

Employee Name:	Employee Number:
Job Title:	Department:
Division:	Date:
Supervisor:	Payroll Acct #:
	(ex. 101-1400-411.01-10)
Appraisal Period Start Date:	End Date:

One of the most challenging areas in any manager/employee relationship centers on discussing an employee's performance, whether it be coaching, counseling, reinforcing positive actions, or discussing career goals.

Feedback on performance is necessary to reflect actual performance in comparison to expectations. Additionally, it speaks to the employee's role in meeting the challenges of the City's mission. This form exists to assist in providing continuous and systematic feedback as a basis for enhanced employee development and contributions to City goals. As a reminder, performance issues are addressed as they arise, these discussions are not postponed to the annual performance appraisal.

The flow chart below outlines the steps in the City of San Angelo's 30-day performance appraisal process:



As you complete each item below, select the corresponding number to your performance rating. The rating definitions listed below are prescribed throughout this form.

Number Rating	Description	Definition
N/A	Not Applicable	This area of the evaluation is not applicable to the employee being appraised.
1	Below Expectations	Consistently fails to meet expectations related to performance quality, efficiency, and output; significant additional experience and development is necessary.
2	Improvement Needed	Inconsistently demonstrates solid performance; does not consistently meet expectations related to performance quality, efficiency, and output.
3	Meets Expectations	Consistently demonstrates solid performance and meets expectations related to performance quality, efficiency, and output.
4	Exceeds Expectations	Consistently demonstrates a higher level of performance; performance quality, efficiency, and output are routinely greater than the defined expectations.
5	Outstanding/Leader	Consistently demonstrates the highest level of performance; work and behavior serve as an example to others; consistently excels beyond expectations related to performance quality, efficiency, and output; routinely demonstrates an ability to excel in a large variety of assignments.

Understanding (Job Knowledge, Competence, and Expertise): The demonstration of the employee in meeting the purpose of the position, understanding the job duties, and meeting the quality standards for work performance.

	n/a	1	2	3	4	5
1. Possesses, demonstrates, and maintains skills and knowledge to perform job competently.						
2. Produces quality work with accuracy and thoroughness.						
3. Ensures that one's own work and responsibilities are complete and accurate within						
established timelines. Inspires, motivates, and guides others toward organizational, departmental, and work team goals.						
4. Exhibits ability to learn and apply new skills effectively.						Г
5. Requires minimal supervision to perform work.						
6. Demonstrates flexibility and adaptability to changing work environment.						
7. Understands the position's purpose and provides value to the work.						
8. Meets performance goals and demonstrates accountability for results (employee knows the job, how well they need to perform it, and provides any necessary documentation of work completion and quality).						
9. Coaches employees in the understanding of their jobs, performance quality, and how to increase their competency areas, and quality level.						
10. Effectively uses resources in the execution of the duties and responsibilities of the position.						
Overall Rating						

Comments:		



Teamwork (Relational Skills and Effectiveness): The demonstration of the employee in building successful, collaborative, and hospitable relationships that contribute to both the employee's individual effectiveness and group effectiveness.

Communicates effectively with supervisor, peers, and/or customers. Understands the interests and important concerns of others, and offers assistance and support to coworkers. Accepts responsibility for effectively managing and resolving conflicts, on frontations, and disagreements in a positive and constructive manner to minimize diverse impact. Keeps promises and commitments made to others. Displays positive outlook and pleasant manner. Establishes personal credibility to be perceived as responsible, reliable, and ustworthy. Avoids situations and actions considered inappropriate or that are generally onsidered offensive. Contributes to a work atmosphere of trust, is truthful, and does not gossip or articipate in actions that are destructive to staff morale or welfare. Overall Rating	Builds and maintains successful working relationships with colleagues Communicates effectively with supervisor, peers, and/or customers Understands the interests and important concerns of others, and offers assistance and support to coworkers Accepts responsibility for effectively managing and resolving conflicts, onfrontations, and disagreements in a positive and constructive manner to minimize diverse impact Keeps promises and commitments made to others Displays positive outlook and pleasant manner Establishes personal credibility to be perceived as responsible, reliable, and rustworthy Avoids situations and actions considered inappropriate or that are generally onsidered offensive Contributes to a work atmosphere of trust, is truthful, and does not gossip or larticipate in actions that are destructive to staff morale or welfare. Overall Rating Overall Rating		n/a	1	2	3	4	Ę
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		articipate in actions that are destructive to staff morale or welfare.						
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		Overall Rating						
		Overall Rating						



Innovation (Critical Thinking, Problem Solving, Initiative and Results Orientation): The demonstration of the employee's ability to take empowered action to solve routine problems within policy guidelines, and to seek creative solutions to non-routine challenges.

	n/a	1	2	3	4	5
1. Analyzes problems, makes any necessary decisions, and executes them effectively						
without prompting.						
2. Proactively pursues new and more effective ways of doing things.						
3. Works to remedy problems without being directed by a peer or supervisor.						
4. Seeks development opportunities and/or feedback to improve performance.						
5. Maintains commitment to assigned tasks/goals in the face of obstacles.						
Overall Rating						

Comments:	



Conscientiousness (Awareness and efficient use of Resources and Safety Measures): The demonstration of the employee's attention to using resources including funds, materials, equipment, and working hours in an efficient way that results in high quality products or services. The demonstration of the employee's attention to all safety measures engaged by the position.

			II/a			-	4	2
_	urces and uses them efficiently work time, and uniforms). Effec							
standards, within bud	ned projects consistent with est get, and gains approval if proje employee work goals, and dev	ct will exceed budget.						
		ito.						
	effective ways to achieve resu resources according to establis							
<u> </u>	y to learn and maintain profici	_						
	dance and punctuality to work	assignments (e.g., on time to						
7. Monitors budget, preeffectively accounts for	rovides accurate and timely bu or all expenses.	dget status reports, and						
established regulation								
9. Demonstrates safet or security concerns.	y awareness by recognizing, ad	Idressing, and/or reporting safety						
		Overall Rating						
Employee's Initials	Supervisor's Initials	Performance Appraisal/Supervis	sory-P	rofes	siona	 I	Pag	 ge 5



Service (Customer Focus): The ability to demonstrate concern for satisfying both employee's external and internal customers.

			n,	/a	1	2	3	4	5
1. Demonstrates the ability to service issues.	provide needed inf	formation and resolve customer							
	customer issues ar	nd takes action to provide prompt	;						
and satisfactory resolutions.									
•	· · · · · · · · · · · · · · · · · · ·	ely or refers to the appropriate lev	vei.						
4. Demonstrates friendly, poli		il manner.							
5. Seeks ways to improve serv	<u> </u>		-						
Demonstrates the ability to do what is right for the organization		ers in order to meet their needs ar nmunity.	nd						
		Overall Ra	ting						
Comments:									



Performance Appraisal Supervisory/Professional Employees

Professional Goals: Goals can change periodically throughout the year – especially when employees change positions. Supervisors and employees should list and discuss goals and target dates throughout the year. Goals need to be SMART: Specific, Measurable, Achievable, Relevant, and Time-bound. Next year's performance assessment should include whether or not these goals and expectations were met.

Description	Target Completion Date						
1.							
2.							
3.							
4.							
5.							
Summary of Category Ratings							
		n/a	1	2	3	4	5
1. Understanding (Job Knowledge, Competence, and Expe	rtise)						
2. Teamwork (Relational Skills and Effectiveness)	·						
3. Innovation (Critical Thinking, Problem Solving, Initiative	e and Results Orientation)						
4. Conscientiousness (Awareness and efficient use of Reso							
5. Service (Customer Focus)							
-	all Performance Rating (OPR)						
Supervisor's Overall Comments for this Appraisal:							



Employee completes this section:

Has this performance appraisal been explained to you?	Yes	\square or	No	
Employee Comments:				
The contents of this appraisal have been reviewed and rating.	d discus	sed with	me by	the appraiser and I am aware of my overall
Employee's Signature		Date		
I have reviewed the contents of the assessment and I	have dis	cussed it	with t	the employee.
Appraiser's Signature		 Date		
Division Head Signature		 Date		
Department Director's Signature		 Date		
Employee's Initials Supervisor's Initials	Pe	erforman	e App	raisal/Supervisory-Professional Page 8