

**CITY OF CORAL GABLES
EMPLOYEE PERFORMANCE EVALUATION
MANAGEMENT/SUPERVISION**

NAME (LAST, FIRST, MI):		
DEPARTMENT/DIVISION:	JOB TITLE:	
EVALUATION PERIOD: FROM: TO:	DATE OF REVIEW:	NUMBER OF ABSENT HOURS: SICK
PURPOSE OF REPORT: PROBATIONARY () PROMOTIONAL () ANNUAL () OTHER ()		

Safety:	_____ <u>Acceptable</u>	_____ <u>Unacceptable</u>
Attendance:	_____ <u>Acceptable</u>	_____ <u>Unacceptable</u>
Punctuality:	_____ <u>Acceptable</u>	_____ <u>Unacceptable</u>
Appearance:	_____ <u>Acceptable</u>	_____ <u>Unacceptable</u>

If any of the above are unacceptable, a salary increase may be denied, reduced, or delayed with no consideration for retroactivity.

COMMENTS: _____

INSTRUCTIONS FOR COMPLETION

1. Supervisor completes form.
2. Supervisor meets with the next level of management for review and concurrence. (The form will be reviewed by all appropriate levels, including the Department Head.)
3. Supervisor meets with Employee to discuss appraisal.
4. Forward appraisal for all levels of management review and signatures and then to the Human Resources Department.

PERFORMANCE RATINGS: Check the number which appears above or between the level(s) of performance which most closely match(es) the performance demonstrated by the employee during the appraisal period.

LEADERSHIP					Weight		x Score	
The ability to bring about cooperation toward meeting objectives					Weighted Score			
1	1.5	2	2.5	3	3.5	4	4.5	5
Directions are often confused and contradictory.		Sometimes fails to obtain cooperation because objectives are not clear.		Generally provides clear direction and gets things done through others.		Above average ability to promote cooperation and understanding of objectives.		Always precise and accurate in providing direction. Promotes teamwork among staff.
COMMENTS:								

BUDGET/COST CONTROL					Weight		x Score	
The ability to prepare and control budgets and expenditures.					Weighted Score			
1	1.5	2	2.5	3	3.5	4	4.5	5
Constantly fails to budget accurately. Frequently has cost overruns or shortfalls. Pays little attention to cost items.		Occasionally fails to budget adequately for routine needs. Sometimes insensitive to cost issues.		Accurately prepares monitors and controls budget expenditures. Active in initiating cost savings.		Very cost conscious. Very good at budgeting. Strives to cut and control costs.		Outstanding at budget management. Takes a leadership role in identifying ways to cut and control costs.
COMMENTS:								

MOTIVATION					Weight		x Score	
The ability to positively inspire work efforts.					Weighted Score			
1	1.5	2	2.5	3	3.5	4	4.5	5
Personally lacks enthusiasm. Negative work attitude affects subordinates.		Does not consistently encourage subordinates to excel.		Recognizes rewards and encourages good, solid performance.		Generates above average enthusiasm among subordinates.		Serves as an outstanding work example. Inspires subordinates to excel.
COMMENTS:								

PROBLEM SOLVING						Weight	x Score			
The ability to analyze situations and solve work problems.						Weighted Score				
1	1.5	2	2.5	3	3.5	4	4.5	5		
Does not solve problems effectively. Ignores problems or waits for others to solve them.		Occasionally fails to deal effectively with problems. Needs some improvement.		Is an effective problem solver. Often anticipates problems and prevents them from occurring.		Very good problem solving ability. Usually anticipates problems and prevents them from occurring.		Exceptional problem solving ability. Can be relied upon to anticipate and prevent problems from occurring.		
COMMENTS:										

COMMUNICATION						Weight	x Score			
The ability to effectively convey thoughts, ideas and necessary information to others.						Weighted Score				
1	1.5	2	2.5	3	3.5	4	4.5	5		
Memos or directives are unclear and usually seem to miss the point. Subordinates often confused over what is desired.		Occasionally fails to communicate necessary information. Not always clear.		Provides for a good exchange of information in a clear and concise manner.		Communications are clear, concise and persuasive. Lays out options and alternatives.		Eloquent and accurate in both oral and written analysis of situations.		
COMMENTS:										

DELEGATION						Weight	x Score			
The ability to correctly identify appropriate work tasks to be handled by subordinates.						Weighted Score				
1	1.5	2	2.5	3	3.5	4	4.5	5		
Unable to identify appropriate work tasks for subordinates.		Occasionally assigns wrong tasks or fails to follow-up with subordinates.		Normally assigns appropriate work tasks to subordinates.		Consistently assigns appropriate work to subordinates.		Always delegates both responsibility and authority with both routine and challenging tasks.		
COMMENTS:										

PLANS						Weight			x Score
The ability to develop appropriate goals and activities and identifying/aggregating resources needed to accomplish them.						Weighted Score			
1	1.5	2	2.5	3	3.5	4	4.5	5	
Never plans ahead, practices "crisis management".		Occasionally fails to plan adequately for project or department needs.		Planning efforts are reasonable and sufficient to meet project or department needs.		Planning efforts are thorough and concise, often showing unusual insight into future needs.		Planning efforts are innovative, insightful, and creative. Provides for the effective use of resources.	
COMMENTS:									

PRIORITIES						Weight			x Score
The ability to rank work projects in appropriate order and to schedule time optimally.						Weighted Score			
1	1.5	2	2.5	3	3.5	4	4.5	5	
Work effort is disorganized. Important projects often done after "busy work". Deadlines often not met.		Sometimes fails to schedule projects and work time. Occasionally fails to meet deadlines.		Priorities are correctly set and work planned to meet important deadlines.		Scheduling and planning are exceptionally well thought out.		Anticipates future problems. Prioritizes work. Is typically ahead of schedule and asks for new projects.	
COMMENTS:									

JUDGMENT AND DECISION MAKING						Weight			x Score
The ability to come to a conclusion based on the information available.						Weighted Score			
1	1.5	2	2.5	3	3.5	4	4.5	5	
Decisions are often wrong because of poor judgment. Frequently hesitates or neglects to make decisions that are necessary.		Sometimes makes bad decisions because of poor information or bad judgment. Sometimes neglects decisions when necessary.		Usually arrives at sound decisions. Analysis of problem and alternative sis usually good. Decisions are usually made in a timely manner.		Very good at making decisions. Uses good judgment in analyzing problems and alternatives. Makes timely decisions.		Superior decision making ability. Shows excellent judgment. Commendable record of well thought out and implemented decisions.	
COMMENTS:									

STAFFING						Weight			x Score
The ability to select and maximize the effective use of human resources.						Weighted Score			
1	1.5	2	2.5	3	3.5	4	4.5	5	
Frequently assigns work to inappropriate personnel. Poor staffing judgment.		Occasionally fails to match tasks with workers' skill levels. Questionable staffing judgment.		Normally assigns work tasks appropriate to skills and abilities of staff. Good staffing skills.		Highly effective in the assignment of staff to the proper tasks. May be creative. Staffs with very good people.		Very creative in the use of all staff. Often results in cost savings or avoidance. Staffs with excellent people.	
COMMENTS:									

INITIATIVE						Weight			x Score
The ability to develop/originate new ideas or methods without being urged.						Weighted Score			
1	1.5	2	2.5	3	3.5	4	4.5	5	
Never generates new ideas or methods to improve operations. Needs constant prompting. Does not encourage innovation from staff.		Occasionally identifies new methods, but requires regular encouragement. Rarely encourages innovation from staff.		Generally takes the first step toward making change with little prompting. Encourages innovation from staff.		Frequently develops with new approaches. Usually independently. Very good at encouraging innovation from staff.		Continually originates new work ideas and methods independently. Excellent at encouraging innovation from staff.	
COMMENTS:									

WORK PRODUCT						Weight			x Score
The ability to produce work that is accurate, neat and thorough.						Weighted Score			
1	1.5	2	2.5	3	3.5	4	4.5	5	
Produces poor quality and volume of work. Often late.		Produces work of marginal quality and volume of work.		Quality and volume of work is good. Conscientious about doing quality work.		Produces high volume quality work. Seldom makes mistakes.		Produces outstanding precise, neat and accurate work in. High volume of work produced.	
COMMENTS:									

