2026 Director Performance Development

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

Guidelines

1. **Self-Evaluation (Recommended)**: Before the review meeting, the director 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 director and the Mayor or City Manager prepare for a productive discussion.

2. **Enter Ratings:** The Mayor or City Manager rates each competency from 1 (Needs Significant Improvement) to 5 (Exceptional) based on the director'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 Mayor or City Manager meets with the director 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.