2026 Employee/Individual Contributor Performance Development

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

Guidelines

1. **Self-Evaluation (Recommended):** Before meeting with their supervisor, the employee completes a self-evaluation on this form and drafts goals on the IDP. Rating each competency, providing supporting examples, and drafting 2027 goals helps both the employee and supervisor prepare for a productive discussion.
2. **Enter Ratings**: The supervisor rates each competency from 1 (Needs Significant Improvement) to 5 (Exceptional) based on the employee's performance during the review period. Each rating must be supported with specific examples, such as completed projects, attendance records, or performance data.
3. **Discuss and Sign**: The supervisor meets with the employee to review the evaluation and finalize the 2027 Individual Development Plan (IDP). The supervisor and employee then both sign the form.
4. **Director Calibration:** The supervisor submits the signed evaluation to the Director for calibration. The Director initials the form after review. *If the Director has asked to review ratings before the employee meeting, complete this step before Step 3.*
5. **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. The department director determines which employees have access to that file.

Metrics

	Scale	Description	Priorities for 2027 Employee 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 goes beyond goal standards	Set multiple stretch goals with employee
5	Exceptional	Consistently and significantly exceeds the standards of the role	Set up leadership pathway

Alignments

City Core Values	Competency	Related Training Series
Accountability	Self-Improvement	Personal Effectiveness
People-Centered, Professionalism	Communication & Customer Focus	Communication and Customer Service
Professionalism, Exceptional Service	Quality of Work	Technical and Operational Efficiency
Accountability, Professionalism	Dependability	Personal Effectiveness
People-Centered, Equity, Accountability	Team Collaboration	Leadership and Teamwork

Rubric

Competency	Needs Significant Improvement (1)	Developing (2)	Proficient (3)	Exceeds Expectations (4)	Exceptional (5)	Rating	Provide evidence/rationale for rating
Self-Improvement	Avoids responsibility for mistakes, blaming coworkers, processes, or circumstances; skips required training without a valid reason.	Acknowledges mistakes only when directly confronted; completes required training but rarely applies what was learned without follow-up reminders.	Owns mistakes and outcomes without prompting; completes 100% of required training on schedule and demonstrates skills acquired in that training.	Proactively identifies own skill gaps and pursues training beyond what's required; incorporates feedback and shares training knowledge with others.	Consistently sought out by peers for how they approach growth; completes advanced or optional certifications; models self-improvement practices others on the team adopt.		
Communication & Customer Focus	Communication creates confusion or complaints from coworkers or the public on a regular basis; does not follow up on customer requests.	Communicates adequately in routine situations but struggles when issues get complex; needs supervisor's help to resolve issues frequently.	Communicates clearly with coworkers and the public; resolves routine issues independently and follows up within the expected timeframe.	Resolves escalated or difficult customer situations without supervisor involvement; feedback from coworkers or customers is consistently positive.	Regularly cited by customers or coworkers for exceptional service; mentors others on communication or customer service approaches; sets an example the team follows.		
Quality of Work	Work requires correction on the majority of assignments; errors affect team output or customer service.	Work requires correction on some assignments (roughly 1 in 4 or more); needs regular double-checking from a supervisor or peer.	Work meets requirements with minimal rework needed; follows established quality standards consistently.	Work is consistently free of errors; catches and fixes potential mistakes before they reach a supervisor or customer.	Work is used as an example of quality for others; proactively improves how quality is checked or maintained for the team.		
Dependability	Misses deadlines or attendance expectations regularly (multiple times per month) without advance notice.	Occasionally misses deadlines or attendance expectations; needs reminders to stay on track.	Meets deadlines and attendance expectations consistently; communicates in advance when a conflict arises.	Manages workload to finish ahead of deadlines; picks up additional tasks or shifts to help the team when needed.	Consistently relied on for the team's most time-sensitive or high-stakes work; attendance and follow-through are never in question.		
Team Collaboration	Creates conflict with coworkers or regularly declines to participate in team tasks.	Participates in team tasks inconsistently; contributions require prompting from a supervisor or coworker.	Works well with others and contributes to team goals when asked; participates constructively in team discussions.	Proactively supports coworkers beyond their own workload; helps resolve team conflicts or bottlenecks before they escalate.	Actively mentors coworkers and strengthens team culture; sought out by others for support; team performance measurably improves because of their contribution.		

Employee Comments:

Supervisor's Signature: _____ **Date:** _____

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

DH or Designee Initials: _____ **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.