CITY OF PETOSKEY

EMPLOYEE PERFORMANCE AND DEVELOPMENT

Name:	**Title:**
Review Period:	**Appraiser**:

PART 1
QUANTITY AND QUALITY OF WORK -- ACHIEVEMENT OF PERFORMANCE CRITERIA AND PERFORMANCE GOALS & OBJECTIVES
(60% of Overall Rating)

QUALITY OF WORK

1	2	3	4	5
Does Not Meet Expectations		**Meets Expectations**		**Exceeds Expectations**

Does Not Meet Expectations	Fails to meet requirements for quality and timeliness. Frequent customer complaints. Work products lack accuracy and thoroughness.
Meets Expectations	Consistently meets acceptable standards or performance. Meets customer requirements for quality and timeliness. Responds quickly to customer requests.
Exceeds Expectations	Consistently produces/provides services that exceed standards of quality and timeliness. Initiates actions to improve quality of service. Anticipates and responds to customer needs.

Comments & Examples:

VOLUME OF WORK

1	2	3	4	5
Does Not Meet Expectations		**Meets Expectations**		**Exceeds Expectations**

Does Not Meet Expectations	Frequently produces less than expected. Misses deadlines. Contributes little to team result.
Meets Expectations	Products or services produced consistently meet expectations. Can be relied on to meet peak demands. Contributes to accomplishments of team objectives.
Exceeds Expectations	Strives to increase productivity. Seeks extra responsibility and takes on tough jobs. Assists others to exceed team objectives.

Comments & Examples:

ADAPTABILITY

1	2	3	4	5
Does Not Meet Expectations		**Meets Expectations**		**Exceeds Expectations**

Does Not Meet Expectations	Resistant to change. Clings to status-quo. Avoids risk taking. Insensitive to changing customer needs.
Meets Expectations	Tries new ideas. Adapts to change. Takes prudent risks. Readily accepts changes in methods/technology. Quickly rebounds from set-backs.
Exceeds Expectations	Learns from set-backs and applies learning to achieve success. Contributes to implementation of change initiatives. Seeks out and suggests innovations. Continually seeks to improve work product or service.

Comments & Examples:

WORK RELATIONS/TEAM INVOLVEMENT

1	2	3	4	5
Does Not Meet Expectations		**Meets Expectations**		**Exceeds Expectations**

Does Not Meet Expectations	Frequent source of conflict in work group. Lacks credibility. Withholds pertinent information. Does not offer assistance and/or support to co-workers.
Meets Expectations	Demonstrates tact and courtesy. Credible and trusted. Listens and incorporates view of others. Works well in a team environment. Offers assistance and support to co-workers.
Exceeds Expectations	Sought out by co-workers as a developmental resource. Puts needs of the organization above the need for personal accomplishment. Sought out as a team member to resolve complex problems.

Comments & Examples:

JOB KNOWLEDGE/TECHNICAL SKILLS – BASED ON TIME IN POSITION

1	2	3	4	5
Does Not Meet Expectations		**Meets Expectations**		**Exceeds Expectations**

Does Not Meet Expectations	Lacks skills/knowledge required to perform assigned work. Refuses to accept changes in methods/technology. Requires assistance from team members to perform routine tasks/assignments.
Meets Expectations	Competent in required job skills and knowledge. Accepts personal responsibility to assure job skills remain current. Applies knowledge and experience to solve problems.
Exceeds Expectations	Seeks opportunities to share in the development of co-workers. Viewed as a source of expertise. Relied upon resolve complex problems. Initiates and implements innovative approaches.

Comments & Examples:

PART 2
LEADERSHIP SKILLS
(40% of Overall Rating)

INNOVATION/PROMOTING CHANGE:

1	2	3	4	5
Does Not Meet Expectations		**Meets Expectations**		**Exceeds Expectations**

Does Not Meet Expectations	Avoids and discourages risk taking. Does not implement changes in methods and/or technology. Clings to status-quo. Does not seek ways to improve work practices.
Meets Expectations	Readily accepts and applies process and technology changes. Admits to and learns from mistakes. Actively supports or leads change initiatives. Uses creative ideas to deliver customer/client service.
Exceeds Expectations	Brings out the creative ideas in others. Fosters an environment for prudent risk taking. Sought out as a source of innovative/creative solutions. Seeks challenges and accepts high risk assignments.

Comments & Examples:

PROFESSIONAL/TECHNICAL EXPERTISE – EXPECTATIONS BASED ON TIME IN POSITION

1	2	3	4	5
Does Not Meet Expectations		**Meets Expectations**		**Exceeds Expectations**

Does Not Meet Expectations	Requires assistance to perform the basic responsibilities of the position. Does not accept or apply changes in methods or technology. Does not remain current in job knowledge/skills.
Meets Expectations	Utilizes expertise to coach and develop subordinates or others. Appropriately competent in respective job skills and/or knowledge. Accepts personal responsibility to assure job knowledge/skills remain current.
Exceeds Expectations	Sought out as a resource to solve highly complex problems. Utilizes expertise to develop and implement innovative approaches. Sought out as a source of "best practice" or leading edge knowledge.
Comments & Examples	

SELF MANAGEMENT

1	2	3	4	5
Does Not Meet Expectations		**Meets Expectations**		**Exceeds Expectations**

Does Not Meet Expectations	Lacks dependability. Misses deadlines. Fails to respond to customers. Frequent absences/tardiness.
Meets Expectations	Plans and prioritizes work. Requires minimal supervision. Accepts responsibility and accountability for job performance. Operates from an appropriate set of standards/values. Consistently honors commitments.
Exceeds Expectations	Quickly and effectively shifts priorities to meet customer needs. Continually anticipates and plans for future work load. Viewed as a model of dependability, responsibility and values.
Comments & Examples:	

COMMUNICATION SKILLS

1	2	3	4	5
Does Not Meet Expectations		**Meets Expectations**		**Exceeds Expectations**

Does Not Meet Expectations	Fails to inform; withholds information. Fosters a negative reaction to change initiatives. Insensitive to views of others. Interrupts often. Has difficulty expressing self.
Meets Expectations	Clearly articulates and assures understand strategic direction and initiatives. Communicates change in a positive way. Listens attentively and checks for understanding. Keeps others informed. Disagrees tactfully.
Exceeds Expectations	Solicits input and opinions. Communicates effectively with all levels of employees. Provides constructive input and feedback. Demonstrates excellence in presentation skills. Anticipates need for communication and plans accordingly.

Comments & Examples:

TEAM INVOLVEMENT

1	2	3	4	5
Does Not Meet Expectations		**Meets Expectations**		**Exceeds Expectations**

Does Not Meet Expectations	Unreliable; does not follow through on commitments to the team. Places personal success above the needs of the team or customer. Becomes agitated when challenged or faced with differing opinion.
Meets Expectations	Participates in team initiatives and contributes to achievement of team/City goals/outcomes. Uses leadership role to create team involvement with clear goals and objectives. Assembles appropriate team membership to resolve the issue at hand. Fosters an environment conducive to team input.
Exceeds Expectations	Leads teams to resolve complex issues with creative/innovative solutions. Uses team involvement as an opportunity for development of self and others. Is sought out as a team member or leader to resolve non-routine, complex issues.

Comments & Examples:

PART 3
GROWTH & DEVELOPMENT PLAN

The recommendations listed herein are offered to the employee by the appraiser to promote the professional growth and development of the employee. The employee should make every effort to pursue fulfillment of these recommendations at their earliest opportunity.

PART 4
OVERALL EVALUATION

The overall evaluation is determined by transferring the total of the numerical values in Part 1 and Part 2 of the appraisal to the table below. The total numerical score will determine the employee's overall evaluation. The appraiser is asked to check and initial the appropriate box corresponding to the overall evaluation. Note the definition of extraordinary achievement as an overall rating category.

Evaluation Scoring Table:

Total of Part 1 = _____ x 1.35 = _____

Total of Part 2 = _____ x .65 = _____

Grand Total _____ **

Did Not Meet Expectations	Met Expectations	Exceeded Expectations	Extraordinary Achievement*
(1 - 12)	(13 - 25)	(26 - 38)	(39 - 50)

***EXTRAORDINARY ACHIEVEMENT**
Overall performance **not only exceeds expectations** but the results achieved have changed the way the City or department to better serve its customers. Employees in this category "change the rules of the game." They are perceived as change leaders and are looked to for new, productive and innovative approaches to problem solving or service.

EMPLOYEE COMMENTS

PART 5
REVIEW AND APPROVAL

Completed By:	**Date:**
Reviewed & Approved By:	**Date:**
Employee Acknowledgment:	**Date:**

Employee acknowledgement simply signifies that the employee was provided the evaluation and that the evaluation was discussed with the employee. Signature does not constitute agreement or concurrence with the rating.