



MIAMI BEACH

OFFICE OF THE CITY MANAGER

NO. LTC # *180-2014*

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CITY CLERK'S OFFICE

LETTER TO COMMISSION

TO: Mayor Phillip Levine and Members of the City Commission

FROM: Jimmy L. Morales, City Manager

DATE: May 30, 2014

SUBJECT: Performance Management Update

The purpose of this Letter to the Commission (LTC) is to provide a status update of the City's performance management program.

In the past concerns have been raised by the Commission regarding the City's performance management program, particularly regarding perceptions that employees were all highly rated on performance evaluations regardless of actual performance.

In the Fall of 2013, Human Resources and Organizational Development staff deployed a comprehensive training program in performance management for varying levels of city staff, including department directors, management team members, supervisors, bargaining unit representatives and front line staff; training a total of 230 employees to date.

A copy of the PowerPoint used in the training is provided as Attachment 1. The City's standard performance evaluation form, which provides a rating between 0 and 100, is provided in Attachment 2.

A different performance evaluation form is used for management team employees, which provides a rating between 1 and 5. A copy is provided as Attachment 3. In past years, these forms were used without a numeric rating, but they were amended to include a rating scale.

STATUS UPDATE

The tables below provide a comparison of performance ratings for prior years as compared with this year to date. It is not unusual to have a minimal number of employees receiving a rating of less than 50, as employees who continue to perform at this level would typically not remain long with the City. However, having 90 to 95 percent of employees rating as "exceeds expectations" or "significantly exceeds expectations" as occurred in FY 2011/12 and FY 2012/13, appears high.

FY 2011/12	COUNT	PERCENTAGE
Below 50	4	0.29%
50-69.99	71	5.17%
70-89.99	722	52.62%
90 or Above	575	41.91%
Total Evaluations	1372	100.00%
Average Score	85.02	
FY 2012/13	COUNT	PERCENTAGE
Below 50	4	0.26%
50-69.99	108	6.97%
70-89.99	791	51.07%
90 or Above	646	41.70%
Total Evaluations	1549	100.00%
Average Score	85.13	
FY 2013/14	COUNT	PERCENTAGE
Below 50	1	0.14%
50-69.99	138	19.71%
70-89.99	458	65.43%
90 or Above	103	14.71%
Total Evaluations	700	100.00%
Average Score	77.29	

However, the evaluations for FY 2013/14 year to date appear to be moving in a more appropriate direction, with 80 percent receiving those ratings, while 20 percent rated as meeting expectations.

The Management Team evaluation scores for the evaluation period October 1, 2012 through September 30, 2013 were distributed as follows:

	COUNT	PERCENTAGE
1 - 2.99	0	0%
3.0 - 3.49	9	17.65%
3.5 - 4.24	26	50.18%
4.25 - 5.00	16	31.37%

We are continuing to train employees on the importance of the performance management, and expect to see continued improvement in performance as a result.

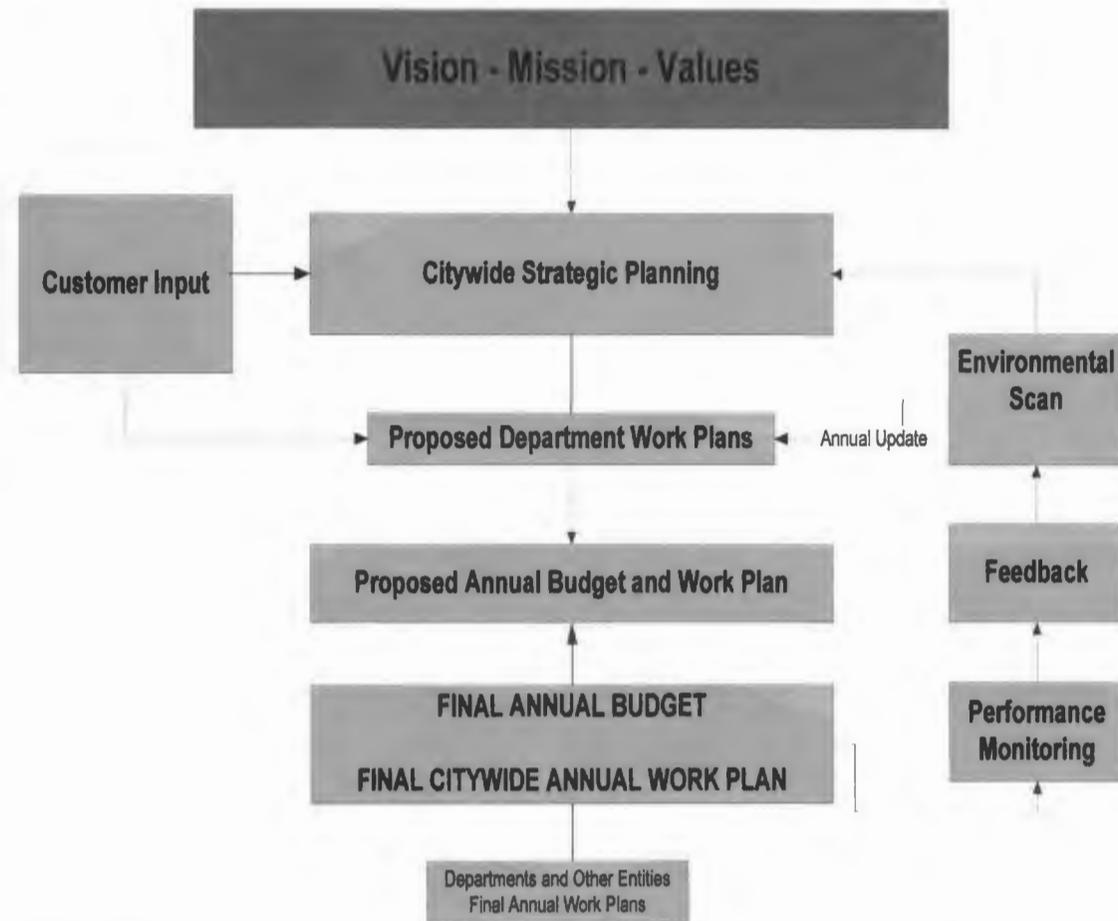
JLM:KGB:ap

**Individual Performance
Management**

NOT

Performance Evaluation Training

City of Miami Beach Excellence Model



City of Miami Beach Strategic Plan Definitions

- The community, including CMB employees, has a shared **VISION** of the best possible future for the City of Miami Beach
- Our **MISSION** is to play a role in achieving this vision
- **KEY INTENDED OUTCOMES** are how the City plans to accomplish it's vision and achieve its mission

City of Miami Beach

Strategic Plan Definitions (continued)

- **KEY INTENDED OUTCOMES** are how the City plans to accomplish it's vision and achieve its mission
- **KEY PERFORMANCE INDICATORS** express the City's key intended outcomes in measurable terms
- **Department Performance Indicators** support Citywide key performance indicators
- **INITIATIVES** are activities undertaken to propel the performance level for key performance indicators

City of Miami Beach Mission Statement

We are committed to providing excellent public service and safety to all who live, work and play in our vibrant, tropical, historic community.

City of Miami Beach Vision

- Cleaner and safer
- Beautiful and vibrant
- Unique, urban and historic environment
- Mature, stable, residential community with a well-improved infrastructure
- Cultural, entertainment, tourism capital and an international center for innovation and business
- While maximizing value to our community for the tax dollars paid

Performance Measures

1. Input

Such as dollars spent, number of employees needed/used

2. Output

Number of units produced, quality, length of time it took to achieve results

3. Outcome

What was accomplished and what it took to get there

RESIDENTS CARE ABOUT RESULTS!

Any Performance Measure Can Be Made Into an Objective

1. Input

Stay within budget

2. Output

Operate a camp for 400 middle school children

3. Outcome

Reduce reported crime activity for the age group by ten percent as compared to the previous summer

What is Important to Our Citizens?

Inputs	Outputs	Results
Compliance officers	Code citations issued	Appearance of the City
Law enforcement personnel	Number of arrests	Reduction in crime rate
Law enforcement personnel	Increased street presence	Reduction in crime rate
Employees in City government	Services delivered	Increase/decrease in taxes
EMS calls received	Rescue services deployed	Response time
Park employees	Greenspace/equipment maintenance	Better looking environment; increased safety in parks

Performance Measures Must Link

- 
- ❑ Vision Linkage – Cleaner
 - ❑ Key Intended Outcome (KIO) – Improve Cleanliness of Miami Beach Rights of Way Especially in Business Areas
 - ❑ Key Performance Indicator (KPI) – Citywide Public Area Cleanliness Rating Index (1=Extremely Clean 6=Extremely Dirty)
 - ❑ Dept/Process – %of public area cleanliness assessments for sidewalks scoring 2.0 or better
 - ❑ In-Process – Average # of days sidewalks in South Beach business area are cleaned
 - ❑ Initiative – FY13: Increase pressure cleaning on Washington Avenue, Lincoln Road and Ocean Drive from bi-weekly to weekly

BREAK TIME

10 MINUTES, PLEASE



Performance Management Process

- The success of strategic plans are closely linked to the effectiveness with which people are managed
- There's a close correlation between an organization's performance and involving people in goal setting, focusing on results and rewarding performance

Performance Management Best Practices

- Goal setting
- Feedback
- Career development
- Pay and reward

Goal Setting

- Is interactive - provides meaningful clarity, connections and commitments
- Translates the organization's strategies, key success factors and priorities into actions that an individual can and should do
- Is a *cascading* process where one's goals are based on the performance necessary to achieve the goals of the next higher level organizational unit

Goal Setting (continued)

- Creates the link between what the organization needs to be successful and how the individual can make a meaningful difference
- Individuals who participate in setting their performance goals usually set higher goals and perform significantly better than those who are told what to do and do their best

Feedback - Traditional

- A manager's assessment of an employee's performance is often based on subjective criteria, biased conclusions and inadequate information – often given to the employee long after the performance period is over
- It is like giving someone the score after the game has ended
- It is ALWAYS frustrating to get feedback when one can no longer have an effect on the results

Feedback – Best Practices

- Works best when it is “real time,” objective, provided while in progress and linked to goals
- When there is actual data not filtered by judgment; provides information on the causes and results that are within the individual’s control
- Data should be combined with discussions that focus on factors that helped and hindered performance
- Feedback that shows progress toward critical goals has more meaning than just data

Feedback – Warning

- Feedback alone does not necessarily improve performance
- Needs to be associated with meaningful goals and positive consequences to push performance toward a higher level

Learning

- A learning environment is created when managers coach individuals to performance improvement and individual growth
- Is fostered when people are encouraged to try new things – whether they succeed or fail

Learning (continued)

- Little can be done to “motivate” an individual to high performance if what they are asked to do is outside their core competencies
- The manager’s role shifts from judging performance to finding the best fit between the organization’s needs and the individual’s talents OR
- Sometimes you need to recognize the fit is not there and take action accordingly

Learning- Warning

- Learning does not take place in an environment of fear and judgment
- Organizations can paralyze themselves by concentrating on error-free results
- In these environments, the negative consequences of failure are more important than the positive consequences of excelling in performance

REWARDS

Rewards

Rewards work when they are meaningful and truly earned

Rewards

- What works best performance is to link meaningful rewards with the goals and feedback on performance
- If individuals expect they will be rewarded intrinsically (*by one's own internal criteria*) and/or extrinsically (*appreciation shown by others*), then they will associate positive personal benefits with the work they do

Rewards (continued)

- Need to look beyond pay raises as the primary reward mechanism, especially since increases are minimal in most organizations
- Consider what people value from their work environment:
 - Public recognition
 - Private appreciation
 - Greater job challenges
 - Expanded responsibilities or control over resources
 - Promotions
 - Professional development

Rewards (continued)

Know what motivates each individual employee

Rewards - Warning

An entitlement culture emerges when people lose the connection between their performance and the rewards they receive

What purpose should performance management serve?

- Improve performance effectiveness and results
- Develop employees
- Facilitate communication and information exchange between employees and managers

What purpose does performance management serve?

- Primarily serves administrative purposes which include: making pay decisions; providing documentation for the organization to defend itself
- Enables the organization to deal with poor performers

A Matter of Perspective

Performance Evaluation Misconceptions

- One time annual event
- Retrospective
- Short Term
- Correction Oriented
- Completing Form

Performance Management

- Ongoing
- Prospective
- Long Term
- Progress Steps
- Planning/Goal Setting

A Matter of Perspective (continued)

Performance Evaluation/Appraisal Misconceptions

- Provides a judgment
- Retrospective and event based; usually occurs at designated intervals and is often linked to pay or other rewards
- Written
- May cause fear and other emotional reactions

Feedback

- Provides information
- Immediate, ongoing activity
- Usually verbal
- Perceived as neutral

City of Miami Beach Current Performance Evaluation Form

Rating Standards

2-1 points = unsatisfactory

4-3 points – needs improvement

7-5 points – meets expectations

8 points – exceeds expectations

10-9 points – significantly exceeds expectations

Rating Criteria

Significantly exceeds expectations

- Consistently exceeds performance standards
- Goes above and beyond; does significantly more than anticipated or expected
- Is an exception
- Contributions are unique to each person

Rating Criteria

Exceeds expectations

- Exceeds performance standards
- Frequently contributes to the organization's success by adding significant value
- Frequently demonstrates a comprehensive understanding of work; takes action to identify needs and solve problems
- Frequently meets or surpasses measures in individual performance plan
- Mostly works independently and keeps supervisor informed of issues

Rating Criteria

Meets expectations

- Meets performance standards
- Competently performs all aspects of job function and meets goals
- Capably adjusts to changing workplace needs and work requirements
- Meets measures in individual performance plan
- Needs minimal supervision and keeps supervisor informed of issues

Rating Criteria

Needs improvement

- More often than not, fails to perform most aspects of the position
- More often than not, performance levels are below agreed upon expectations (individual performance plan)
- More often than not, requires guidance and supervision when performing routine job duties
- Temporarily responds to feedback and individual performance plan for improvement, but does not demonstrate sustained improvement

Rating Criteria

Unsatisfactory

- Consistently fails to perform most aspects of the position
- Performance levels are consistently below agreed upon expectations (individual performance plan)
- Consistently requires guidance and supervision when performing routine job duties
- Despite feedback and individual performance plan for improvement, performance continues to function below expectations consistently

City of Miami Beach Performance Evaluation Form

City of Miami Beach Performance Evaluation Form

MIAMI BEACH

CMB ID # _____

Employee _____

Title _____

Department _____

Classified

Unclassified

Anniversary Date (MM/DD/YY) _____

Evaluator _____

Title _____

Evaluator _____

Print Name _____

Number of Months with Supervisor _____

Period Covered (MM/DD/YY) _____

To _____

Date Review discussed with Employee (MM/DD/YY) _____

Review Type

Annual

Follow Up

Completion of Probation

Change of Supervisor

Other

Is Employee eligible for a Merit Increase ?

Yes

No or N.A.

If yes

Approved

Not Approved

Department Head Signature / Date _____

City of Miami Beach Performance Evaluation Form (continued)

Department Head Signature / Date

Department Head Print Name

Step I: Establishing Expectations

This step should take place at the very beginning of the evaluation period

I acknowledge that I have discussed the Performance Factors with the Employee.

Supervisor's Initials / Date

I acknowledge that my Supervisor has discussed the Performance Factors with me.

Employee's Initials / Date

Step II: Mid-term Feedback

This step should take place whenever an employee is having difficulties or there is a change in priorities and performance standards

Employee's performance discussed at Mid-term Feedback session

Supervisor's Initials / Date

Employee's Initials / Date

Step III: Completion of Review

Department Director/ACM/CM Signature / Date:

Required any time employee significantly exceeds expectations

Department Director/ACM/CM PRINT NAME

Evaluator's Supervisor Signature / Date:

Evaluator's Supervisor PRINT NAME

Evaluator Signature / Date:

City of Miami Beach Performance Evaluation Form (continued)

Evaluator's Supervisor Signature / Date:

Evaluator's Supervisor PRINT NAME

Evaluator Signature / Date:

Evaluator PRINT NAME

I received this Review and discussed it with my Supervisor. (On signing this Review, I acknowledge having discussed it with the Evaluator and having received a copy. I may not necessarily agree with the conclusions.)

Employee Signature / Date:

This is the LAST step in the process

Step IV: Appeal Process

Appeals must be made within ten calendar days and are only for ratings below 5 or overall below 50.

Classified

- I wish to Appeal I do not wish to appeal I cannot decide at this time whether or not to appeal, however, I have been advised of the above requirements.

Employee Signature / Date

PMP revised August 2013

City of Miami Beach Performance Evaluation Form (continued)

City Wide Performance Factors

Performance Factors are to be completed and initialed by both the employee and the supervisor at the beginning of the evaluation period.

Score Definition									
Significantly Exceeds Expectations	Exceeds Expectations	Meets Expectations	Needs Improvement	Unsatisfactory					
10 - 9	8	5 7 -	4 - 3	2 - 1					
Select the factors most appropriate to level and scope of the employee's position.						W	S	Total	Mid-term Feedback on Target Yes / No
1	CUSTOMER SERVICE	Provides effective, efficient service to external/internal customers and represents the City in a positive manner. John Doe received a rating of 10 in this performance factor because of his dedication to customer service. For example, during this rating period he went beyond the call of duty when a citizen left city hall without paperwork he needed. Understanding the urgency of the situation from the customer's perspective, John took it upon himself to deliver the paperwork to the citizen's home. He had other options but he chose the one the benefit his customer most. On a separate occasion he took it upon himself to organize a customer service strategy which helped him and his co-workers address an unusually high number of walk-in customers in record time.			10	10	10		
2	TEAMWORK	Develops rapport with people at all levels. Establishes and maintains cooperative relationship and deals with others in a factual manner. Encourages continual team improvement.			10				

City of Miami Beach Performance Evaluation Form (continued)

City Wide Performance Factors

Performance Factors are to be completed and initiated by both the employee and the supervisor at the beginning of the evaluation period.

Score Definition							
	Significantly Exceeds Expectations	Exceeds Expectations	Meets Expectations	Needs Improvement	Unsatisfactory		
	10 - 9	8	7 - 5	4 - 3	2 - 1		
Select the factors most appropriate to level and scope of the employee's position.						Mid-term Feedback on Target W S Total Yes / No	
6	DEPENDABILITY	Reliability in the job; includes meeting deadlines.			9		
7	ATTENDANCE	(S/L, Tardies, AWOL, LWOP) Number of sick hours / incidents used []. While Mr. Doe is at work, he performs his job well. Unfortunately, he has demonstrated an inability to show up to work on time and as scheduled. Twice during this performance evaluation period he was suspended without pay due to his excessive tardiness and absenteeism.			9	1	9

City of Miami Beach Performance Evaluation Form (continued)

Some supervisors have understood explanations regarding employees who *meet expectations* to mean that employees may not receive an overall rating of 80 or above. If you have employees who merit high ratings, by all means reflect that on their performance evaluations. Just keep in mind that any individual rating above a 7 requires an explanation. Also remember that overall ratings of “*significantly exceeds expectations*” need to be approved by the Department Director, Assistant City Manager or City Manager.

City of Miami Beach Performance Evaluation Form (continued)

The evaluator (rater, supervisor) and the reviewer need to be in agreement as to what is reflected on a performance evaluation. Both need to sign the performance evaluation BEFORE it is presented to the employee. However, a reviewer cannot force a rater to change a rating. If agreement cannot be reached and you find yourselves at an impasse, the matter needs to be resolved by the Department Director or Assistant City Manager, whomever is most appropriate.

Planning the Review and the Environment



Planning the Review and the Environment

- Plan in advance; all managerial review must be completed prior to meeting
- Lay out plan for performance discussion – collect and review notes, statistics, citations and performance based examples
- Schedule sufficient time to focus on the review

Planning the Review and the Environment

(continued)

- No cell phones, no emails, no text messaging, no electronic devices, no interruptions, no multitasking
- Plan for an open dialogue – opportunity to review performance, consider lessons learned, progress for period
- Prepare to discuss the full range of issues that may arise during the meeting

Planning the Review and the Environment

(continued)

- Don't be defensive – if employee criticism is justified due to management failure or lack of resources, accept and move on
- Handle dissent professionally – disagreement should be noted as a matter of record

Planning the Review and the Environment

(continued)

- Respect the process and the individual
- Again: No cell phones, no emails, no text messaging, no electronic devices, no interruptions, no multitasking

Planning the Review and the Environment (continued)



MULTITASKING

THE ART OF DOING TWICE AS MUCH AS YOU SHOULD
HALF AS WELL AS YOU COULD.

Planning the Review and the Environment

(continued)

Difficult evaluations

- Describe performance/behavior
- Be specific, cite observed examples, past incidents, not meeting goals and impact on employee, team, customer department, etc
- Solicit constructive employee input into performance measures for the following review period (this may need a second meeting)
- Agree upon plan and establish dates to review progress

Goal Setting/Performance Standards

- Define and establish specific goals/objectives for the review period
- Come to an agreement on time lines of break out data for progress reports on goals and objective
- Communicate changes or redirection of goals and objectives in a timely manner
- Every meeting with an employee should end with you reminding the employee you are there to help at any time

Goal Setting/Performance Standards

(continued)

- Align performance measures (goals) with the department's work plan
- Establish mutually agreed to goals which add value
- Recommend and recognize behaviors that are aligned with the department's work plan
- Establish intermittent review/progress dates
- Every meeting with an employee should end with you reminding the employee you are there to help at any time

Rating Perils

- Halo/horn effect
- Central tendency
- Leniency
- Recency
- Similarity/Like me

Avoid Other Rating Perils

- Make objective statements
- Consider the totality of the employee's performance
- Keep adequate records so you can use specific examples
- Discuss specific performance issues and behaviors objectively

Avoid Other Rating Perils (continued)

- Keep in mind the legal impact of inflated performance ratings
- Specific comments should avoid any connotations which are connected to: age, sex, marital status, religion, national origin, sexual orientation, disability or veteran status

Avoid Other Rating Perils (continued)

- Be mindful of personal relationships which may influence the ratings
- Rating everyone “significantly exceeds expectations”

Meets Expectations

- An individual who is competently doing the job he or she was hired to do MEETS EXPECTATIONS
- Most employees MEET EXPECTATIONS
- Not everyone exceeds or significantly exceeds expectations, not even the boss
- MEETS EXPECTATIONS – not four letter words

Legal Guidelines

Every rater (evaluator) and reviewer (supervisor/manager) is responsible for ensuring that performance evaluations do not create a legal liability for the City

Legal Guidelines (continued)

- Employees must be evaluated on factors relevant to their jobs
- Employees must be informed about what is expected of them and the standards against which they will be evaluated at the beginning of the rating cycle
- There must be a standard, well documented procedure for how the performance management will be conducted, with defined roles and responsibilities for employees and managers

Legal Guidelines (continued)

- Managers and employees should be trained on the performance management process and relevant skills
- Managers should keep records to document examples of effective, and especially, ineffective employee performance to substantiate their evaluation ratings

Legal Guidelines (continued)

- Managers shall be held accountable for discussing performance issues with employees and providing them with feedback in a timely manner during the rating cycle
- Performance evaluations should be reviewed by a higher-level manager **prior to presentation to the employee**
- The organization provides processes whereby employees can formally comment on and/or appeal their evaluations

Legal Guidelines (continued)

- Make sure evaluations used for decision-making are consistent with decisions

Updated Policy Issues

Each individual rating at 4 or below and at 8 or above requires a written explanation

- Putting specifics in writing help the evaluator avoid biases in ratings
- The human resources director has been tasked with the responsibility to return all performance evaluations that do not meet this criterion
- Human resources staff is available to assist raters (evaluators) and reviewers through the process

Updated Policy Issues (continued)

All performance evaluations with an overall score between 90 and 100, *significantly exceeds expectations*, must be signed by the department director and appropriate assistant city manager

The manager **must** sign off on such scores for member of the management team

- The human resources director has been tasked with the responsibility to return all performance evaluations that do not meet this criterion
- Human resources staff is available to assist raters (evaluators) and reviewers through the process

Reminder

Every meeting with an employee should end with you reminding the employee you are there to help at any time

Next Steps

- Make sure there is documented set of expectations for every employee you supervise as soon as possible – signed by the employee
- Close out any past due evaluations immediately – establish new expectations for the next evaluation at the same time

MIAMI BEACH

CMB ID # _____
 Employee _____ Title _____
 Department _____
 Anniversery Date (MM/DD/YY) _____
 Evaluator _____ Title _____
 Evaluator _____
 Print Name _____

Classified Unclassified

Number of Months with Supervisor _____
 Period Covered (MM/DD/YY) _____ To _____
 Date Review discussed with Employee (MM/DD/YY) _____

Review Type
 Annual Follow Up Completion of Probation Change of Supervisor Other
 Is employee eligible for a merit increase? Yes No or N.A. **If yes** Approved Not Approved

Department Head Signature / Date _____
 Department Head Print Name _____

Step I: Establishing Expectations

This step should take place at the very beginning of the evaluation period

I acknowledge that I have discussed the Performance Factors with the Employee. _____
 Supervisor's Initials / Date _____
 I acknowledge that my Supervisor has discussed the Performance Factors with me. _____
 Employee's Initials / Date _____

Step II: Mid-term Feedback

Employee's performance discussed at Mid-term Feedback session.
 Supervisor's Initials / Date _____
 Employee's Initials / Date _____

Step III: Completion of Review

Department Director/ACM/CM Signature / Date: _____
 Department Director/ACM/CM PRINT NAME _____
 Evaluator's Supervisor Signature / Date: _____
 Evaluator's Supervisor PRINT NAME _____
 Evaluator Signature / Date: _____
 Evaluator PRINT NAME _____

I received this Review and discussed it with my Supervisor. (On signing this Review, I acknowledge having discussed it with the Evaluator and having received a copy. I may not necessarily agree with the conclusions.)

Employee Signature / Date: _____

This is the LAST step in the process

Step IV: Appeal Process

Appeals must be made within ten calendar days and are only for ratings below 5 or overall below 50; applies to classified service employees only.

Classified

I wish to Appeal I do not wish to appeal I cannot decide at this time whether or not to appeal, however, I have been advised of the above requirements.

Employee Signature / Date _____

City Wide Performance Factors

Performance Factors are to be completed and initialed by both the employee and the supervisor at the beginning of the evaluation period.

Score Definition				
Significantly Exceeds Expectations	Exceeds Expectations	Meets Expectations	Needs Improvement	Unsatisfactory
10 - 9	8	7 - 5	4 - 3	2 - 1

Mid-term
Feedback
on Target

W S Total Yes / No

Select the factors most appropriate to level and scope of the employee's position.

Supervisor, Manager & Executive Factors		ADMINISTRATIVE FACTORS		EMPLOYEE FACTORS					
1	CUSTOMER SERVICE	Provides effective, efficient service to external/internal customers and represents the City in a positive manner.		10					
2	TEAMWORK	Develops rapport with people at all levels. Establishes and maintains cooperative relationship and deals with others in a factual manner. Encourages continual team improvement.		10					
3	PRODUCTIVITY	Produces quality work in a timely manner.		10					
4	JOB KNOWLEDGE	Possesses knowledge required to accomplish job duties. Understands job via experience, education, training or observation. Strives to learn and adapt to changes and new methods.		9					
5	COMMUNICATIONS	Communicates clearly (written or oral). Keeps supervisor informed.		9					
6	DEPENDABILITY	Reliability in the job; includes meeting deadlines.		9					
7	ATTENDANCE	(S/L, tardies, AWOL, LWOP) Number of sick hours/incidents used [].		9					
8	SAFETY	Complies with rules of safety on the job.		9					
9	PROBLEM SOLVING	Identifies key issues and analyzes appropriate alternatives.		9					
10	DECISION MAKING	Uses good judgement when developing and evaluating alternatives.		9					
11	INNOVATION	Offers creative suggestions, develops new & unique approaches to service.		9					
12	TIME MANAGEMENT	Uses available time efficiently and displays appropriate sense of urgency.		9					
13	DIVERSITY LEADERSHIP	Supports hiring, promoting and maintaining a diverse workforce.		10					
14	TEAM BUILDING	Encourages internal and cross functional teamwork. Emphasizes cooperation among employees.		10					
15	EMPOWERING	Provides information, training & authority. Empowers employees to make decisions.		10					
16	MANAGEMENT OF INNOVATION	Creates a climate where employees are comfortable expressing ideas.		10					
17	EMPLOYEE DEVELOPMENT	Provides employees with accurate and timely feedback. Works with employees to establish development plans for professional growth.		10					
18	COACHING / COUNSELING	Supports and assists employees with action plans for problem performance.		10					
19	APPRAISING	Evaluates employee's performance and discusses in a constructive way. Number of employee evaluations completed this period [] due [].		10					
20	PLANNING / ORGANIZING	Plans ahead, schedules work, sets realistic goals, and anticipates and prepares for assignments. Sets logical priorities.		9					
21	MANAGEMENT OF SAFETY	Promotes good safety habits. Trains & ensures employees use safety procedures.		9					
22	PERSUASIVENESS	Conveys ideas in a convincing way & gains support from others. Communicates clearly in writing and orally.		9					
23	ECONOMIC MANAGEMENT	Develops realistic forecasts & budgets. Effectively utilizes resources. Meets forecast & budget objectives. Is responsive to business conditions.		9					
24	STRATEGIC MANAGEMENT	Makes decisions & operates with attention to long range strategic direction.		9					
25	PROFESSIONAL / TECHNICAL EXPERTISE	Has a clear understanding of current practices, materials, concepts and knowledge of relevant fields.		10					
Totals:									

City Wide Overall Score:

Overall Score				
Significantly Exceeds Expectations	Exceeds Expectations	Meets Expectations	Needs Improvement	Unsatisfactory
100 - 90	89.9 - 80	79.9 - 50	49.9 - 30	29.9 - 1

Performance Summary

In order to type your comments double-Click in the box below.

Type all text within the box in the blue area.

A large, empty rectangular box with a thin black border, occupying most of the page. It is intended for the user to type their performance comments. The box is currently blank.

Professional Development Opportunities

In order to type your comments double-Click in the box below.

Type all text within the box in the blue area.

I. Career/Professional Goals:

II. Competencies (knowledge, skills, abilities) needed to be developed to meet these goals:

III. Training/Education/Experience needed to develop these competencies

IV. Action Plan and Time Table for Development Activities

Calculations

$$\begin{array}{ccccccc} \text{Individual Performance Total} & & \text{City Wide Performance Total} & & \text{Total} & & \text{Final Score} \\ \color{red}{\square} & & \color{red}{\square} & & \color{red}{\square} & & \color{red}{\square} \\ & + & & = & & / 2^{**} & = \end{array}$$

**The total is only divided by 2 when both Individual Performance Factors and City Wide Performance Factors are scored.

Performance Rating Scale				
100 - 90	89.9 - 80	79.9 - 50	49.9 - 30	29.9 - 1
Significantly Exceeds Expectations	Exceeds Expectations	Meets Expectations	Needs Improvement	Unsatisfactory

Employee Comments

Employees may write a response to the evaluation in the space below or attach a separate page. This response must be signed and dated by the employee.

Employee Signature/Date



Management Team Individual Performance Plan
Evaluation Form

Employee Information			
Employee Name		Employee ID:	
Job Title		Period Covered:	
Completed By		Department/Division:	
Job Title		Type of Review:	<input type="checkbox"/> Annual <input type="checkbox"/> Mid-Year

Section 1: Performance On Established Objectives					
Objectives, weights and performance standards are developed with the employee at the beginning of the review period. At the time of annual review, please consider all factors that could have affected the outcome, as well the level of effort made to achieve stated objectives. Objectives should focus on outcomes and stem from departmental business plans and budget priorities. At the end of each review period, future performance objectives should be mutually developed and agreed upon between the employee and the supervisor for the next review period.					
1. Unsatisfactory 2. Needs Improvement 3. Meets Expectation		4. Exceeds Expectations 5. Significantly Exceeds Expectations			
List objectives and performance standards below, and enter the assigned weights (%) in Column 1. Ensure total weights add to 100%.			Weight (W)	Rating (R) (1-5)	Weighted Rating = (W*R)
Objective 1					
Performance Standards:					
Status:					

Management Team Individual Performance Plan Evaluation Form

Objective 2				
Performance Standards:				
Status:				

Objective 3				
Performance Standards:				
Status:				

Objective 4				
Performance Standards:				
Status:				

Management Team Individual Performance Plan Evaluation Form

Objective 5				
Performance Standards:				
Status:				

Objective 6				
Performance Standards:				
Status:				

Objective 7				
Performance Standards:				
Status:				

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Objective 8				
Performance Standards:				
Status:				

Objective 9				
Performance Standards:				
Status:				

Objective 10				
Performance Standards:				
Status:				

Performance Objective Total Rating:				Sum of Weighted Ratings
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Section 2: Management/Professional Performance Dimensions

- | | |
|----------------------|---------------------------------------|
| 1. Unsatisfactory | 4. Exceeds Expectations |
| 2. Needs Improvement | 5. Significantly Exceeds Expectations |
| 3. Meets Expectation | |

Performance Dimensions

Performance Rating (1-5)

Innovation, Creativity, Strategic Vision

Develops innovative and creative solutions to issues consistent with the City's strategic vision of "Delivering Excellence." Demonstrates proactive, forward-thinking approaches in determining business objectives and direction. Frequently assesses the business and environmental trends and changes in stakeholder preferences to develop strategic initiatives to improve service delivery.

Supporting Narrative

Customer Service Focus

Promotes and instills a courteous, yet effective, customer service approach in all areas of operation and responds expeditiously to service issues in a manner that provides value to customers. Anticipates both external and internal customer service needs and empowers staff to develop and implement sound, innovative approaches to service delivery.

Supporting Narrative

Management Skills and Leadership

Develops sound business plans and operating procedures. Demonstrates effective task priority setting skills; exercises good judgment; applies solid problem-solving skills; delegates authority and empowers staff and takes appropriate action to resolve issues and to eliminate non-value added tasks. Demonstrates a high level of professionalism, managerial and technical job knowledge and applies best practices. Produces clear, accurate and well-developed work products, meets established deadlines and complete projects on schedule; demonstrates prudent fiscal and resource management skills.

Clearly communicates (written and verbally) to citizens, organizations and elected officials. Promotes ethical behavior and holds individuals at all levels, including external stakeholders to high ethical standards. Demonstrates courage, both in decision-making and executing job responsibilities. Demonstrates a capacity and willingness to assume additional responsibilities, establishes meaningful and challenging departmental objectives, monitors departmental productivity effectiveness, provides appropriate feedback and promotes continuous improvement.

Management Team Individual Performance Plan Evaluation Form

Supporting Narrative

Employee Development and Self-Development

Empowers and motivates employees, and encourages a high performance work environment. Develops and implements workforce planning strategies to include succession planning, mentoring and organizational design that best align with the department's present goals and objectives and anticipated future needs. Develops, empowers, trains, and motivates employees to improve competencies and professional knowledge to manage increasingly complex responsibilities.

Develops personal competence, skills and abilities to remain current in the industry/service area and acquires additional skills necessary to improve job performance and to assist subordinates in solving problems and addressing leadership.

Supporting Narrative

Teamwork and Interdepartmental Teamwork

Fosters a team approach, encourages and accepts input from others, is accessible to employees and promotes effective employee communication within and across departments and business units. Makes interdepartmental teamwork a priority and promotes a work environment in which employees strive to develop and maintain effective and routine interdepartmental cooperation. Maintains professional and positive relationships with supervisors, peers, subordinates and works effectively with others to achieve City goals.

Supporting Narrative

Personnel Management

Creates and maintains a productive work environment, recognizes high achievers as appropriate, takes disciplinary action when needed. Communicates performance standards in advance and provides employees with timely, accurate and detailed performance evaluations.

Supporting Narrative

SUM:

Average Rating:

Section 3: Overall Performance Rating	Weight (W)	Rating (R)	Weighted Rating = (W*R)
Section 1: Performance Objectives			
Section 2: Management/Professional Performance Dimensions			
OVERALL RATING			

Section 4: Comments

Management Team Individual Performance Plan Evaluation Form

Statement of Commitment

The objectives and performance standards have been discussed and agreed to for this rating period.

Initial Goals and Objectives Setting

_____	_____	_____
Appraiser's Signature	Reviewer's Signature	Employee's Signature
_____	_____	_____
Print Name	Print Name	Print Name
_____	_____	_____
Date	Date	Date

Mid-Year Review

_____	_____	_____
Appraiser's Signature	Reviewer's Signature	Employee's Signature
_____	_____	_____
Print Name	Print Name	Print Name
_____	_____	_____
Date	Date	Date

Annual Year Review

_____	_____	_____
Appraiser's Signature	Reviewer's Signature	Employee's Signature
_____	_____	_____
Print Name	Print Name	Print Name
_____	_____	_____
Date	Date	Date