



CITY OF ROCKVILLE

EMPLOYEE PERFORMANCE PLANNING AND EVALUATION FORM

Employee's Name: Position Title:
Supervisor's Name: Department:
Probationary Employee [] yes [] no Administrative [] Union []

Table with 3 columns: Rating Period, Dates: From - To, Review Date. Rows for Initial, Probationary/Mid, and Final.

INSTRUCTIONS

The appraisal process involves evaluating the employee's work performance during the review period in the following performance categories: Leading, Managing, Technical/Task and Team Skills.

The following performance levels are employed:

Highly Successful • Successful • Acceptable • Unsatisfactory

The performance levels are defined in the boxes under each level. Please note that the definitions are intended to describe in general a given level of performance relative to the category being rated.

Under the Task/Technical Category, the employee's performance related to the job description is rated. Select at least three duties, responsibilities or tasks from the employee's current job description and rate the employee's demonstration of the knowledge, skills and abilities for his/her job related to those tasks.

Space has been provided for the rater to note any goals to be met or worked on during the next review period and for the employee to record any comments regarding the evaluation and/or goals.

Completing the evaluation form:

- Review the information at the top of the page to ensure all the information is correct.
Assign a performance level for each area of accountability and enter comments as appropriate in the space provided.
For any area of accountability rated as "Highly Successful" or "Unsatisfactory," enter in the Comments section specific factors that justify the rating.
Entries in the Comments section for "Successful" or "Acceptable" ratings are optional.
Select responsibilities to be evaluated in the Task/Technical category.
The form must be signed by the rater, the employee, the rater's immediate supervisor and the department director.
All final evaluation forms must be sent to the Personnel Department for processing.

"We are a dedicated organization committed to enhancing the quality of life in Rockville by providing premium services in response to the needs of everyone who visits, works, and lives in our city." - City Mission Statement

The employees of the City of Rockville are dedicated, talented and skilled individuals. We strive for the highest level of professionalism, integrity, and leadership, and recognize our accountability to the community.

LEADING

How well does the employee demonstrate a shared vision of Rockville City government's mission and his/her team's goals? (See front page)

Highly Successful <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	Successful <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	Acceptable <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	Unsatisfactory <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid
Demonstrates a clear vision of Rockville City government's mission. This includes exceeding individual performance objectives and team goals. Facilitates a high performance environment by showing initiative through constant learning, planning and empowering others to do the same.	Understands and acts in accordance with Rockville City government's mission. Meets individual performance objectives and team goals. Shows the ability and willingness to work in a high performance environment.	Is making a conscious effort to understand the vision of Rockville City government's mission. Strives to meet his or her performance objectives and team goals. Is learning the importance of a high performance organization.	Unwilling to make an effort to understand the vision of Rockville City government's mission. Does not meet individual performance objectives and team goals.

Initial Comments _____

Probationary/Mid Comments _____

Final Comments _____

To what extent does the employee represent the "Rockville Way" ? (See front page)

Highly Successful <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	Successful <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	Acceptable <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	Unsatisfactory <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid
Exemplifies the "Rockville Way." Consistently offers ideas for improvements that contribute to work group and organization productivity. Exhibits all of the following: professionalism, integrity, flexibility, fiscal responsibility, creativity and innovation.	Practices the "Rockville Way." Offers ideas for improvements that contribute to work group and organization productivity. Exhibits most of the following qualities: professionalism, integrity, flexibility, fiscal responsibility, creativity and innovation.	Is learning the "Rockville Way." Is willing to accept ideas for improvements that contribute to work group and organization productivity. Exhibits some of the following qualities: professionalism, integrity, flexibility, fiscal responsibility, creativity and innovation.	Has not accepted the "Rockville Way." Is not willing to accept ideas and improvements that contribute to work group and organization productivity.

Initial Comments _____

Probationary/Mid Comments _____

Final Comments _____

LEADING

To what degree does the employee serve and meet the needs of customers, including the public and fellow employees?

Highly Successful <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	Successful <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	Acceptable <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	Unsatisfactory <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid
Exceeds Customer Service Standards. Processes both routine and non-routine customer inquiries and concerns in ways that result in a high degree of customer satisfaction. Goes beyond basic inquiry to learn of and respond to relevant issues that may or may not be apparent initially. Consistently has a positive attitude about customers.	Meets the Customer Service Standards including timely, courteous and informed responses to customer inquiries and concerns. When an immediate response is not possible, customer is kept informed. Initial inquiries are addressed. Generally has a positive attitude about customers.	Attempts to meet Customer Service Standards by responding to requests in a fully acceptable manner. Occasionally may not fully deliver desired level of satisfaction due to lack of experience, knowledge, or confidence.	Is not making progress towards meeting all Customer Service Standards. Is content with an unsatisfactory level of customer service. May appear indifferent to customer concerns. Provides minimal response to customers. May be discourteous.

Initial Comments _____

Probationary/Mid Comments _____

Final Comments _____

MANAGING

How effectively does the employee assess his/her work performance or the work performance of the team?

Highly Successful <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	Successful <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	Acceptable <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	Unsatisfactory <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid
Is able to assess work/team performance and consistently comes up with ways to improve the workflow and product.	Is able to assess the work/team performance and determine whether the job was completed well. Usually identifies areas that need improvement.	In some cases can determine whether a job was completed satisfactorily. Is working on offering suggestions for improving his or her work performance or the team performance.	Is unable to determine whether a job was completed satisfactorily. Does not look at the work product to determine if improvements can be made.

Initial Comments _____

Probationary/Mid Comments _____

Final Comments _____

MANAGING

How well does the employee plan and organize his/her work, time and resources, and if applicable, that of subordinates?

Highly Successful	Successful	Acceptable	Unsatisfactory
<input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	<input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	<input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	<input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid
Demonstrates the ability to anticipate what might otherwise be overlooked in the planning process. Sets up/uses monitoring and control tools to make sure assignment is accomplished as scheduled. Is well versed in the details of assignment execution while maintaining a view of the big picture. Ensures timely completion of all tasks, often ahead of schedule, consistent with human factors.	Identifies resources required to complete assignment. Prepares either formally or informally, an effective work plan. Monitors progress and follows up to make sure assignment is accomplished as scheduled. Makes efficient use of available resources.	Is learning to effectively apply planning, preparation and organizational skills. In some cases assignments are well planned and accomplished in an acceptable manner.	Plans and preparation often do not include pertinent elements. Does not monitor plan execution, resulting in backtracking and delays. Spends an inordinate amount of time responding to events that the employee should have anticipated.

Initial Comments _____

Probationary/Mid Comments _____

Final Comments _____

How effectively does the employee contribute to the development of others and/or the working unit or overall organization?

Highly Successful	Successful	Acceptable	Unsatisfactory
<input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	<input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	<input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	<input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid
Identifies and recommends ways to improve processes and/or products. This employee's peers and/or supervisors seek advice on development issues. Has initiated and developed a cross-training plan so at least one other employee can fill in. Promotes an open environment that encourages the exploration of different ideas.	Contributes to development plans. Has developed a cross-training plan so at least one other employee can fill in. Is open to and considers the expression of differing ideas.	Responds positively to requests for help with development plans. Has begun to share information to help facilitate cross training. Is tolerant toward the expression of differing ideas.	Is unwilling to work with, and share cross-training information, with coworkers. Frequently does not allow the discussion of different ideas and alternatives.

Initial Comments _____

Probationary/Mid Comments _____

Final Comments _____

TASK/TECHNICAL

To what degree does the employee's work effort result in the desired quality, quantity and timeliness?

Highly Successful <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	Successful <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	Acceptable <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	Unsatisfactory <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid
Assignments are completed ahead of schedule and at a level of quality and/or quantity well beyond expectations. Ideas and suggestions to improve productivity are offered and frequently generate positive results.	Assignments are completed on or, ahead of schedule and at the desired level of quality and quantity. If conditions impacting productivity and/or work products are outside the control of the employee, he or she notifies the supervisor in a timely manner.	Assignments usually are completed on time and as specified. Occasionally, delivery is not on time or at the desired level of quality and quantity. Sufficient progress toward eliminating these situations is being made.	Assignments often are not completed as scheduled and/or the desired levels of work output are not met. The employee or others, resulting in delays, must often redo work resulting in delays.

Initial Comments _____

Probationary/Mid Comments _____

Final Comments _____

To what degree does the employee demonstrate the knowledge, skills and abilities specified in the job description?

Select at least three responsibilities from the job description that the employee was responsible for during this time period and rate his or her performance accomplishing those duties.

Initial

Highly Successful Successful Acceptable Unsatisfactory

1. _____

Highly Successful Successful Acceptable Unsatisfactory

2. _____

Highly Successful Successful Acceptable Unsatisfactory

3. _____

Comments _____

TASK/TECHNICAL

Probationary/Mid

Highly Successful

Successful

Acceptable

Unsatisfactory

1.

Highly Successful

Successful

Acceptable

Unsatisfactory

2.

Highly Successful

Successful

Acceptable

Unsatisfactory

3.

Comments _____

Final

Highly Successful

Successful

Acceptable

Unsatisfactory

1.

Highly Successful

Successful

Acceptable

Unsatisfactory

2.

Highly Successful

Successful

Acceptable

Unsatisfactory

3.

Comments _____

TEAM SKILLS

How effectively does the employee communicate with peers, supervisors, subordinates and people to whom service is provided?

Highly Successful <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	Successful <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	Acceptable <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	Unsatisfactory <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid
<p>Effectively communicates on multiple levels so that each audience understands the issue at hand. Provides timely information in anticipation of others' needs. Uses verbal and written communications to avoid or minimize misunderstandings and problems. Asks and answers questions in a thoughtful and informed manner. Listens and provides meaningful feedback.</p>	<p>Presents well organized and timely written and verbal information on multiple levels. Keeps supervisor, customers, subordinates and peers informed. Frequently anticipates the information needs of others. Asks questions and seeks necessary information. Listens and provides meaningful feedback.</p>	<p>Is learning to listen better as well as communicate thoughts and ideas to others, both verbally and in writing. Is improving communication problem areas.</p>	<p>Tends to rush through general oral and written communications. This often results in skipping pertinent information and less than thorough understanding by audience. Does not keep supervisor, customers, subordinates, and/or peers informed. Does not demonstrate listening skills. Does not provide effective and meaningful responses. Does not ask questions to obtain necessary information.</p>

Initial Comments _____

Probationary/Mid Comments _____

Final Comments _____

To what degree does the employee understand and value the differences and input of others?

Highly Successful <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	Successful <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	Acceptable <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	Unsatisfactory <input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid
<p>Actively seeks opinions and input from people with varied viewpoints and/or backgrounds to find new approaches or to improve current work procedures. Considers all input and ideas.</p>	<p>Values input and ideas. Is sensitive to others' perspectives, experiences and values. Appreciates different points of view.</p>	<p>Attempts to understand others' points of view and values different opinions. Works toward accepting others' ideas as valid.</p>	<p>Makes no attempt to understand others' points of view. Dismisses different ideas and thoughts as invalid. Seldom seeks others' viewpoint.</p>

Initial Comments _____

Probationary/Mid Comments _____

Final Comments _____

TEAM SKILLS

How consistently does the employee adhere to attendance standards? (Refer to Department standards, if applicable.)

Highly Successful	Successful	Acceptable	Unsatisfactory
<input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	<input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	<input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	<input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid
Consistently observes a regular work schedule and is available to work both scheduled and unscheduled overtime. Readily works during emergencies or responds promptly to calls received at home typifying these actions. Willingly changes work hours to fit the needs of the City.	Consistently adheres to the appropriate attendance standards. Accepts overtime as assigned. During the work period, arrives at meetings, work sites, etc. prepared and on time or slightly ahead of schedule. Makes appropriate notification about unavoidable delays. Consistently is regarded as a reliable employee.	Shows effort to adhere to regular work schedule and overtime as assigned. On occasion may arrive late for scheduled start of workday, meetings or assignments.	Demonstrates a pattern of disregard for assigned work schedule. Avoids overtime as assigned. Is often late for appointments or assignments and extends break and meal periods. Shows no effort to correct condition.

Initial Comments _____

Probationary/Mid Comments _____

Final Comments _____

How does the employee conduct himself or herself in the work environment?

Highly Successful	Successful	Acceptable	Unsatisfactory
<input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	<input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	<input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid	<input type="checkbox"/> Initial <input type="checkbox"/> Final <input type="checkbox"/> Probationary/Mid
Consistently models a positive behavior with regard to work. Seek out and acts on constructive criticism. Encourages a positive work attitude in others. Demonstrates respect in dealing with others.	Consistently displays a positive behavior with regard to work. Willingly accepts constructive criticism. Is respectful of others. Willingness to work as part of a team, to demonstrate team skills and to perform a fair share of team responsibilities.	Is increasing positive behavior with regard to work. Accepts some constructive criticism. Is working toward demonstrating respect to others.	Rarely has positive behavior with regard to work. Rarely accepts constructive criticism. Rarely demonstrates respect toward others.

Initial Comments _____

Probationary/Mid Comments _____

Final Comments _____

GOALS

LEADING GOAL

Initial Goals _____

Probationary/Mid Goals _____

Final Goals _____

MANAGING GOAL

Initial Goals _____

Probationary/Mid Goals _____

Final Goals _____

TASK/TECHNICAL GOAL

Initial Goals _____

Probationary/Mid Goals _____

Final Goals _____

TEAM SKILL GOAL

Initial Goals _____

Probationary/Mid Goals _____

Final Goals _____

Initial Review:

Are any attachments included? yes no

Employee Comments:

Immediate Supervisor Signature Date

Employee Signature* Date

Secondary Supervisor Signature Date

Department Director Signature Date

Probationary/Mid Review:

Are any attachments included? yes no

Employee Comments:

Immediate Supervisor Signature Date

Employee Signature* Date

Secondary Supervisor Signature Date

Department Director Signature Date

Final Review:

Are any attachments included? yes no

Employee Comments:

An employee receiving two or more unsatisfactory ratings on his or her final review is not eligible for a salary increment. This employee received _____ unsatisfactory rating(s) and is is not eligible for a pay increment.

Immediate Supervisor Signature Date

Employee Signature* Date

Secondary Supervisor Signature Date

Department Director Signature Date

** Employee's signature indicates having received the evaluation and not necessarily concurrence or agreement with the rating as assigned.*