideas are well organized. Written communication is used effectively to support area operations. Rules of grammar are followed.
	Consistently Exceeds Expectations - Written communication is of the highest quality. Documents are exceptionally clear concise timely and well organized. Ideas are supported by logical conclusions and appropriate recommendations. Written communication is effectively used to enhance area operations and reflect the City's professional image. Rules of grammar are followed precisely.
Supervisor Comments:	

Self Management & Initiative: The degree to which an employee performs job responsibilities independently and responsibly; proactively completes tasks anticipates issues and solves problems; demonstrates dependability; and complies with attendance and punctuality expectations.	
	Needs Improvement - The quantity of work produced for employee's position and experience is not acceptable. Problems often escalated because of failure to address them promptly. Easily distracted and frequently disrupts co-workers' ability to meet deadlines. Resists taking on assigned job responsibilities. Inability to remain focused and energized negatively impacts others. Rejects suggestions for improvement; setbacks have resulted in ongoing performance issues. Attendance and/or punctuality issues occur on a regular basis.
	Progressing in Expectations - Quantity of work produced for position and experience needs to be increased. Requires frequent supervisor intervention to meet objectives and occasionally misses deadlines. Problems should be brought to the attention of a supervisor with suggestions for resolution. Should become more skilled at anticipating issues. Needs to exhibit greater willingness to accept responsibilities not related to a subject of the employee's particular interest. Frequently loses energy and focus. Not fully accepting of suggestions for improvement and has difficulty recovering from setbacks. Improvement in attendance and/or punctuality is needed.
	Consistently Meets Expectations - Produces the anticipated quantity of work for position and experience, and willingly accepts additional tasks. Understands when to seek supervisor input and/or to involve others and takes independent action when appropriate. Displays ability to anticipate issues; gathers and analyzes information appropriately to solve problems. Organizes tasks and manages workload to meet deadlines consistently. Occasionally suggests useful ideas for improving own work. Demonstrates ability to remain focused and energized. Effectively responds to constructive criticism and recovers from setbacks. Attendance and punctuality meet expectations, and any absences or late arrivals are reported promptly to supervisor.
	Frequently Exceeds Expectations - Regularly produces quantity of work beyond that expected for position and experience; displays thoughtful prioritization of work. Frequently takes independent actions with positive results. Regularly seeks opportunities to improve efficiency in own work. Requires little supervision to meet objectives and deadlines. Actively seeks additional responsibilities. Remains focused and energized despite stressful conditions. Fully accepts suggestions for improvement and recovers quickly from setbacks. No attendance and/or punctuality issues have been noted.
	Consistently Exceeds Expectations - Routinely produces a quantity of work well beyond that expected for position and experience. Demonstrates initiative in anticipating issues that may impact work and takes action before they become critical. Consistently meets objectives and deadlines without supervisor intervention through effective prioritization. When it comes to seeking increased responsibilities, is not limited by the scope of the position. Remains highly focused and energized, even in the most stressful situations. Seeks out suggestions for improvement and shows exceptional resilience in recovering from setbacks. Excellent attendance and punctuality record; employee use of sick leave is minimal.
Supervisor Comments:	

Responsiveness: The degree to which the employee responds to needs and issues of customers and departments to achieve optimal results for the organization. The ability to fulfill customer requests both internally and externally in a timely manner and anticipate and control obstacles.	
	Needs Improvement - Unable to respond to customer needs. Often reflects a negative attitude. Rarely goes beyond defined responsibilities.
	Progressing in Expectations - May occasionally respond to customer needs but often reflects a negative attitude while doing so. Rarely goes beyond defined job responsibilities.
	Consistently Meets Expectations - Employee is responsive in solving problems and meeting customer needs. Has a good attitude and acts in a timely manner.
	Frequently Exceeds Expectations - Shows good initiative in recognizing and meeting the needs of internal and external customers. Responds timely and cheerfully and minimizes obstacles.
	Consistently Exceeds Expectations - Responsiveness is consistently at a high level. Effectively anticipates and meets the needs of internal and external customers always with a positive attitude.
Supervisor Comments:	

Research Skills: The ability to use approved research techniques to gather and analyze critical information from a variety of sources, analyze data and factors affecting a situation, and come to an appropriate conclusion. The ability to communicate with organizations or personnel who may be sources of research material. The ability to compile, organize, and effectively present findings via written summary or oral presentation.	
	Needs Improvement - Significant problems have occurred as a result of faulty, incomplete research and conclusions. Research techniques are inconsistent, poorly demonstrated, and not in accordance with organizational standards and procedures. Poor communication with sources of information has negatively impacted research projects. Reports and presentations of findings are unacceptable.
	Progressing in Expectations - Research skills are in need of improvement. Materials gathered are often incomplete sometimes leading to inaccurate conclusions. Research techniques may not conform to organizational standards and procedures. Shows deficiencies in communicating effectively with sources of information. Written or oral presentations of findings are often late, incomplete, poorly organized, or poorly presented.
	Consistently Meets Expectations - Successfully gathers applicable, related information, analyzes components affecting a situation or problem, and draws appropriate conclusions. Research techniques conform to organizational standards and procedures. Communicates with sources of research material. Able to provide good written or oral summaries of research results.
	Frequently Exceeds Expectations - Shows significant skill in gathering applicable, related information, analyzing the components affecting a situation or problem, and reaching an appropriate conclusion based on the research. Effectively uses research techniques according to organizational standards and procedures. Effectively communicates with sources of research material. Presentations or written summaries of research are complete, accurate, and helpful to management.
	Consistently Exceeds Expectations - Demonstrates a high degree of skill in gathering applicable, related information, analyzing all the components affecting a situation or problem, and reaching an appropriate conclusion based on the research. Always uses approved research techniques according to organizational standards and procedures. Extremely effective in communicating with organizations, personnel, or other sources of research material. Presentations or written summaries of research are effectively organized, well-presented and thought out, and clearly explained.
Supervisor Comments:	

Management Effectiveness: The overall ability to supervise and direct work projects and/or resources to meet department goals. The level at which one is able to prioritize unit operations, respond to changing conditions and manage costs effectively.	
	Needs Improvement - Management skills are poor. Established department goals standards and objectives are frequently unmet. Significant problems exist in motivating people planning effectively responding to problems and/or managing costs.
	Progressing in Expectations - Marginal management skills impair the ability to consistently meet department goals standards and objectives. Exhibits some problems with motivating people managing materials planning effectively responding to problems and/or meeting budget constraints.
	Consistently Meets Expectations - Demonstrates proficient management skills. Usually meets established goals standards and objectives. Attends well to people planning problem solving and cost management.
	Frequently Exceeds Expectations - Demonstrates strong management proficiency. Frequently exceeds established goals and objectives. Possesses solid "people skills" planning abilities problem solving and budget competence.
	Consistently Exceeds Expectations - Exemplary in every aspect of management. Consistently exceeds established goals and objectives. Possesses exceptional "people skills" planning abilities responsiveness problem solving and budget competence. Seeks and achieves innovative solutions and improvement.
Supervisor Comments:	
Innovation: The ability to adapt to fast-changing environments. Willingness to take risks and to consider new approaches to improve the organization's competitive position.	
	Needs Improvement - Innovative efforts are without depth or merit. No impact is made on improving city processes, methods or products.
	Progressing in Expectations - Innovative efforts demonstrate some effectiveness but better development is needed. Some ideas lack depth or completeness.
	Consistently Meets Expectations - Demonstrates not only an aptitude for creativity but contributions have some proven results. Generally produces good ideas.
	Frequently Exceeds Expectations - Frequently comes up with new and better ways of improving processes, methods and products.
	Consistently Exceeds Expectations - Demonstrates exceptional talents in creating new and effective processes, methods and products.
Supervisor Comments:	

Decision Making & Judgment: The ability to make prudent decisions that are timely, well researched and reflect awareness of impact.	
	Needs Improvement - Unable to either make necessary decisions to fulfill job requirements or makes decisions hastily. Does not exercise sound judgment. Lack of decisiveness creates adverse consequences for city operations.
	Progressing in Expectations - Frequently fails to either make necessary decisions to fulfill job requirements or makes decisions hastily. Does not always exercise sound judgment. Indecisiveness impacts operations negatively.
	Consistently Meets Expectations - Makes decisions and exercises proper judgment to fulfill job requirements. Infrequent indecisiveness may occur but is of minor consequence.
	Frequently Exceeds Expectations - Makes decisions and exercises proper judgment to fulfill job requirements. Infrequent indecisiveness may occur but is of minor consequence.
	Consistently Exceeds Expectations - Decision making is systematic and sound covering related contingencies, consequences and alternatives. Has earned a high level of trust among co-workers.
Supervisor Comments:	
Oral Communications: The ability to communicate meaningfully through both formal and informal oral presentations. The use of effective verbal communication skills including voice quality, speech clarity, active listening and proper grammar.	
	Needs Improvement - Oral communication is poor. Information presented is inaccurate unclear and/or redundant. Voice quality, speech clarity and/or grammar skills are very poor.
	Progressing in Expectations - Oral communication is not effective. Information presented is often unclear. Voice quality speech clarity and/or grammar skills are poor.
	Consistently Meets Expectations - Oral communication is good. Information is conveyed appropriately and accurately. Voice quality speech clarity and grammar skills are adequate.
	Frequently Exceeds Expectations - Oral communication is effective. Both formal and informal presentations provide useful and accurate information. Voice quality, speech clarity and grammar skills are very good.
	Consistently Exceeds Expectations - Oral communication is exceptional. Both formal and informal presentations are well organized and clear. Voice quality speech clarity and grammar skills are excellent. Verbal communication effectively inspires, motivates, informs and directs recipients to achieve desired outcomes.
Supervisor Comments:	

Presentation Skills: The ability to effectively prepare and present a variety of information to diverse groups.	
	Needs Improvement - Significant problems have occurred with presentation preparation, organization and/or delivery. Is unable to handle different formats well. Audience perception and connection are poor. Presentations do not achieve desired results.
	Progressing in Expectations - Presentations may be lacking in preparation, organization and/or delivery. May not be flexible with different formats. Audience perception and connection are inadequate. Does not consistently achieve desired results.
	Consistently Meets Expectations - Effectively organizes, prepares and presents most information. Presentation skills are appropriate for nearly all settings. Usually achieves desired results and is well-received by audiences.
	Frequently Exceeds Expectations - Demonstrates strong ability to organize, prepare and present information. Possesses depth of knowledge and is flexible with presentation formats. Well-received by audiences. Presentations are excellent and consistently achieve desired results.
	Consistently Exceeds Expectations - Demonstrates exceptional ability to organize, prepare and present information. Possesses significant depth of knowledge and is flexible with presentation formats. Exhibits strong audience perception, connection and charisma. Presentations are very engaging and effective and consistently achieve desired results.
Supervisor Comments:	

SUMMARY - Number of Competencies in Each Category/Scoring

# Of Categories	Category	Score	Multiplier	Total Per Category
	Consistently Exceeds Expectations	5	X	0
	Frequently Exceeds Expectations	4	X	0
	Consistently Meets Expectations	3	X	0
	Progressing in Expectations	2	X	0
	Needs Improvement	0	X	0
Total Score				0

Supervisor Comments:**Employee Comments:****Employee Name:****Employee Signature:****Supervisor Name:****Supervisor Signature:****City Administrator
Name/Signature:****Review Period:**

Goals/Objectives Worksheet

Employee Name:

Supervisor Name:

Review Period:

Goals/Objectives to be Achieved:

Instructions: Goals/Objectives MUST be specific, measurable, achievable, relevant and time-bound. Supervisor is required to meet periodically with the employee to determine progress towards a goal/objective. If the timeframe for achievement changes it must be noted on the form. Documentation of completion or progress MUST be provided on this form as a tracking mechanism. Documentation of completion or progress MUST be included on the performance evaluation for the next rating period. This section is not intended to address performance deficiencies, if such items are identified they are to be addressed through a Performance Improvement Plan (PIP).

Goal/Objective:

Measurement:

**Date to
Complete**

Accomplishments:

Goal/Objective:	Measurement:	Date to Complete
Accomplishments:		
Goal/Objective:	Measurement:	Date to Complete
Accomplishments:		
Employee Name:		
Employee Signature:		
Supervisor Name:		
Supervisor Signature:		
City Administrator Name/Signature:		

Performance Improvement Plan (PIP)

Goal/Improvement Objective:	Measurement:	Date to Complete
Notes:		
Action Step:		
Goal/Improvement Objective:	Measurement:	Date to Complete
Notes:		
Action Step:		
Goal/Improvement Objective:	Measurement:	Date to Complete
Notes:		
Action Step:		
Employee Name/Signature: _____		
Supervisor Name/Signature: _____		
City Administrator _____		
Date: _____		