2026 Assistant Chief Performance Development

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

Guidelines

1. **Self-Evaluation (Recommended)**: Before the review meeting, the Chief completes a self-evaluation on this form and drafts goals on the IDP. Rating each competency, providing examples, and drafting 2027 goals helps both the Assistant Chief and the Chief prepare for a productive discussion.

2. **Enter Ratings:** The Chief rates each competency from 1 (Needs Significant Improvement) to 5 (Exceptional) based on the Assistant Chief's performance during the review period. Each rating must be supported with specific examples, such as department outcomes, budget performance or strategic results.

3. **Discuss and Sign:** The Chief meets with the Assistant Chief to review the evaluation and finalize the 2027 Individual Development Plan (IDP). Both then sign the form.

4. **Save and Upload**: Save the evaluation and IDP together as one PDF named *EmployeeID_LastName_FirstName_2026* and upload it to the department's SharePoint file.

Metrics

	Scale	Description	Priorities for 2027 Development
1	Needs Significant Improvement	Consistently falls below the standards of the role	Documented Development Plan
2	Developing	Meets some, but not all, of the standards of the role	Documented Development Plan
3	Proficient	Fully and consistently meets the standards of the role	Set strong development goals including at least 1 stretch goal
4	Exceeds Expectations	Frequently exceeds standards of the role	Set multiple stretch goals
5	Exceptional	Consistently and significantly exceeds the standards of the role	Identify legacy leadership opportunities

Alignments

City Core Values	Competency	Recommended Training Series
Accountability, Professionalism, and Exceptional Service	Personal Accountability & Adaptability	Personal Effectiveness
Accountability, Innovation and Professionalism	Operational Expertise & Resource Management	Technical and Operational Efficiency
Innovation and Exceptional Service	Innovation & Problem Solving	Problem Solving and Innovation
People-Centered, Equity and Accountability	Team Management & Partnerships	Leadership and Teamwork
Innovation and Accountability	Strategic Leadership	Leadership and Teamwork

Rubric

Competency	Needs Significant Improvement (1)	Developing (2)	Proficient (3)	Exceeds Expectations (4)	Exceptional (5)	Rating	Comments/Rationale
Personal Accountability & Adaptability	Avoids responsibility for outcomes, deflecting blame onto staff, other departments or circumstances; resists changes in City priorities, budget or leadership direction even when compliance is mandated.	Owns outcomes when pressed; adapts to new priorities or direction slowly, often after multiple prompts from leadership or the City Board; inconsistently seeks feedback on his or her own blind spots.	Takes ownership of department outcomes, good or bad, without prompting; adjusts direction quickly when priorities shift; applies feedback on their leadership approach when it is provided to them.	Proactively adjusts department strategy ahead of formal direction when City priorities shift; treats setbacks as case studies shared with peer directors; actively solicits and acts on leadership feedback.	Recognized by the City Manager's or Mayor's office as a model for adaptive leadership; navigates major disruptions (budget cuts, policy shifts) with minimal impact on service; mentors other directors through change.		
Operational Expertise & Resource Management	Misses statutory deadlines, grant reporting requirements or budget targets; resource decisions create service gaps or repeated emergency spending.	Meets minimum operational requirements but needs leadership intervention to stay within budget; resource decisions are reactive rather than planned.	Manages the department's budget within approved variance and meets statutory/reporting deadlines; allocates staff and funding to match workload without repeated crises.	Delivers department outcomes under budget or ahead of schedule; reallocates resources across divisions to address emerging needs without additional budget requests.	Resource decisions measurably improve service delivery or reduce costs citywide; modeled by other departments or cited in budget presentations to the City Board.		
Innovation & Problem Solving	Escalates operational or political problems to the City Manager or the Mayor's office without attempting resolution at the department level; avoids addressing known service gaps or complaints.	Addresses problems only after they become visible to leadership the City Board or the public; solutions are short-term fixes that allow recurrence.	Resolves department-level problems before they require leadership or City Board involvement; brings well-reasoned options when escalation is genuinely needed.	Anticipates operational or political risks before they surface; implements process or policy changes that measurably reduces cost or improves resident satisfaction.	Solutions are adopted citywide or cited as a model by peer departments; leads or sponsors innovation that changes how the City delivers a service, with documented results.		
Team Management & Partnerships	The department has high turnover, morale complaints, or grievances traceable to the director's leadership; does not engage with other departments, City Board members or community stakeholders on shared work.	Leadership within the department is inconsistent; relationships with peer directors, the City Board or community partners exist but aren't sustained proactively; partnership commitments are sometimes missed.	Leads the department to meet its goals with stable turnover and engagement; maintains functioning working relationships with peer departments, City Board liaisons and key external partners.	Builds partnerships (interdepartmental, intergovernmental or community) that directly enable department goals; the department is sought out as a collaborator; succession candidates are being actively developed.	Recognized by peer directors, the City Board or external partners as a leader who builds durable coalitions; has created a documented succession plan for departmental leadership; and department culture is cited as a model.		
Strategic Leadership	Department priorities are unclear or set reactively; no documented alignment between department work and City strategic goals or City Board priorities.	Has a plan, but it's only partially aligned with City strategic goals or City Board direction and is updated inconsistently; long-term planning is thin or absent.	Sets and documents department goals that align with City strategic priorities; has communicated the departmental goal plan to staff and stakeholders.	Department strategy is referenced in citywide planning conversations; the director aligns budget, staffing and partnerships behind the plan and adjusts it as City priorities evolve.	Shapes strategy beyond their own department — influencing citywide policy, cross-department initiatives or City Board priorities; the director's vision measurably shapes the City's direction, not just the department's.		

Employee Comments:

Mayor/City Manager's Signature: _____ **Date:** _____

Employee's Signature: _____ **Date:** _____

2027 Individual Development Plan

Name: _____ Department: _____

Employee ID: _____ Division: _____

Position: _____ Date: _____

Goal Statement - write the goal in a few words	**Specific** - state the exact goal outcome.	**Measurable** - define how success is measured.	**Achievable** - list needed resources.	**Relevant** - tie goal to a RISE pillar	**Time-Bound**: Set milestones and a due date.