

2024 Director Performance Development

Name: _____ Department: _____
 Employee ID: _____ Division: _____
 Position: _____ Date: _____

Guidelines

- Enter Rating:** Score each competency from **1** (Needs Significant Improvement) to **5** (Exceptional) based on the employee’s performance.
- Enter Rationale/Evidence:** In the comments section, provide specific examples or situations that justify the score given (e.g., completed xyz projects, attendance records, data points).
- Process:** The manager and employee will complete the evaluation, submit it for Director’s approval and then route it to the employee
- Co-create:** Individual development plans according to priorities

Metrics

Scale	Description	Priorities for Individual Development Plan
1- Needs Significant Improvement	The employee is not meeting basic expectations	Remediation
2- Developing	The employee is showing minimal improvement	Remediation
3- Proficient	The employee is meeting basic expectations	Set strong development goals
4- Exceeds Expectations	The employee sometimes exceeds expectations for role	Set up new tasks and challenges
5- Exceptional	The employee always exceeds expectations and sets new standards for roles.	Set up leadership pathway

Alignments

City Core Values	Competency
Accountability, Professionalism, Exceptional Service	Personal Accountability & Adaptability
Accountability, Innovation and professionalism	Operational Expertise & Resources Management
Innovation and Exceptional Service	Innovation & Problem Solving
People Centered, Equity and Accountability	Team Management & Partnerships
Innovation, Accountability	Strategic Leadership



DEPARTMENT OF
**HUMAN
 RESOURCES**

Rubric

Competency	Needs Significant Improvement (1)	Developing (2)	Proficient (3)	Exceeds Expectations (4)	Exceptional (5)	Rating	Comments/Rationale
Personal Accountability & Adaptability	Avoids responsibility and resists change. Unaware of their strengths and areas of development.	Sometimes takes responsibility; needs support adapting to change. Aware of their strengths, doesn't recognize development areas.	Takes ownership of their actions and adapts well to change. Aware of their strengths and areas of development.	Consistently takes initiative, thrives in challenging environments. Consistently leverages their strength and builds areas if development.	Proactively anticipates challenges and creates contingency plans to adapt. Proactively seeks growth and learning opportunities for self and team.		
Operational Expertise & Resource Management	Misses deliverables, lacks expertise to perform role, and mismanages resources.	Sometimes delivers results but needs support to manage operations; struggles with efficient resource allocation.	Manages operations efficiently, meets deadlines. Allocates resources as required.	Consistently exceeds operational goals with high efficiency, optimizes resource use.	Delivers exceptional results ahead of time, innovates resource management, and sets new standards for operational efficiency.		
Innovation & Problem Solving	Avoids addressing challenges, lacks initiative, and often escalates issues.	Sometimes addresses problems, but requires heavy support to find solutions.	Effectively addresses problems and applies appropriate solutions.	Anticipates challenges and proactively implements solutions.	Pioneers new problem-solving approaches, transforming outcomes and drives continuous innovation.		
Team Management & Partnerships	Fails to inspire and lead their team, operates in a silo, and disrupts workflow.	Inconsistent team management, requires support to foster teamwork. Builds weak relationships with other departments and partners.	Leads their teams effectively, fosters positive collaboration, and builds partnerships that contribute to success.	Inspires high performance, builds strong internal and external partnerships, and supports a positive team culture.	Mentors staff, and leads a high-performing, collaborative team culture. Creates strategic partnerships that leads to collective outcomes.		
Strategic Leadership	Lacks clear direction, fails to align with city goals, and struggles with long-term planning.	Inconsistent strategic planning, partially aligned with goals. Needs support to create a long term vision.	Sets clear goals aligned with city objectives, demonstrates strategic thinking and has a plan for the long term.	Leads with vision, aligns individuals and department fully with city goals, and plans effectively for the long term including all stakeholders.	Shapes the long-term vision for the city, drives organization-wide success, and aligns strategy with both immediate and future city goals.		

Employee Comments:

Supervisor's Signature: _____ Date: _____

Employee's Signature: _____ Date: _____

2024 Individual Development Plan

Name: _____ Department: _____
Employee ID: _____ Division: _____
Position _____ Date: _____

Competency	What is your goal?	What is the planned development activity?	What tools/ resources are required?	How will you measure success?	Timeframe