

# PERFORMANCE APPRAISAL MID-LEVEL EMPLOYEE

## Mission, Vision and Values (MVV) and Strategic Plan

- Knowledge of and commitment to the City's MVV.
- Knowledge of and commitment to the City's Strategic Plan/Direction
- Application of the MVV in day-to-day work through education and mentoring.
- Understanding and applying the relationship between the MVV, Strategic Plan, and Departmental Goals and Objectives.
- Review departmental progress in relationship to the City's MVV and Strategic Plan.

## Achievement Criteria

### SUPERIOR

- Achieves all standards set forth in the "exceeds" and "meets" expectations categories.
- Is recognized as a leader, both inside and outside the organization, for his/her ability to convey the City's MVV and the direction of the Strategic Plan for the betterment of the organization and the community.
- Recognizes opportunities and implements programs on a city-wide basis to instill the principles of the City's MVV and Strategic Plan and acts as a mentor to all City staff in this area.
- Supports and contributes to an environment where subordinate staff feel a strong sense of personal responsibility not only for their own performance and that of their department, but for the organization's overall success.

### EXCEEDS EXPECTATIONS

- Achieves all standards set forth in the "meets" expectations categories.
- Supports and contributes to an environment where subordinate staff is thoroughly familiar with and encouraged to embrace the concepts of the City's MVV.
- Communicates the Strategic Plan to subordinate staff and encourages them to stretch departmental objectives to meet the direction of the Plan.
- Supports and contributes to an environment where subordinate staff feel a strong sense of personal responsibility not only for their own performance but for the department's success.
- Mentors employees in looking for opportunities to enhance services that incorporate the City's MVV, the Strategic Plan and the Departmental Goals and Objectives.

### MEETS EXPECTATIONS

- Demonstrates a knowledge of the City's MVV by words and actions and shows commitment to the MVV in work by ensuring the MVV are integrated in all aspects of the department.
- Supports his/her department head in meeting departmental Strategic Plan responsibilities.
- Meets his/her responsible areas of the City's Strategic Plan and understands the importance of maintaining this direction within departmental goals and objectives by incorporating their principles in work and planning.
- Adheres to an appropriate and effective use of the City's MVV and beliefs during both good and bad times.
- Ensures that departmental goals and objectives are reflective of the City's MVV and Strategic Plan.
- Work is driven by opportunities as well as problems, and progress is measured against compliance with the MVV, Strategic Plan of the City and the department's goals and objectives.

### NEEDS IMPROVEMENT

- Needs a better understanding of the City's MVV, and the need to incorporate these principles in day-to-day activities.
- Needs a better understanding of the City's Strategic Plan and the importance of incorporating The Plan in day- to -day activities.

- Needs to improve on achieving his/her work as assigned in the Strategic Plan and meeting those goals on time.
- Departmental Goals and Objectives do not always reflect the principles in the City's MVV and the Strategic Plan.
- Subordinate staff is not informed of the City's Strategic Plan and thereby department direction is established without considering overall organizational vision.
- The values and beliefs of the City's MVV are sometimes abandoned when a difficult situation arises, resulting in a negative impact on the overall organization.
- Review of programs and services are not always measured in relationship to the City's MVV and Strategic Plan.
- Requires frequent supervisory input and oversight to ensure acceptable performance in this area.

#### UNSATISFACTORY

- Shows resistance to the principles of the City's MVV.
- Disregards assigned work incorporated in the Strategic Plan.
- Departmental Goals and Objectives are in conflict with the City's MVV and/or Strategic Plan.
- Subordinate staff is discouraged from embracing the principles of the City's MVV.
- Subordinate staff is discouraged from utilizing the City's Strategic Plan in the development of programs/processes.
- Departmental Goals and Objectives are self-serving , for the benefit of the individual or department only, and not for the benefit of the organization.
- Program reviews do not relate to achieving the departmental goals and objectives or the City's Strategic Plan and are not reflective of the MVV of the City.
- In spite of frequent supervisory oversight, acceptable performance in this area is still not achieved.

## Initiative and Innovation

- Demonstrates self motivation, energy, focus and drive.
- Creative, innovative, and forward-thinking approach to work.
- Awareness of business trends and developments.
- Willingness to apply change to the workplace and self.
- Willing to take thoughtful, well researched risks for positive change.
- Willing to be an agent for positive change.

## Achievement Criteria

### SUPERIOR

- Achieves all standards set forth in “exceeds” and “meets” expectations categories.
- Universally recognized as one of the department and City’s leaders in the area of initiative and innovation.
- Approaches work with a superior level of energy and motivation, which serves as a model and inspiration for others.
- Assumes responsibility and takes a leadership role towards implementing and encouraging positive change within the organization.
- Supports and is an active contributor to environments that establish initiative and innovation as the norm, producing superior results and measurable outcomes.
- Supports or establishes operational standards or initiatives which are recognized as significant contributions, internal and external to the department and the organization.
- Willing to accept a high amount of risk in decision-making.
- Through mentoring, training and conduct willingly shares knowledge and experience with others, both inside and outside of the organization.

### EXCEEDS EXPECTATIONS

- Achieves all the standards of the “meets” expectations category.
- Approaches work with a high level of energy and motivation.
- Completes all tasks to completion with a high level of self motivation, focus and drive.
- Is resourceful and uses abilities to think through problems, as well as identify solutions.
- Supports and emphasizes an environment which encourages initiative and innovation to occur through subordinate staff in the department
- Independently seeks out opportunities for change, for the betterment of the organization and community, with a little supervisory guidance or input.
- Stays abreast and demonstrates a comprehensive knowledge of business trends and developments.
- Proactively recognizes opportunities for involvement, and volunteers without being asked; encourages the same initiative in staff and subordinates.
- Willing to accept a higher than average amount of risk in many decision making situations.

### MEETS EXPECTATIONS

- Approaches work with an acceptable level of energy and motivation.
- Follows through on tasks to completion with an acceptable level of self motivation, focus and drive.
- Seeks supervisory input when appropriate.
- Capable of identifying resources to complete tasks with minimal assistance or input.
- Shows creativity and innovation in work.
- Maintains an awareness and understanding of the value of an environment that encourages initiative/innovation.

- Understands the need for change and is willing to accept change, with minimal encouragement.
- Demonstrates a basic awareness and interest towards business trends and developments.
- A self-starter who demonstrates a willingness to become involved in departmental and City wide activities.
- Willing to accept a moderate amount of risk in decision-making.

#### NEEDS IMPROVEMENT

- Shows minimal energy, focus, and motivation towards their approach to work.
- Tasks are sometimes incomplete and not submitted in a timely fashion, without a significant amount of supervisor involvement.
- Needs to better identify resources necessary to complete tasks.
- Needs to be more encouraging of subordinate staff to demonstrate initiative and innovation.
- Needs to seek out more opportunities for positive change, for the benefit of the organization and community.
- Is sometimes resistant to change, and has a lack of understanding or interest towards business trends and developments.
- Needs to seek out opportunities to become involved in departmental and City wide activities.
- Avoids risks in decision-making.
- Requires frequent supervisory input and oversight to ensure acceptable performance in this area.

#### UNSATISFACTORY

- Lacks motivation, energy or focus for the work that is required of them.
- Tasks are frequently incomplete and/or not submitted at all.
- Discourages an environment that would enable initiative and innovation.
- Resists change, and fails to understand the value of positive change for the benefit of the department and organization.
- Demonstrates little or no interest or awareness of business trends or developments.
- Resists opportunities to become involved in department or City wide activities.
- Resists taking risk in decision-making
- In spite of frequent supervisory oversight, acceptable performance in this area is still not achieved.

## Leadership

- Leads by example with words and actions.
- Motivates others to achieve higher potential.
- Assumes leadership roles in diverse areas including special projects and employee teams.
- Mentors others in the development of leadership skills.
- Promotes decision- making and empowered actions at all levels.
- Assumes responsibility and accountability.
- Solicits ideas from others.
- Inspires others to follow his/her example.
- Demonstrates ethical behavior.

## Achievement Criteria

### SUPERIOR

- Achieves all standards set forth in the “exceeds” and “meets” expectations categories.
- Universally recognized both internally and externally as a leader of the department and organization.
- Is recognized within the City as a leader in supporting and encouraging subordinate staff to achieve a higher potential , by promoting learning and leadership experience opportunities.
- Is recognized in the City as a leader in the use of best practices, benchmarking and performance measures in the review and enhancement of new programs and services.
- Is respected both within and outside the organization as a leader who defines integrity and ethical behavior.

### EXCEEDS EXPECTATIONS

- Achieves all standards set forth in the “meets” expectations categories
- Fosters an environment within the department where all are equally engaged at an acceptable level in the delivery of services.
- Supports and contributes to an environment where responsibility and accountability are accepted by all staff members in their approach to work.
- Demonstrates leadership by utilizing best practices, benchmarking, performance measures or other means to solicit new ideas to enhance programs.
- Encourages subordinate staff to utilize various feedback mechanisms to solicit ideas for the enhancement of services and programs.
- Subordinate staff embrace the values of the organization as well as adhere to the principles of ethical behavior.

### MEETS EXPECTATIONS

- Demonstrates leadership skills by setting positive examples with words and actions.
- Encourages innovation, creativity and education of subordinate staff to achieve a higher potential , by offering learning and leadership experience opportunities including participation on special project and employee teams.
- Supports decision -making by subordinate staff , through effective delegation of duties and responsibilities.
- Maintains responsibility and accountability of individual and subordinate staff performance in good as well as in bad times.
- Steadfastly pushes self and others for results.
- Demonstrates ethical behavior and integrity by fostering an environment that adheres to the organizational values.

### NEEDS IMPROVEMENT

- Needs to improve the use of words and actions that display an appropriate leadership philosophy.
- Needs to encourage subordinate staff to seek out opportunities to enhance innovation, creativity and advanced learning in order to move to a higher potential.
- Needs to delegate duties and responsibilities in order to support decision making at all levels of the organization.
- Needs to accept complete responsibility and accountability for his/her individual and subordinate staff performance.
- Needs to better utilize feedback mechanisms in order to solicit input and ideas, to create new programs, or to enhance and review existing programs.
- Adherence to the organization's values is not always present in the face of difficult situations.
- At times ethics and integrity are questionable, when personal gain is chosen over the needs of the organization.
- Requires frequent supervisory input and oversight to ensure acceptable performance in this area.

#### UNSATISFACTORY

- Words and actions do not support an appropriate leadership philosophy.
- Does not encourage subordinate staff to seek out opportunities to enhance innovation, creativity and advanced learning in order to move to a higher potential.
- Does not delegate duties and responsibilities, and discourages decision making by subordinate staff.
- Does not take responsibility and accountability of his/her individual and subordinate staff performance when faced with a difficult situation.
- Solicits no input to create, enhance or review existing programs or services.
- Demonstrates unethical behavior.
- In spite of frequent supervisory oversight, acceptable performance in this area is still not achieved.

## Quality and Quantity of Work

- Work includes appropriate mix of leadership, communication, management technical and team-building skills and capabilities.
- Work product meets the needs of other City staff members and departments with minimal input and on a timely basis.
- Completes assignments in a thorough, accurate and timely manner.
- Meets productivity standards.
- Works quickly.
- Achieves established goals.
- Displays commitment to excellence.
- Looks for ways to improve and promote quality.
- Applies feedback to improve performance.
- Monitors own work to ensure quality.

## Achievement Criteria

### SUPERIOR

- Achieves all standards set forth in the “exceeds” and “meets” expectations categories.
- Contributes to the establishment and maintenance of a city-wide work environment that promotes the development of leadership, communication, management, technical and team-building skills and capabilities for all city staff members.
- Is recognized as a City leader relative to the quality and quantity of the work product.
- Emphasizes the importance and creates opportunities for leadership, volunteerism and initiative of staff in City-wide projects outside of traditional functional areas.
- Regularly exceeds the amount of work expected for his /her job and routinely completes assignments ahead of schedule.
- Works at an exceptionally fast pace, with high accuracy.
- Consistently pushes himself and others to achieve and surpass his/her established goals.
- Quality of work far exceeds expectations for accuracy and thoroughness.
- Serves as a role model to other city staff because of his/her dedication and commitment to excellence.
- Is a leader in the organization in looking for ways to improve quality and promote quality awareness.
- Proactive about seeking feedback and using it to improve performance.
- Has designed highly effective methods for monitoring his/her work to achieve and maintain the highest quality standards.
- Through mentoring, training and conduct willingly shares knowledge and experience with others, both inside and outside of the organization.

### EXCEEDS EXPECTATIONS

- Achieves all standards set forth in the “meets” expectations categories.
- Maintains a workload that includes equal amounts of leadership, communication, management, technical and team-building skills and capabilities and emphasizes its importance to departmental staff members.
- Level of output meets the needs of other City staff members and departments for the department's basic functional responsibilities as well as for tasks outside of the department's normal scope of service.
- Routinely initiates involvement in department projects outside of traditional functional areas, and takes a leadership role in managing the project to completion.
- Produces more work than expected and regularly completes assignments ahead of schedule and in a complete and accurate fashion.
- Achieves nearly all goals established with accuracy and timeliness.

- Often asks for feedback and uses it to improve his/her performance.
- Demonstrates a strong dedication and commitment to excellence.
- Works hard to improve quality in his/her own work and promotes quality awareness throughout the department.
- Consistently and carefully monitors his work to ensure its quality.
- Proactively apprises supervisor and other team members of the status of work efforts and identifies other City obligations and responsibilities prior to due dates.

#### MEETS EXPECTATIONS

- Recognizes the need for and strives to attain a workload that includes equal amounts of leadership, communication, management, technical and team-building skills and capabilities.
- Level of output meets the needs of other City staff members and departments for the department's basic functional responsibilities.
- Is aware of the need to be involved in City-wide projects outside of traditional functional area, and volunteers for participation in such projects.
- Follows through on and completes assignments in a thorough, accurate and timely manner
- Regularly produces an acceptable amount of work.
- Demonstrates a commitment to increasing productivity at a pace expected for his/her position.
- Achieves most of his/her established goals.
- Regularly displays his/her commitment to excellence and looks for ways to improve quality.
- Applies feedback received to improve performance and monitors work to meet quality standards.
- Maintains communications with supervisor on status of projects/activities.
- A self-starter who requires little direction and supervision and produces acceptable levels of work independently.

#### NEEDS IMPROVEMENT

- Needs to balance workload to include an appropriate amount of leadership, communication, management, technical and team-building skills and capabilities.
- Level of output does not always meet the needs of other City staff members and departments for the department's basic functional responsibilities.
- Workload and customer service standards need improvement.
- Is primarily focused on work efforts in traditional functional area, with little awareness of projects outside of the department.
- Does not always follow through on and complete assignments in a thorough, accurate and timely manner.
- Does not regularly and consistently share information with his/her supervisor to provide appropriate levels of information, support and feedback, and generally does so only when prompted.
- Not as productive as expected for the job.
- Works more slowly than the position requires and does not always achieve his/her established goals.
- Does not always apply the feedback he/she receives to improve performance.
- Does not always monitor his/her work for quality.
- Requires regular supervision, review and direction to ensure that required levels of work are being completed.

#### UNSATISFACTORY

- Fails to recognize the need for a balanced workload or employs an imbalanced mixture of leadership, communication, management, technical and team-building skills and capabilities.
- Level of output is minimal and fails to meet the needs of other City staff members and departments for the department's basic functional responsibilities.
- Workload and customer service standards are minimal or non-existent.
- Is strictly focused on work efforts in traditional functional area, and has no awareness of or ignores projects outside of the department.
- Frequently fails to follow through on and complete assignments in a thorough, accurate and timely manner.
- Is reluctant or does not share information with supervisor and peers, and fails to provide appropriate levels of information, support and feedback.

- Produces less work than expected for job and work is not getting done within acceptable time frames.
- Does not display commitment to increasing productivity and the pace at which he/she works is not adequate for the job.
- Fails to achieve established goals.
- Feedback received is not applied.
- Does an unacceptable job of monitoring work to ensure quality.
- Requires constant supervision, intervention in the administration of departmental duties.
- Generally, lacks initiative and is unresponsive to direction.

## Professional Growth and Self Development

- Maintains skills/knowledge to perform job duties in changing environment.
- Shows initiative to enhance professional/ personal growth.
- Encourages individual and organizational improvement through continuing education/training.
- Involved in professional organizations, and seeks certification and training through these organizations.
- Shares knowledge with staff.
- Seeks information and opportunities to better understand themselves and others through emotional intelligence.
- Identifies areas for improvement and addresses needs through professional development.

## Achievement Criteria

### SUPERIOR

- Achieves all standards set forth in the “exceeds” and “meets” expectations categories.
- Is recognized as a leader, both inside and outside the organization, for their ability to lead and encourage others toward continued professional/self development for the betterment of themselves, the organization, and the community.
- Demonstrates initiative and creativity through the development and administration of city-wide training programs.
- Is a recognized leader in their respective professional organizations and is frequently called upon to serve in a leadership/training role in those organizations.
- Has received recognition/awards for developing innovative approaches to work within the organization.
- Recognized as a leader both within and outside the organization as a leader in the concepts of emotional intelligence and has established its usage as an integral norm of day- to- day work in all staff.
- In addition to creating his/her own plan for continuing education, has effectively instilled the use of measurable professional growth and personal development plans for all staff within his/her department.
- Through mentoring , training and conduct, willingly shares knowledge and experience with others, both inside and outside the organization.

### EXCEEDS EXPECTATIONS

- Achieves all standards set forth in the “meets” expectations categories.
- Recognizes opportunities for new learning and enhances skills and knowledge to better adapt to job duties in a changing environment both internal and external to the organization.
- Seeks out opportunities to further develop themselves and their staff through non-traditional training to enhance leadership and management skills, for the betterment of the organization.
- Shows initiative to become involved in a variety of professional organizations, and is highly involved in certification and training through those organizations.
- Shows innovation through development of programs and activities learned at training to share knowledge/ideas with staff.
- Translates what has been learned into practice for the betterment of staff and the organization through new programs activities and staff initiatives.
- Is highly aware of their emotional intelligence, and creates and sustains an environment that encourages others to honestly assess and develop the same.
- Has created and is pursuing a measurable professional growth and self development plan in an effort to correct and improve areas of their personal and professional development that are weaknesses.

### MEETS EXPECTATIONS

- Maintains skills and knowledge to perform job duties on an acceptable level.
- Takes advantage of opportunities to enhance his/her professional and personal growth.
- Makes opportunities available to subordinate staff for professional development.

- Is involved to a basic extent in professional organizations, and seeks opportunities for certification and training through these organizations.
- Shares knowledge learned from professional development, coursework and training with staff.
- Translates what has been learned into practice for the betterment of the organization.
- Has basic awareness of his/her emotional intelligence, and seeks opportunities to better understand themselves and others.
- Strives to identify and correct professional and personal development areas that need improvement and incorporates these ideas into a work plan.

#### NEEDS IMPROVEMENT

- Lacks appropriate initiative to enhance his/her professional and personal growth.
- Needs to recognize the value of professional growth and self development for both the individual and the organization.
- Does not always appropriately encourage and assist staff to pursue growth and development opportunities.
- Needs to better recognize the value of involvement in professional organizations, and seek opportunities for certification and training through those organizations.
- Needs to recognize the importance of emotional intelligence in the work place, and to seek more opportunities to better understand themselves and others.
- Needs to better identify personal and professional deficiencies that could be enhanced through professional development.
- Often relies on the supervisor to identify such deficiencies.
- Requires frequent supervisory oversight and involvement to ensure acceptable performance in this area.

#### UNSATISFACTORY

- Shows no initiative or motivation to enhance his/her professional and personal growth.
- Does not assist or encourage others to pursue growth and development opportunities.
- Shows no interest or involvement in professional organizations, and does not seek opportunities for certification and training.
- Has no awareness or interest in understanding the concept of emotional intelligence, and is resistant to opportunities that would allow them to better understand themselves and others.
- Resists any opportunity to identify and correct professional and personal development deficiencies.
- In spite of frequent supervisory oversight, acceptable performance is still not achieved.

## Stewardship of City Resources

- Demonstrates City-wide resource accountability and responsibility.
- Efficient/effective use of City property.
- Awareness of implication and impact of resource usage/decision-making on entire organization.
- Philosophy of ownership of all City resources.
- Seeks opportunities for shared efficiencies of resources.

## Achievement Criteria

### SUPERIOR

- Achieves all standards set forth in the “exceeds” and “meets” expectations categories.
- Universally recognized within the City organization as one of its leaders in the stewardship of resources and philosophy of ownership of those resources.
- Assumes responsibility and takes a leadership role in the identification and implementation of innovative standards, processes and techniques, that have a measurable outcome and result in the effective/efficient collaborative use of City resources.
- Through mentoring, training and conduct willingly shares knowledge and experience with others, both inside and outside of the organization.

### EXCEEDS EXPECTATIONS

- Achieves all standards set forth in the “meets” expectations categories.
- Actively encourages and promotes among employees, the appropriate and effective use of City fiscal and human resources, equipment, property and vehicles.
- Takes a proactive approach to avoiding problems caused by the improper use of City resources.
- In addition to maintaining an awareness and understanding of City's financial status and strategic direction, actively encourages and participates in cross-departmental projects and collaborative decision-making.
- Fully understands and proactively plans for and addresses the impact of collaborative efforts on the City's resources and strategic direction.
- Demonstrates and promotes a philosophy of ownership of all City resources.
- Actively promotes and encourages opportunities to gain efficiency through the sharing of resources with other departments.
- Promotes a collective focus and awareness of the resources of the whole organization, rather than the department or individual.

### MEETS EXPECTATIONS

- Monitors and manages the appropriate and effective use of City fiscal and human resources, equipment, property and vehicles.
- Reacts appropriately when City resources are being used improperly.
- Maintains an awareness and understanding of the City's strategic direction general financial status.
- Understands the impact of individual and department-level decision making upon the overall resources of the City.
- Understands a philosophy of ownership of all City resources.
- Maintains an awareness and understanding of opportunities to gain efficiencies by sharing resources with other departments.
- Able to focus on the resources of the whole organization, rather than the department or individual.

### NEEDS IMPROVEMENT

- Needs a better understanding of the appropriate and effective use of City fiscal and human resources, equipment, property and vehicles.
- Is not appropriately concerned or involved, or sometimes fails to take action when City resources are being used improperly.

- Generally lacks sufficient understanding of the City's strategic direction and general financial status.
- Often has more of a department or individual focus, rather than an organization-wide, focus.
- Lacks understanding of a philosophy of ownership of all City resources.
- Needs to seek more opportunities to gain efficiencies by sharing resources with other departments and fails to focus on the resources of the entire organization, instead focusing on his/her individual department.
- Requires frequent supervisory oversight and involvement, in order to ensure acceptable performance in this area.

#### UNSATISFACTORY

- Shows resistance to or disregards the appropriate and effective use of City fiscal and human resources, equipment, property and vehicles.
- Participates in or permits the improper usage of City resources.
- Demonstrates little or no awareness or concern towards the City's financial status and strategic direction.
- Focus is largely on self or self interests, rather than the organization or department as a whole.
- Demonstrates little or no awareness of the value of stewardship of resources from a City- wide perspective or the value of shared efficiencies.
- Shows disregard for the philosophy of ownership of all City resources.
- Places them self or others at risk because of their lack of proper direction and lack of focus on the stewardship of City resources.
- In spite of frequent supervisory oversight, acceptable performance in this area is still not achieved.

## Staff Management

- Appropriate supervision of subordinate staff, including planning, work assignments, personnel/human resource functions.
- Delegation of duties/responsibilities where appropriate.
- Ensures high level of productivity of staff and department.
- Professional development of staff.
- Plans, sets, and meets appropriate goals & objectives.
- Creates and sustains positive work environment.
- Promotes feedback & communication.
- Promotes high performance organization model.

## Achievement Criteria

### SUPERIOR

- Achieves all standards set forth in the “exceeds” and “meets” expectations categories.
- Delegates total ownership of areas of involvement such as purchasing, projections and handling projects through mentoring while the supervisor maintains accountability for outcomes.
- Staff is highly motivated as demonstrated by their participation, leadership, and volunteerism as they seek to deliver the best service to the organization/community.
- Through mentoring, training and conduct, willingly engages in assisting others with staff management techniques addressing motivation, productivity and development of staff.

### EXCEEDS EXPECTATIONS

- Achieves all standards set forth in the “meets” expectations categories.
- Actively delegates areas of responsibility, as appropriate, while maintaining direction and guidance of the organization.
- Staff is proactive in anticipating problems/changes to become more efficient in work practices.
- Directly participates in the training/development of staff in technical, leadership, management and communication skills.
- Frequently solicits and utilizes staff input through various means to enhance operations.
- Supports staff in their roles and responsibilities as a fundamental foundation of the high performance organization model including team involvement, personal leadership and accountability.
- Exceeds departmental and organizational goals and objectives by recognizing and completing additional tasks.

### MEETS EXPECTATIONS

- Appropriately performs all duties of a supervisor including financial and personnel management functions.
- Involved in annual planning sessions to establish organizational goals and objectives.
- Recognizes the importance of work delegation and delegates duties responsibly.
- Oversees a productive staff that meets the needs of the community/City through the accomplishments of departmental and individual goals and objectives.
- Encourages staff to develop technical, leadership, management, and communication skills.
- Recognizes the importance of staff input into the operations of the organization.
- Supports a positive work environment through open and honest communication.
- Supports a work culture that emphasizes the importance of quality customer service.

### NEEDS IMPROVEMENT

- Needs a better understanding of supervisory duties and their application to subordinate personnel.
- Needs to have a better understanding of the process of work delegation and begin to more effectively delegate tasks to staff.
- Staff is not working to an acceptable level of expectations.
- Staff displays a limited understanding of their role and how they fit into the overall organization.
- Department struggles to meet established goals and objectives.
- Staff development opportunities for technical, leadership, management, and communication skills are not a priority and opportunities are overlooked.
- Needs a better understanding of the high performance organization concepts.
- Requires frequent supervisory oversight and involvement in order to ensure acceptable performance in this area.

#### UNSATISFACTORY

- Does not appropriately function as a supervisor of personnel.
- Does not delegate, and sees little value in the concept.
- Manages by intimidation ,fear or exclusion.
- Staff is divided and dysfunctional.
- Established departmental and organizational goals and objectives are ignored.
- Staff input is not recognized and ignored.
- Staff development in technical, leadership, management and communications skills does not exist.
- Level of work and productivity of the staff is low.

## Department and Individual Goals and Objectives

- Ability to think with a long-term vision and perspective.
- Links city strategic planning to department/individual goals and objectives.
- Fulfills City's strategic mission.
- Positive and forward thinking toward the realization of goals.
- Completes/achieves established goals.
- Establishes self and employee's individual goals and objectives through the evaluation process, and encourages individual responsibility for these goals.
- Annually assists department planning and goal setting. Regularly reviews and evaluates the progress made on the plan.
- Involves stakeholders in planning and organizing.
- Utilizes feedback mechanisms to develop goals and measure performance.

## Achievement Criteria

### SUPERIOR

- Achieves all standards set forth in the "exceeds" and "meets" expectations categories.
- Is recognized as a role model and leader for their assistance to the organization in developing strategic planning and goal setting activities.
- Has contributed in an outstanding and exceptional way to the development and fulfillment of the City's mission through his/her personal contributions and those of his/her department.
- Contributes to an overall city culture that is positive and forward thinking, requiring commitment to the completion of established goals and objectives.
- Is consistently able to complete individual and departmental goals as established, while handling additional work load and emergencies that arise.
- Serves as a role model and mentor to other city staff members to encourage and teach the use of individual goal setting through the employee evaluation process.
- Assists other staff members in organizing and conducting annual departmental strategic planning sessions.
- Through mentoring, training and conduct willingly shares knowledge and experience with others, both inside and outside of the organization.

### EXCEEDS EXPECTATIONS

- Achieves all standards set forth in the "meets" expectations categories
- Arrives at appropriate decisions with long-term vision and perspective in nearly all issues/discussions.
- Able to consistently develop departmental and individual goals that work to further the City's mission and encourages subordinate employees to do the same.
- Supports a departmental environment that is positive and forward thinking and encourages goals to be realized.
- Except for issues that are out of his/her control, achieves all departmental and individual goals.
- Independently and proactively develops individual goals as a part of his/her evaluation process, with minimal input by supervisor.
- Works with subordinate employees to establish an effective work plan for the coming year and encourages individual employee responsibility for these goals.
- Assists in annual departmental planning sessions that utilize the expertise/experiences of all subordinate staff.
- Utilizes staff to assist in reviewing and evaluating progress made on the plan.
- Involves both internal and external stakeholders in planning and organizing.
- Proactively solicits feedback in order to develop goals and measure performance.

### MEETS EXPECTATIONS

- Generally demonstrates an ability to think with a long-term vision and perspective.

- Demonstrates a basic understanding of the linkage between city strategic planning and department/individual goals and objectives.
- Works appropriately towards the fulfillment of the City's strategic mission.
- Positive and forward thinking about the realization of his/her individual goals.
- Regularly achieves most goals that are established on both an individual and departmental basis.
- Helps supervisor to establish individual goals as a part of his/her annual evaluation process, and accepts responsibility for those goals.
- Annually assists in developing a plan for department goals and objectives.
- Regularly reviews and evaluates the progress made on the plan
- Regularly reports progress and/or obstacles in achieving goals.
- Internal stakeholders are involved in planning and organizing.
- Feedback mechanisms, when received, are utilized to develop goals and measure performance.

#### NEEDS IMPROVEMENT

- Needs to improve his/her ability to think with a long-term vision and perspective.
- Does not always understand the linkage between City strategic planning and departmental/individual goals and objectives, which can conflict with the City's mission.
- Needs a better understanding of his/her role in achieving the City's mission.
- Needs to demonstrate more positive approach and interest toward the realization of goals.
- Needs to show improvement in the achievement of established individual and departmental goals and objectives.
- Needs to enhance involvement in the establishment of individual goals and objectives through the employee evaluation process and encourage greater individual responsibility for these goals.
- Is minimally effective in assisting in department planning and goal setting.
- Often does not regularly review and evaluate the progress made on the plan.
- Needs to better involve stakeholders in planning and organizing.
- Needs to better utilize feedback to develop goals and measure performance.
- Requires frequent supervisory oversight and involvement to ensure acceptable performance in this area.

#### UNSATISFACTORY

- Has not demonstrated an ability or willingness to think with a long-term vision and perspective.
- Consistently fails to demonstrate understanding of the linkage between city strategic planning to department/individual goals and objectives.
- Does not work appropriately to fulfill the City's mission.
- Demonstrates a negative attitude toward the realization of his/her individual/departmental goals
- Fails to achieve an acceptable number of individual/departmental goals.
- Does not effectively utilize the employee performance evaluation system to develop individual/departmental goals for himself/herself or for subordinate staff.
- Does not assist in department planning and goal setting, or does not regularly review and evaluate progress made on the plan.
- Does not involve stakeholders in planning and organizing.
- Does not utilize feedback to develop goals and measure performance.
- In spite of frequent supervisory oversight, acceptable performance in this area is still not achieved.

## Budget Preparation and Management

- Manages and monitors budgetary expenditures and revenues.
- Provides input towards the development of the budget, with consideration of City's economic climate and in accordance with annual budget calendar.
- Operates within budgetary limits.
- Awareness of City-wide economic and financial issues.
- Knowledge of City budget, financial condition and procedures.
- Working knowledge of departmental budgetary accounts.
- Promotes cost savings and revenue generation opportunities.
- Seeks grant opportunities to supplement City revenues and operations, and administers grants received.

## Achievement Criteria

### SUPERIOR

- Achieves all standards set forth in the “exceeds” and “meets” expectations categories.
- Creates an awareness and educates subordinate personnel regarding the impact of budgetary issues on the department and the City as a whole.
- Implements and shares experience on program and departmental efficiencies with other staff, leading to City-wide efficiencies.
- Through mentoring, training and conduct, willingly shares knowledge and experience with others, both inside and outside the department and organization.
- Enhances departmental efficiencies and/or revenues through creative means or in collaboration with other departments or entities.
- Seeks new and innovative grant opportunities beyond those typically received by the department.
- Encourages grantsmanship on the part of subordinate staff.

### EXCEEDS EXPECTATIONS

- Achieves all standards set forth in the “meets” expectations categories.
- Involves subordinate personnel in the development, formulation and day-to-day administration of his/her area of budget responsibility
- Areas of budget responsibility are prepared accurately with the full year in mind and absent unforeseen special circumstances, generally require no appropriation adjustments over the course of the fiscal year.
- Works with others to establish positive change relative to City-wide budgetary issues.
- Realizes program efficiencies through the implementation and management of the budget plan and through interaction with other departments and staff.
- Researches and pursues opportunities for revenue enhancement.
- Maintains a basic awareness of typical grants regularly received by the department, and can complete application and required support documentation to implement grant program or project.

### MEETS EXPECTATIONS

- Annual budget areas of responsibility are accurately prepared and submitted to department head according to the budgetary calendar.
- The budget submission is supported by written and oral justification.
- Ensures Departmental Goals and Objectives and the City's infrastructure and operational items as a part of the City's Strategic Plan are appropriately reflected in the budgetary plan.
- Provides immediate feedback to questions regarding areas of budget responsibility.
- Effectively monitors and manages areas of budget responsibility, within budgetary limits.
- Educates subordinate personnel on the importance of the line item detail of departmental budgets and their relevance to the overall City budget.
- Maintains a basic awareness and understanding of City's general financial status and strategic direction, as well as the impact of individual and department-level decision making upon the

overall resources of the City.

- Maintains a basic awareness and understanding of opportunities to gain efficiencies by sharing resources with co-workers or other departments.
- Researches and pursues opportunities to realize efficiencies through appropriate budgetary planning.
- Assists the department head in the development and submission of grant applications for the department.

#### NEEDS IMPROVEMENT

- Annual budget area of responsibility is submitted according to the budgetary schedule but requires extensive adjustments to data, including written and oral justifications.
- Annual budget area of responsibility submissions have significant variances from the plan submitted in the previous year.
- The budget area of responsibility does not reflect all of the City's infrastructure and operational requests as related in the City Strategic Plan and Departmental Goals and Objectives.
- At times, allows accounts to exceed budget without taking corrective action.
- Does not completely understand the line item detail of departmental budgets, from a revenue and/or expenditure standpoint.
- Possesses little awareness or understanding of the impact of their departmental and/or program budget on the City's budget.
- Possesses limited understanding of the budgetary issues of other departments and the City as a whole.
- Does not realize or identify efficiencies gained through interaction with other departments or staff.
- Due to poor planning or a failure to take action, the budget requires several appropriation adjustments over the course of the fiscal year.
- Submission of financial documentation is not always complete, timely or in compliance with procedures.
- The research and/or pursuit of opportunities for revenue enhancement are not a management priority.
- Needs to improve awareness and skills related to grantsmanship and requires frequent supervisory oversight and involvement to ensure acceptable performance in this area.

#### UNSATISFACTORY

- Annual budget area of responsibility is not submitted according to the budgetary schedule and contains numerous errors and omissions.
- Written and oral justifications are inadequate or incomplete.
- Annual budget area of responsibility submissions have extreme variances from the plan submitted in the previous year.
- The submitted budget does not reflect the City's infrastructure and operational requests as related in the City Strategic Plan and Departmental Goals and Objectives.
- Disregards or is not aware of the need to effectively monitor and manage departmental and program budgets within budgetary limits.
- Disregards the line item detail of departmental budgets, from a revenue and/or expenditure standpoint.
- Possesses little understanding of, or concern for, the budgetary issues of other departments and the City as a whole.
- Does not pursue departmental or City-wide efficiencies.
- When submitted, the submission of financial documentation is incomplete, inaccurate and not compliant with established procedures.
- Does not demonstrate an interest or concern towards revenues and their impact on the budget.
- Does not demonstrate acceptable skill level or awareness of grantsmanship.
- In spite of frequent supervisory oversight and involvement, acceptable performance is not achieved.

## Planning and Organizing

- Understands and interprets the strategic direction of the City, and translates into individual performance.
- Considers short and long-term strategies when planning.
- Organizes work with timetable and ownership responsibilities assigned.
- Anticipates obstacles and conflicts, and the need for additional resources in planning and scheduling work.
- Utilizes feedback mechanisms to measure and adjust performance.
- Ability to manage priorities and schedules effectively.
- Produces documents on time with minimal supervision.
- Organizes work assignments for timely completion.

## Achievement Criteria

### SUPERIOR

- Achieves all standards set forth in the “exceeds” and “meets” expectations categories.
- Universally recognized within the City organization as a leader in the area of planning and organizing.
- Sets standards for planning and organizing that encourage the highest level of interaction with stakeholders, are consistent with City values and philosophy, and incorporate performance feedback and measurement for continual improvement.
- Budgets his/her time and that of the department for maximum efficiency.
- Steadfastly pushes self and other for results.
- Through mentoring, training and conduct willingly shares knowledge and experience with others, both inside and outside of the organization.

### EXCEEDS EXPECTATIONS

- Achieves all standards set forth in the “meets” expectations categories.
- Displays a comprehensive knowledge and understanding of the strategic direction of the department and City while instilling the same qualities in staff by their involvement in planning.
- Ensures that all members of the department understand the City’s MVV, and the importance of working to keep their individual direction consistent with the City’s goals and objectives.
- Sets ambitious yet measurable and attainable goals and objectives that “stretch” employee beyond normal job expectations.
- Is adept and resourceful at utilizing short and long-term strategies when developing action plans.
- Anticipates change and makes necessary adjustments in order to ensure smooth integration into existing plans.
- Is proactive in seeking feedback and routinely uses various mechanisms in order to measure performance.
- Ensures production of documents and work assignments by staff are timely and complete.
- Budgets his/her time for maximum efficiency.

### MEETS EXPECTATIONS

- Maintains a basic understanding and interpretation of the strategic direction of the City, by contributing to measurable results in the Strategic Plan.
- Individual work product and direction is consistent with City philosophy and values through actions and program initiatives.
- Considerations of short and long term strategies are apparent in personal planning.
- Sets measurable and realistic goals and objectives for him or herself and tracks progress.
- Work programs are designed with timetable and ownership responsibilities assigned, incorporating frequent status checks.
- Obstacles , conflicts, and the need for additional resources that may hinder effective planning and organization are anticipated. Integrates changes into existing planning efforts.

- Responds to feedback that is received as a mechanism to measure or adjust performance.
- Ability to manage priorities and schedules effectively.
- Work is organized in order for timely completion of assignments.
- Consistently produces documents and work assignments that are timely and complete.

#### NEEDS IMPROVEMENT

- Needs to better understand the department's and City's strategic direction.
- Individual direction is usually not consistent with City MVV and goals and objectives.
- Needs to better recognize the importance of short and long term strategies when planning.
- Needs to improve their ability to set measurable and realistic goals.
- Needs to understand the importance of designing work plans that have clear timelines and ownership responsibilities.
- Needs to better anticipate obstacles and conflicts that hinder effective planning.
- Needs to better anticipate or respond to change in implementing work plans.
- Feedback mechanisms are not effectively used for measuring performance.
- Has difficulty in effectively managing priorities and schedules.
- Needs to improve their ability to submit documents in a timely and complete manner.
- Requires frequent supervisory oversight and involvement to ensure acceptable performance in this area.

#### UNSATISFACTORY

- Does not have an understanding, or an interest in the strategic direction of the department and/or the City.
- Individual direction is at odds with that of the City, its MVV and goals and objectives.
- Does not consider short and long term planning strategies, and takes no responsibility or ownership for planning and organizing .
- Fails to anticipate obstacles and conflicts due to lack of organization or planning.
- Refuses to utilize feedback mechanisms to measure performance.
- Fails to manage priorities and schedules.
- Documents and work assignments are usually incomplete and not submitted in a timely manner.
- In spite of frequent supervisory oversight, acceptable performance is still not achieved.

## Judgment and Decision Making

- Decisions are based on creative problem solving through open and honest communication, collaboration and commitment to excellence.
- Demonstrates ability to identify a problem/issue, and develop a reasoned and timely conclusion with the information, resources and interests available.
- Includes the appropriate people in the decision making process.
- Willing to take acceptable risks in developing conclusions, recommendations and actions, and to accept responsibility for those actions.
- Decisions are made with the entire department and community in mind.
- Decisions are made based on ethical and legal considerations that are consistent with the organization's values and policies.

## Achievement Criteria

### SUPERIOR

- Achieves all standards set forth in the "exceeds" and "meets" expectations categories.
- Universally recognized as one of the City's leaders in the area of decision making and judgment.
- Individuals from outside the organization seek out and respect his/her judgment and opinions.
- Assumes responsibility and a leadership role in the overall city organization in encouraging others to identify problems and issues, and come to a reasoned and timely conclusion with the information, resources and interests available.
- Actively contributes to the development of the values and standards of the organization, by which all decisions are based upon.
- Through mentoring, training and conduct willingly shares knowledge and experience with others, both inside and outside of the organization.

### EXCEEDS EXPECTATIONS

- Achieves all standards set forth in the "meets" expectations categories.
- Consistently demonstrates high levels of judgment in decision making through higher than average creative problem solving and communication skills.
- Supports a departmental environment that encourages the use of problem solving and communication skills by subordinate staff.
- Willing to take a higher than average amount of risk in order to develop conclusions, recommendations and actions, and accepts responsibility for these actions.
- Supports a departmental culture that encourages similar risk taking by subordinate staff.
- His/her opinion and judgment is sought and respected throughout the organization.
- Supports the use of ethical and legal considerations and organizational values and policies in decision making by staff.

### MEETS EXPECTATIONS

- Approaches decision making with an acceptable knowledge of problem solving and communication techniques.
- Demonstrates knowledge to appropriately identify a problem/issue, and develop a practical solution with a timely conclusion.
- Utilizes appropriate individuals and city resources in the decision making process.
- Willing to take acceptable risks in developing conclusions, recommendations and actions, and to accept responsibility for those actions.
- Utilizes knowledge of the department, organization and community in making decisions and recognizes the impact of decisions on those bodies.
- Considers ethical and legal issues and organizational values and policies in decision making.

### NEEDS IMPROVEMENT

- Needs guidance in the area of judgment and decision-making.
- Often does not demonstrate a thoughtful and considerate approach to reaching conclusions.

- Often lacks the ability to identify a problem or issue, and has trouble developing reasoned and timely conclusions.
- Resists taking risks while developing conclusions, recommendations and actions.
- Does not always accept responsibility for his/her decisions and actions that have had negative outcomes.
- Needs to make decisions with more of a view of the entire department, organization and its' values ,and the community in mind.
- Needs to better consider ethical and legal issues in making decisions.
- His/her judgment and decision-making abilities are often questioned by others within the department or organization.
- Requires frequent supervisory input and oversight to ensure acceptable performance in this area.

#### UNSATISFACTORY

- Does not demonstrate good judgment and decision-making in work.
- Unwilling to identify problems, and develop reasoned and timely conclusions.
- Refuses to take any risks while making decisions.
- Refuses to accept responsibility for his/her decisions and actions.
- Decisions are made without the values of the department, organization and community in mind.
- Decisions are made with little to no regard for ethical or legal issues.
- His/her judgment and decision-making abilities are not respected and valued within the department and/or organization.
- In spite of frequent supervisory oversight, acceptable performance in this area is still not achieved.

## Operating Guidelines

- Knowledge of the Ohio Revised Code, City's Code of Ordinances, existing labor agreements, Personnel Policies and Procedures.
- Proposes and develops new and improved policies and procedures.
- Utilizes operating guidelines in day-to-day operations.
- Utilizes and promotes training in this area.
- Ensures consistency between City and departmental operating procedures.
- Ability to identify/locate needed information and resources to determine appropriate response.

## Achievement Criteria

### SUPERIOR

- Achieves all standards set forth in the "exceeds" and "meets" expectations categories.
- Is universally recognized as a leader both inside and outside the organization regarding their knowledge and application of all sections of the Ohio Revised Code, City's Code of Ordinances, existing labor agreements, and Personnel Policies and Procedures.
- Recognizes opportunities and implements programs on a city-wide basis to educate others about the City's various operating guidelines and documentation and acts as a mentor to all City staff in this area.
- Identifies and maintains a City-wide vision regarding operating guideline needs and/or deficiencies and establishes a strategy and direction to fulfill the needs.
- Proactively works outside the organization in assisting to change or establish codes and policies that affect the City, for positive results.
- Through mentoring, training and conduct willingly shares knowledge and experience with others, both inside and outside of the organization.

### EXCEEDS EXPECTATIONS

- Achieves all standards set forth in the "meets" expectations categories.
- Has a comprehensive knowledge of, and applies, the appropriate sections of the Ohio Revised Code, City's Code of Ordinances, existing labor agreements and Personnel Policies and Procedures to the City's operations.
- Displays initiative in identifying opportunities for policy and procedural improvement and proactively participates in the change process, while inspiring similar behavior in departmental staff.
- Frequently cites specific operating guidelines and code references in discussions and day-to-day operations.
- Proactively promotes and develops training opportunities to enhance City-wide knowledge of operating guidelines.
- Maintains an awareness of outside influences and their impact on City codes and policies.
- Encourages staff to take initiative, and be self-reliant in identifying and locating the necessary resources in order to take appropriate action.

### MEETS EXPECTATIONS

- Maintains basic knowledge of, and applies, the appropriate sections of the Ohio Revised Code, City's Code of Ordinances, existing labor agreements, & Personnel Policies and Procedures, to the City's operations.
- Encourages a similar understanding by subordinate employees.
- On occasion, will suggest new, or improvements to existing, policies and procedures to assist in their day-to-day work.
- Regularly consults and employs the City's various operating guidelines and documentation in day-to-day operations.
- Attends and promotes the use of training for departmental improvement in this area.
- Ensures consistency between City and departmental operating procedures.
- When information is unknown, or additional information is required, demonstrates an ability to identify and locate necessary resources in order to take appropriate action.

#### NEEDS IMPROVEMENT

- Needs improvement in understanding the appropriate application of sections of the Ohio Revised Code, City's Code of Ordinances, existing labor agreements and Personnel Policies and Procedures to department operating guidelines.
- Needs to be encouraged to suggest new and improved policy and procedures.
- Needs to improve awareness and the appropriate use and application of operating guidelines in day-to-day operations.
- Will attend training, but sometimes lacks the initiative to identify training for departmental improvement and enhanced understanding of proper operating guidelines.
- Needs to improve the consistency between City and departmental operating procedures.
- Needs to improve in identifying and locating necessary resources to take appropriate action when information is unknown.
- Requires frequent supervisory oversight and involvement to ensure acceptable performance in this area.

#### UNSATISFACTORY

- Has minimal interest, knowledge or understanding of the appropriate application of the proper sections of the Ohio Revised Code, City's Code of Ordinances, existing labor agreements and Personnel Policies and Procedures to department operating guidelines.
- Is removed from or refuses to participate in the proposal and development of policy and procedures.
- Disregards or fails to recognize the appropriate application of operating guidelines in day-to-day operations.
- Refuses to participate in, promote or utilize training to improve understanding of proper operating guidelines.
- Creates inconsistencies or lacks the ability or interest to ensure consistency between City and departmental operating procedures.
- In spite of frequent supervisory oversight, acceptable performance is still not achieved.

## Communication Skills

- Clearly expresses self verbally, one on one and in groups; effectively expresses ideas and facts in a succinct and organized manner.
- Clearly expresses self in written form; reviews and edits written work; written work requires minimal change in style or content.
- Listens and responds appropriately to ideas and thoughts expressed by others; asks clarifying questions to gain understanding; tests assumptions in order to correct misconceptions and gain further understanding.
- Fosters open and honest communications and encourages others' ideas and opinions.
- Keeps others adequately informed.
- Able to review complex, substantive matters & make them more easily understood.
- Creative and innovative in the use of technology to enhance communications.
- Has good judgment regarding use of appropriate form of communications.

## Achievement Criteria

### SUPERIOR

- Achieves all standards set forth in the “exceeds” and “meets” expectations categories.
- Universally recognized within the City organization as one of its leaders in verbal and written communication skills.
- Assumes responsibility and takes a leadership role in preparing presentations and publications on behalf of the City.
- Through mentoring, training and conduct willingly shares knowledge and experience with others in enhancing oral and written communication and listening skills, both inside and outside of the organization.
- Has implemented innovative uses of technology to enhance communications on a city-wide perspective.

### EXCEEDS EXPECTATIONS

- Achieves all standards set forth in the “meets” expectations categories.
- Displays verbal and written communications skills that exceed the basic requirements of the position in terms of quality and content.
- Written work rarely requires changes in style and content.
- Encourages the further development of communication skills in subordinate personnel.
- Is considered an excellent listener and rarely has conflict with others due to misunderstandings.
- Encourages the development of listening skills in subordinate personnel.
- Encourages the use of open and honest communication in subordinate personnel.
- Demonstrates a comprehensive knowledge of innovative uses of technology, that measurably enhance communications and shares that knowledge with subordinate personnel.

### MEETS EXPECTATIONS

- Displays effective verbal and written communications skills that meet the requirements of his/her position.
- Written work requires only occasional changes in style or content.
- Communicates effectively and efficiently in one-on-one situations and in group settings.
- Listens and comprehends others' ideas and thoughts; will ask clarifying questions if needed; works to avoid misconceptions and misunderstandings.
- Demonstrates open and honest communication with others in day- to- day work.
- Capable of grasping complex, substantive matters and communicating them properly to others who may have less of an understanding.

- Has a basic awareness and interest towards creative and innovative uses of technology that may enhance communications.
- Demonstrates adequate judgment regarding the use of appropriate communications tools and listening skills.

#### NEEDS IMPROVEMENT

- Needs improvement in oral and/or written communication skills.
- Written work often requires corrections or changes in style or content.
- Needs improvement in communicating in one-on-one or group settings.
- Needs to improve listening skills and work harder to avoid misunderstandings with others.
- Needs to improve efforts to openly and honestly communicate with others.
- Needs improvement in grasping substantive matters, and communicating them in an understandable manner.
- Needs to show improvement or interest in understanding creative and innovative uses of technology that may enhance communications.
- Requires frequent supervisory oversight and involvement, in order to ensure acceptable performance in this area.

#### UNSATISFACTORY

- Shows resistance to improvement of oral and/or written communications skills.
- Written work is of poor quality and requires substantial rework in most instances.
- Is unable or unwilling to communicate or express themselves effectively in a one-on-one or in a group setting.
- Resists suggestions to improve listening skills and frequently has misunderstanding with others due to poor communications skills.
- Resists or avoids open and honest communication with others.
- Does not try or is unable to understand complex, substantive matters, and cannot communicate them effectively.
- Has no interest or is unwilling to use technology to enhance their communications.
- In spite of frequent supervisory oversight, acceptable performance in this area is still not achieved.

## Conflict Resolution and Problem Solving

- Promotes harmony in the workplace.
- Open-minded and receptive to viewpoints and ideas of others.
- Demonstrates impartiality and provides fair and consistent treatment to all persons.
- Maintains positive relationships.
- Resolves conflict in a timely fashion.
- Receptive to constructive criticism and feedback.
- Recognizes/ identifies problems and provides solutions.
- Compiles and utilizes the appropriate resources to assist in problem solving.
- Exercises good judgment in arriving at logical conclusions to problems.
- Participates in group problem solving.

## Achievement Criteria

### SUPERIOR

- Achieves all standards set forth in the “exceeds” and “meets” expectations categories.
- Universally recognized within the City organization as a leader in the area of conflict resolution and problem solving.
- Is highly respected for their unique ability to promote harmony through a team-based culture on a city-wide perspective.
- Develops city-wide training/opportunities to enhance personal and human relation skills through the use of emotional intelligence.
- Contributes to a city-wide culture of effective communication, positive attitude and active involvement to maintain positive relationships, both inside and outside the organization.
- Recognizes and assists others in enhancing or improving relationships.
- Routinely researches all options, while developing the best alternatives.
- In group problem solving situations, is a key member, listening to all perspectives and helping the team come to resolution.
- Through mentoring, training and conduct willingly shares knowledge and experience with others, both inside and outside of the organization.

### EXCEEDS EXPECTATIONS

- Achieves all standards set forth in the “meets” expectations categories.
- Develops and encourages a team-based, departmental culture to promote harmony in the workplace.
- Seeks opportunities to enhance departmental personal and human relation skills through the training and use of emotional intelligence concepts.
- Supports an environment for departmental personnel that encourages effective communication, positive attitude and active involvement in order to maintain positive relationships, both inside and outside the organization.
- Actively works to mend broken relationships, both inside and outside of the organization.
- Promotes efforts among departmental staff to recognize and resolve conflict in a resourceful manner.
- Is skilled at gathering and analyzing information from multiple resources.
- Is proactive in their ability to recognize issues before they become problems and takes action to avoid those issues becoming problems.
- In group situations, contributes actively to help solve problems.

### MEETS EXPECTATIONS

- Makes reasonable effort to promote harmony in the workplace through effective working relationships.

- Open-minded and receptive to the viewpoints and ideas of others through various avenues of feedback and employee involvement.
- Demonstrates impartiality and provides fair and consistent treatment to all persons.
- Through effective communication, positive attitude and active involvement maintains positive relationships, both inside and outside the organization.
- Recognizes conflict and is resourceful in their ability to resolve conflict in a timely manner.
- Receptive to and uses constructive criticism and feedback to enhance job performance.
- Recognizes and identifies most problems at an early stage and provides viable solutions with alternatives in reasonable timeframes.
- Information gathering and analysis skills meet requirements of position.
- Resolves or minimizes most problems before they grow into larger issues.
- Participates in group problem solving situations.

#### NEEDS IMPROVEMENT

- Needs to improve effort to promote harmony in the workplace.
- Is not always open-minded or receptive to the viewpoint and ideas of others.
- Has difficulty demonstrating impartiality, and providing fair treatment of all customers.
- Needs to demonstrate commitment to maintaining positive relationships, both inside and outside the organization.
- Most often does not resolve conflict in a timely manner.
- Is most often not receptive to constructive criticism and feedback.
- Has difficulty identifying problems, and proposing viable solutions with alternatives.
- Needs improvement in information gathering and analysis skills.
- Problems often become larger issues due to failure to take timely and appropriate action.
- Needs to demonstrate a willingness to effectively participate in group problem solving situations.
- Requires frequent supervisory oversight and involvement to ensure acceptable performance in this area.

#### UNSATISFACTORY

- Shows no initiative or interest in promoting harmony in the workplace.
- Refuses to be open minded and receptive to the viewpoint of others.
- Routinely does not demonstrate impartiality, and does not provide fair treatment of customers.
- Demonstrates little interest in maintaining positive relationships.
- Does not resolve conflict in a timely manner or does not pursue opportunities to resolve conflict.
- Becomes defensive when given constructive criticism or feedback.
- Is unable to recognize or identify problems.
- Solutions are not well thought out and alternatives are not considered or offered.
- Avoids opportunities to participate in group problem solving situations.
- Causes or directly participates in negative treatment or discussions of others.
- In spite of frequent supervisory oversight, acceptable performance in this area is still not achieved.

## Cooperation and Teamwork

- Ability to work well with co-workers, supervisors and the general public.
- Willingness to volunteer for projects and activities both within his/her department and on a city-wide basis.
- Willingness to provide assistance to others.
- Understands concept of emotional intelligence and utilizes its principles in working with others.
- Supportive and encouraging of cooperative and team activities of subordinate staff.

## Achievement Criteria

### SUPERIOR

- Achieves all standards set forth in the “exceeds” and “meets expectations” performance categories.
- Universally recognized within the city as one of its leaders in cooperative efforts with others.
- Creates and sustains a work culture to encourage subordinate employees to cooperate and provide assistance to others.
- Initiates opportunities to volunteer for projects both within his department and throughout the city organization and encourages subordinate employees to do the same.
- Through mentoring, training and conduct, willingly shares knowledge and experience with others, both inside and outside the department and organization.

### EXCEEDS EXPECTATIONS

- Achieves all standards set forth in the “Meets Expectations” performance category.
- Actively cooperates with others and is quick to offer unsolicited assistance to co-workers and the general public in a majority of situations.
- Encourages similar cooperative efforts by subordinate staff in most situations.
- Is a strong advocate of the principle of decision making by consensus and consistently verbalizes support for decisions reached in such a fashion.
- Willingly volunteers in a majority of situations to assist in projects both within his/her department and throughout the city organization.
- Fully understands concept of, and promotes usage of, emotional intelligence in the work place.
- Provides opportunities for subordinate staff to participate in project development and completion, to foster a learning, thinking and renewing environment.

### MEETS EXPECTATIONS

- Works willingly with others and takes appropriate action to offer assistance to co-workers and the general public.
- Maintains an awareness of the importance of teamwork and cooperation and generally supports efforts by subordinate staff to work with others.
- Operates on the basis of decision making by consensus when personal opinion may be in the minority viewpoint.
- Will participate in projects within his/her department and throughout the city organization.
- Demonstrates basic understanding of emotional intelligence in the work place and gets along and works well with a majority of co-workers and the public in most situations.
- Exhibits difficulty at times in working with co-workers, subordinate personnel and the general public.
- Needs a better understanding of the concepts of teamwork and cooperation.
- Is not appropriately concerned or involved in encouraging teamwork or cooperation himself or through subordinate staff.
- Needs to be supportive of decisions reached by group consensus.
- Needs to seek opportunities to volunteer in projects both within his department and on a citywide basis.
- Needs to demonstrate a better understanding of the concepts of emotional intelligence in the work place.
- Requires frequent supervisory oversight and involvement to ensure acceptable performance in this area.

## UNSATISFACTORY

- Shows resistance to the concepts of teamwork and cooperation.
- Demonstrates little or no willingness to offer assistance to others.
- Discourages subordinate staff from working with others.
- Undermines decisions reached by group consensus.
- Does not volunteer to work on departmental projects or those on a citywide basis.
- Tends to focus on self and self interests, rather than the organization as a whole.
- Frequently has difficulty in working with co-workers and the general public.
- In spite of frequent supervisory oversight, acceptable performance in this area is still not achieved.

## Customer Service

- Knowledge of the external and internal customer (stakeholders).
- Effective application of service skills, including listening, communication skills, and prompt actions, to create responsiveness and resolution of situations.
- Knowledge of customers' expectations, wants and needs.
- Utilizes feedback mechanisms.
- Evaluation and review of current/future service programs.
- Effective prioritization of customer needs.
- Seeks opportunities for continuous improvement.
- Positive, professional appearance and appropriate conduct toward customers.

## Achievement Criteria

### SUPERIOR

- Achieves all standards set forth in the “exceeds” and “meets” expectations categories.
- Approaches customer service with a superior level of energy and motivation, which serves as a model and inspiration for others for the development of new processes/programs to avoid customer complaints.
- Takes a leadership role in developing departmental and city-wide training programs to develop effective service skills in personnel to be responsive to the customer in resolving situations.
- Universally recognized as one of the department and City’s leaders in exploring new options, processes, policies, and systems to improve services and increase customer satisfaction.
- Develops new city-wide opportunities/mechanisms to solicit customer feedback to enhance services.
- Assumes responsibility and takes a leadership role towards encouraging customer service within the department and entire city organization.
- Through mentoring, training and conduct willingly shares knowledge and experience with others, both inside and outside of the organization.

### EXCEEDS EXPECTATIONS

- Achieves all standards set forth in the “meets” expectations categories.
- Anticipates needs/requests for service through the development of new processes and/or programs to avoid customer complaints.
- Supports development, through training , of effective service skills in departmental personnel to be responsive to the customer in resolving situations.
- Supports and develops new departmental opportunities/mechanisms to solicit customer feedback to enhance services.
- Promotes and supports a culture for departmental personnel to continually explore new options, processes, policies, and systems to improve services and increase customer satisfaction.
- Promotes and supports a culture for departmental personnel through professional appearance, actions and respectful conduct toward customers.

### MEETS EXPECTATIONS

- Understands the City’s internal and external customers and those customers’ needs and expectations.
- Effectively uses service skills while being responsive to the customer in resolving situations.
- Balances customer desires with the City’s ability to provide services and assists the customer in understanding the City’s service/resource limitations.
- Utilizes customer feedback mechanisms to enhance services.
- Prioritizes work assignments so as to provide quality customer service while maintaining balance in all work responsibilities.
- Is open to new options, processes, policies, and systems to improve services and increase customer satisfaction.
- Evaluates and reviews current service programs for improvement and seeks opportunities to better serve the customer.
- As first point of contact for customers, has a professional appearance; greets customers with respect; and lets customers know they are important by words and actions.

## NEEDS IMPROVEMENT

- Needs a better understanding of the City's internal and external customers and those customers' needs and expectations.
- Needs improvement in service skills in him/her self, or for subordinate staff in an effort to be more responsive to the customer.
- Needs to better balance requests for service within the City's service/resource limitations versus the customer's desires.
- Needs to better assist the customer in understanding City's service/resource limitations.
- Needs to more effectively utilize customer feedback mechanisms to enhance services.
- Needs to better balance work assignments so as to balance quality customer service with all work responsibilities.
- Needs to be open to new options, processes, policies and systems to improve services and increase customer satisfaction.
- Needs to demonstrate a more professional appearance through dress, actions and conduct toward customers.
- Requires frequent supervisory input and oversight to ensure acceptable performance in this area.

## UNSATISFACTORY

- Shows resistance to the concepts of understanding the customer or delivering quality customer service.
- Demonstrates little or no knowledge of service skills and discourages the development of these skills in subordinate personnel.
- Discourages subordinate staff from understanding the customer or delivering quality customer service.
- Is not responsive to the customer in resolving situations.
- Resists the use of customer feedback mechanisms.
- Resists the use of new options, processes, policies and systems to improve services and increase customer satisfaction.
- Does not dress appropriately for the workplace and demonstrates poor conduct toward customers.
- In spite of frequent supervisory oversight, acceptable performance in this area is still not achieved.

## Job Knowledge

- Possess skills and knowledge required of position.
- Knowledgeable of current and future developments/trends in his/her field.
- Understands how his/her job relates to other jobs in organization.
- Able to effectively use resources and tools available to him/her.
- Works independently with minimum supervision.

## Achievement Criteria

### SUPERIOR

- Achieves all standards set forth in the “exceeds” and “meets” expectations categories.
- Universally recognized as a leader/expert in his/her field with in-depth knowledge and skills developed from significant experience on the job.
- Through mentoring, training and conduct, willingly shares knowledge and expertise with others throughout the department and organization.
- Finds multiple opportunities to use new ideas, approaches, and knowledge to more effectively manage tasks and challenges of his/her position, department and organization.
- Reads and researches extensively, staying informed and knowledgeable of current developments that might impact his/her field.
- Supports and contributes to an environment where there is a complete understanding of the connectivity of all positions within the department.

### EXCEEDS EXPECTATIONS

- Achieves all standards set forth in the “meets” expectations categories.
- Demonstrates a high level of competency in the skills and knowledge required of his/her position.
- Takes the initiative for identifying personal skill areas to be developed.
- Creates a personal development plan to acquire relevant information and skills that enhance potential contribution to the organization and learns those skills quickly.
- Takes a proactive approach and shows innovation towards applying learned skills for the success of the department and organization.
- Demonstrates a comprehensive knowledge, and is proactively involved in staying abreast of current developments in his/her professional field.
- Shares knowledge of his/her job with others; encourages training for back up/redundancy and cross training of personnel.
- Promotes an awareness of how departmental jobs relate and interact with others in the department
- Shows initiative in identifying and seeking new resources.

### MEETS EXPECTATIONS

- Maintains an awareness and basic competency in the skills and knowledge required of his/her position.
- Demonstrates a desire to participate in training to improve present skills, or to identify information resources to independently develop skills and knowledge.
- Adapts to changing skill requirements of his/her position.
- Monitors, and is knowledgeable about current developments in his/her field.
- Displays an understanding of how his/her job relates and interacts with other jobs in the organization.
- Uses resources and tools available to effectively complete work assignments.
- Works independently, with a minimal amount of supervision, to complete his/her job responsibilities.

### NEEDS IMPROVEMENT

- Needs a better understanding of the basic skills and knowledge required by his/her position.
- Needs to seek more opportunities to learn and apply new skills to his/her position.
- Needs to show more interest in keeping current with new developments in his/her field.
- Needs to better identify and react to changing skill requirements of his/her position.
- Needs a better understanding of how his/her job relates and interacts with other jobs in the department and the organization.
- Needs to improve upon his/her awareness and use of resources and tools to more effectively complete work assignments.
- Requires frequent supervisory input and involvement, in order to ensure acceptable performance.

#### UNSATISFACTORY

- Has little or no awareness of the basic skills required by his/her position.
- Does not seek opportunities to learn and apply new skills.
- Shows little or no interest in keeping current with new developments in his/her field.
- Does not identify and react to changing skill requirements of his/her position.
- Has no concern for how his/her job relates and interacts with other jobs in the department and organization.
- Does not use the resources and tools available to effectively complete work assignments.
- In spite of frequent supervisory oversight and involvement, acceptable performance is not achieved.