



# City of Little Rock - Performance Evaluation Form

## Director or Manager Series

Employee Name:

Employee ID#:

Supervisor's Name:

Evaluation Period Beginning Date:

Evaluation Period End Date:

### Rating Categories and Definitions

(For example, only. Not based on a particular job)

#### 1-Poor

Work is incomplete and/or contains errors; attendance away from office is unplanned; employees' performance is impacting others. Employee has received training on multiple occasions.

#### 2-Needs Improvement

Does not pay attention to work output - often are avoidable/glaring mistakes. Does not take responsibility for mistakes; unplanned absences cause office disruption and missed deadlines; other employees are impacted on a regular basis.

#### 3-Meets Expectations

Work is usually error free, with some exceptions; absences are planned and scheduled accordingly; employee is able to work independently most of the time, unless a new task/duty is introduced.

#### 4-Exceeds Expectations

Completes assignments on time and independently; organized; accountable for mistakes; time off is scheduled with minimal impact on staffing levels; ability to train others on tasks performed.

#### 5-Outstanding

Completes assignments either on time or early; self-directed; work completed is thorough and error free; pursues goals for the division/department absent of any direction from management; adjusts how work is done if necessary; presents creative and/or original ideas of how to accomplish tasks more efficiently (quicker, cheaper, and/or improved results.)

## Organizational Citizenship

Employee exhibits behaviors outside their formal job description. Employee goes the extra mile out of personal motivation. Participation in elective training, accepting both organization and department change with a good attitude.

1- Poor	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Outstanding
Does not display commitment to City/Department Mission and Vision. Fails to attend training; critical of change without positive suggestions; openly criticizes City/Departments/ administration; blames others for circumstances at work.	Attends training only if required; assists others when mandated; work processes and attitude does not always fall in line with the mission/vision of City or Department; complains.	Maintains a standard of behavior consistent with mission/vision. Accepts change with respect; offers suggestions and/or constructive criticism. Attends trainings without reminders.	Communicates mission/vision to employees/residents. Reflects values; offers assistance without being asked; takes training concepts and brings them into the work unit; volunteers for special assignments; asks for cross-training.	Displays commitment to both City and Department by demonstrating work that adheres to the mission/vision of both the City and the Department. Demonstrates a willingness to help, assists others and goes above what is expected.

### Plan Step

**Job Specific Behaviors:**

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### Review Step

**Observed Behaviors During Evaluation Period:**

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**1.0 or 1.5**

**2.0 or 2.5**

**3.0 or 3.5**

**4.0 or 4.5**

**5.0**

**Enter Score Here:**

**Employee Comments/Rebuttal:**

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**Attendance/Work Product**

Work processes and results are accurate, efficient, and meet established standards; takes early corrective action to avoid problems/errors; incorporates values and standards (internal and external) in providing service. Attendance is reliable and absences from the office are planned with few exceptions. Leave classified under ADA/FMLA is exempt.

<b>1- Poor</b>	<b>2 - Needs Improvement</b>	<b>3 - Meets Expectations</b>	<b>4 - Exceeds Expectations</b>	<b>5 - Outstanding</b>
Work is incomplete and/or contains errors; attendance away from office is unplanned; employees performance is impacting others. Employee has received training on multiple occasions	Does not pay attention to work output - often are avoidable/glaring mistakes. Does not take responsibility for mistakes; unplanned absences cause office disruption and missed deadlines; other employees are impacted on a regular basis.	Work is usually error free, with some exceptions; absences are planned and scheduled accordingly; employee is able to work independently most of the time, unless a new task/duty is introduced.	Completes assignments on time and independently; organized; accountable for mistakes; time off is scheduled with minimal impact on staffing levels.	Completes assignments either on time or early; self-directed; work completed is thorough and error free; pursues goals for the division/department absent of any direction from management; adjusts how work is done if necessary.

**Plan Step**

**Job Specific Behaviors:**

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**Review Step**

**Observed Behaviors During Evaluation Period:**

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**1.0 or 1.5**

**2.0 or 2.5**

**3.0 or 3.5**

**4.0 or 4.5**

**5.0**

**Enter Score Here:**

**Employee Comments/Rebuttal:**

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## Interpersonal Skills

Interacts with employees and residents in a positive and constructive manner; open and considerate of needs and views of others; understands concept of customer service for internal and external customers. Recognizes the importance of the Department's relationship with the residents of the community.

1- Poor	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Outstanding
<p>Fails to greet employees and residents appropriately, both in person and on phone; fails to identify themselves; fails to provide prompt service; ignores requests; condescending and unprofessional; disruptive; acts independently when teamwork is required; negative attitude; unapproachable; communication is harsh.</p>	<p>Fails to provide service within a reasonable time frame; passes requests/work off to others; is not always courteous; fails to coordinate work with other members of team; disparages others; input concerning ideas of others is typically negative; ignores the importance of work relationships; does not support Department; does not display patience.</p>	<p>Works well with team; accepts criticism; responds to others in a courteous manner; offers solutions when problems arise; displays a positive attitude; displays professionalism; provides service within a reasonable amount of time; smiles; supportive of mission/vision.</p>	<p>Graceful and tactful under pressure; solves problems for customers/residents, often with creative solutions; is flexible and adaptable when possible; service provided is prompt and accurate; encourages team participation; praises others; leads collaborative sessions.</p>	<p>Demonstrates respect, integrity, and honesty when dealing with others; goes out of the way to provide excellent customer service; ensures that customers/residents are guided appropriately when issues arise that are not in employees' area; displays enthusiasm; behavior is an example to others; promotes team and team success.</p>

### Plan Step

**Job Specific Behaviors:**

### Review Step

**Observed Behaviors During Evaluation Period:**

1.0 or 1.5

2.0 or 2.5

3.0 or 3.5

4.0 or 4.5

5.0

Enter Score Here:

**Employee Comments/Rebuttal:**

**Occupational Expertise**

Demonstrates a high level of professional knowledge and proficiency related to the responsibilities of his/her position (reflected via related contributions and accomplishments during the rating period).

<b>1- Poor</b>	<b>2 - Needs Improvement</b>	<b>3 - Meets Expectations</b>	<b>4 - Exceeds Expectations</b>	<b>5 - Outstanding</b>
Does not demonstrate knowledge of the job; refuses to share information with others on how to do job; communication has grammar/spelling errors; requires direction for basic job performance; uncaring or lack of job knowledge; impacts the work unit on a daily basis.	Demonstrates some knowledge of the job; learns new concepts only when given to them; generally does not seek out new knowledge; insists on performing the job the same way. Does not take initiative to learn new concepts; Exhibit little interest in professional training.	Demonstrates knowledge of the job; usually shares knowledge with the team; takes initiative in learning new concepts; adjusts to new situations; becomes stressed when job changes, has some difficulty adapting to new policies/procedures.	Develops new work processes to improve technical ability to complete work; able to answer job related questions; job performance is following mission/vision; serves as a resource for peers.	Performs well under different sets of circumstances; remains calm and knowledgeable under pressure; considered an expert in the field; leads initiatives in learning and sharing new concepts.

**Plan Step**

**Job Specific Behaviors:**

**Review Step**

**Observed Behaviors During Evaluation Period:**

**1.0 or 1.5**

**2.0 or 2.5**

**3.0 or 3.5**

**4.0 or 4.5**

**5.0**

**Enter Score Here:**

**Employee Comments/Rebuttal:**

**Leadership**

Provides direction, guidance, motivation, and training to others (work unit or City wide). Mentors and develops employees; ensures work unit is achieving common goals. Guides and motivates others to develop a team approach that contributes to positive employee morale and inclusion.

1- Poor	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Outstanding
Criticizes others in public; looks for opportunities to criticize; negative behavior; instigates negative behavior/discord; work unit is toxic due to lack of leadership.	Fails to give goals/objectives; fails to explain how to perform a job; fails to provide corrective action; tolerates poor performance; fails to monitor employees; fails to provide training opportunities; fails to provide necessary resources to employees.	Coaches employees, including benchmarks and praise; recognizes when to implement coaching behavior as opposed to counseling; resolves problem situations and provides training as required; sometimes has difficulty addressing poor performance of employees on a timely basis.	Develops individual performance plans which includes goals and standards; employees receive timely and specific direction in order to improve performance; team approach is utilized; poor performance is not accepted; partners with employees in development.	Possesses detailed knowledge of employees strengths/weakness and adjusts work and training accordingly; provides the "why" and "impact" when training; pushes work unit toward excellence; models expected behavior.

**Plan Step**

**Job Specific Behaviors:**

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**Review Step**

**Observed Behaviors During Evaluation Period:**

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**1.0 or 1.5**

**2.0 or 2.5**

**3.0 or 3.5**

**4.0 or 4.5**

**5.0**

**Enter Score Here:**

**Employee Comments/Rebuttal:**

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**Planning and Organization**

Manages time well; meets deadlines and goals. Anticipates problems before occurrence; creates timelines with goals, strategies, and expectations for both self and others. **This is optional for Leader and Employee series.**

<b>1- Poor</b>	<b>2 - Needs Improvement</b>	<b>3 - Meets Expectations</b>	<b>4 - Exceeds Expectations</b>	<b>5 - Outstanding</b>
Fails to prioritize assignments; misses deadlines that have serious consequences for the work unit; lack of organization leads to disruption of unit/department.	Needs assistance to plan workflow; must be given direction; requires frequent meetings/check- ins with supervisors; must be given priorities.	Demonstrates an efficient use of work time; maintains orderly workflow; competent in the need to rearrange priorities without direction.	Aids others; strives for timeliness for projects; meets deadlines while under pressure; able to delegate work for large projects.	Anticipates needs and steps required for assignment; prepares for future assignments; integrates work with other departments; create personal goals to benefit the department/division.

**Plan Step**

<b>Job Specific Behaviors:</b>	
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**Review Step**

<b>Observed Behaviors During Evaluation Period:</b>	
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**1.0 or 1.5**

**2.0 or 2.5**

**3.0 or 3.5**

**4.0 or 4.5**

**5.0**

**Enter Score Here:**

<b>Employee Comments/Rebuttal:</b>	
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**Staff/Resource Allocation**

Ensures that staff levels are handled in a timely manner; addresses work processes to remove bottlenecks and eliminate obsolete practices. Utilizes financial and personnel resources efficiently.

<b>1- Poor</b>	<b>2 - Needs Improvement</b>	<b>3 - Meets Expectations</b>	<b>4 - Exceeds Expectations</b>	<b>5 - Outstanding</b>
Does not adhere to budget; fails to comply with employment practices and policies during the interview and selection process; fails to comply with employment laws.	Rarely reviews budgets; expects staff to absorb extra duties on a regular basis due to failing to hire; prolongs the interview and selection process.	Ensures leave is handled consistently; assists with recruiting for specialized positions; maintains adequate staffing requirements during the year; follows employment laws and the City's hiring practices.	Ensure leave time does not impact workflow; Maintains approved/adequate staffing level; forecasts budget requirements.	Ensures that staffing is addressed by reviewing team strength and weaknesses; adjusts work required when staffing changes.

**Plan Step**

**Job Specific Behaviors:**

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**Review Step**

**Observed Behaviors During Evaluation Period:**

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**1.0 or 1.5**

**2.0 or 2.5**

**3.0 or 3.5**

**4.0 or 4.5**

**5.0**

**Enter Score Here:**

**Employee Comments/Rebuttal:**

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**Organizational Sensitivity**

Perceptive of the internal and external impact and consequences of decisions and/or actions when dealing with administrative affairs/relations and community services.

<b>1- Poor</b>	<b>2 - Needs Improvement</b>	<b>3 - Meets Expectations</b>	<b>4 - Exceeds Expectations</b>	<b>5 - Outstanding</b>
Provides incorrect information; criticizes mission or vision of the City or Department; individual is someone that requires a "work around"; criticizes the city/department/administration in public; disrespectful toward staff, public.	Fails to realize impact of work unit to the City or residents; inconsistent in identifying problems; permits staff to treat others with a lack of respect; does not support to mission/vision (however, does not criticize - is passive).	Work product must support mission/vision; can obtain data/information from other City sources to improve internal work processes; conducts self professionally under duress; notifies others of issues in a timely manner.	Handles complaints from external sources calmly; supports administration; seeks to improve work processes to assist to other staff/departments; performs follow-up with sensitive situations; ensures director/administration is notified of possible problems/situations.	Implements new programs or processes to support the mission/vision; seeks out root causes of problems/discontent; fully understands how the impact of the unit/division impact others and takes steps to minimize the impact.

**Plan Step**

**Job Specific Behaviors:**

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**Review Step**

**Observed Behaviors During Evaluation Period:**

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**1.0 or 1.5**

**2.0 or 2.5**

**3.0 or 3.5**

**4.0 or 4.5**

**5.0**

**Enter Score Here:**

**Employee Comments/Rebuttal:**

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**Total Score:**

**Final  
Supervisor  
Comments:**

**Final  
Employee  
Comments:**

**Supervisor's  
Signature:**

**I acknowledge my Performance Evaluation was discussed with me and I have been given a copy.**

**Employee's  
Signature:**