2026 Mid Manager/Supervisor Performance Development Form

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 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. I*f 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 Employee's 2027 Development Plan
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
5	Exceptional	Consistently and significantly exceeds the standards of the role	Set up leadership pathway

Alignments

City Core Values	Competency	Related Training Series
People-Centered, Professionalism, Exceptional Service, Accountability	Interpersonal Skills & Self-Growth	Personal Effectiveness
Professionalism, Accountability, Innovation	Occupational Skills & Knowledge (Customize)	Internal to Department
Professionalism, Accountability, Exceptional Service	Operational Efficiency	Technical and Operational Efficiency
Innovation, Accountability	Problem Solving	Problem Solving and Innovation
People-Centered, Equity, Accountability	Team Leadership	Leadership and Teamwork

Rubric

Competency	Needs Significant Improvement (1)	Developing (2)	Proficient (3)	Exceeds Expectations (4)	Exceptional (5)	Rating	Provide evidence/rationale for rating
Interpersonal Skills & Self-Growth	Communicates in ways coworkers or the public describe as disrespectful or dismissive; declines or ignores assigned training and coaching; negative outlook visibly affects team morale.	Communication is inconsistent — clear in routine situations but abrupt or unclear under stress; attends required training but rarely applies it without a follow-up reminder.	Communicates clearly and respectfully in day-to-day interactions; completes 100% of required training on schedule; incorporates feedback into behavior within one review cycle.	Communicates effectively across peers, direct reports, and leadership; actively requests feedback at least quarterly and visibly adjusts behavior based on it; completes training beyond what's required.	Regularly sought out by others for guidance on communication or interpersonal issues; models self-reflection practices that others adopt; pursues development without being asked.		
Occupational Skills & Knowledge (Customize)	Cannot perform core job duties without direct supervision; errors occur regularly (weekly or more) and affect team output or service quality.	Performs routine tasks but needs supervisor check-ins at least weekly; work requires correction on deliverables at least once a month.	Independently performs all core duties correctly; needs only occasional (monthly or less) guidance; work meets department standards without rework.	Completes all core duties with no rework needed; proactively pursues at least one skill-building opportunity (training, certification, cross-training) per quarter.	Recognized internally or externally as a subject-matter expert; trains or mentors others at least quarterly; introduces at least one new practice, tool, or process the team adopts.		
Operational Efficiency	Misses deadlines on routine assigned deliverables; workflow disruptions require frequent leadership intervention.	Misses deadlines on deliverables; needs weekly check-ins to stay on track.	Meets a majority of deadlines with minimal supervision; workflow runs smoothly under normal conditions.	Meets almost all deadlines, including under tight timelines or unexpected obstacles; identifies and implements process improvements.	Consistently finishes ahead of deadline; process improvements produce a measurable result (e.g., reduces turnaround time, cost, or error rate); work is cited as a model for other teams or divisions.		
Problem Solving	Escalates or ignores problems rather than addressing them; the same issues recur with no attempted resolution.	Identifies problems but needs leadership input to resolve a majority of issues; solutions sometimes create new issues.	Resolves at least 90% of issues independently using sound judgment; escalates only genuinely complex or cross-departmental matters.	Anticipates problems before they affect operations; proposes and implements new solutions that prevent recurrence.	Leads problem-solving efforts at the department level; solutions are adopted beyond own team or division; demonstrably eliminates a recurring problem.		
Team Leadership	Team consistently misses goals; turnover, grievances, or morale issues trace back to leadership gaps; goals aren't communicated to staff.	Team meets fewer than 70% of set goals; requires manager intervention to stay aligned; feedback to staff is infrequent or unclear.	Team meets at least 90% of set goals with regular (at least monthly) direction from the leader; goals are clearly communicated and understood by all team members.	Team meets 100% of goals and exceeds at least one target per quarter; leader documents at least one action taken to develop a team member's skills; turnover/engagement is stable or improving.	Team consistently exceeds departmental benchmarks; leader has a documented succession or mentoring plan that has produced internal promotions; sought out by other divisions as a leadership model.		

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.