



City of Little Rock - Performance Evaluation Form

Supervisor 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.

1- Poor	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Outstanding
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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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).

1- Poor	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Outstanding
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:

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Review Step

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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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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.**

1- Poor	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Outstanding
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

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Review Step

Observed Behaviors During Evaluation Period:

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2.0 or 2.5

3.0 or 3.5

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5.0

Enter Score Here:

Employee Comments/Rebuttal:

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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.

1- Poor	2 - Needs Improvement	3 - Meets Expectations	4 - Exceeds Expectations	5 - Outstanding
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

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Review Step

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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:**