

PERFORMANCE EXPECTATIONS AND REVIEW

Division Manager



Effective Date: _____

Dept/Division: _____

Employee Name: _____

Classification: _____

Employee Number: _____

Director Name: _____

A. Appraisal Type: (Select one type of appraisal and one option)

1. First Probation with City:

- Mid-Probation

- Career Appointment
From Step # to Step #

- Retention on First City Probation
until: (limit 3 months).

2. Promotional Probations:

- Mid-Probation to Promotional Classification

- Career Appointment to Classification
From Step # to Step #

3. Annual Appraisals:

- Grant 1 Step Merit Increase

- Grant 2 Step Merit Increase (Conditional based on HR approval)

- Yearly Performance Appraisal (After Step 6)

- No Merit Increase Due to Performance Deficiencies.
Performance will be reviewed again on: (limit 2 months).

4. Other:

- Exit Interview (Upon retiring or leaving City employment)

- Special Appraisal (Briefly explain):

City of Salem Division Managers are expected to be knowledgeable in their areas of expertise, perform their day-to-day duties in a professional manner, and meet or exceed the City's five performance area expectations.

B. Leadership: Division Managers are important members of the City's leadership team. They understand and translate organization and department vision, mission, and standards to their staff. Division Managers should be seen as role models within the organization.

RATING:

- Performance is exceptional
- Performance is often in line with expectations
- Performance is in line with expectations
- Performance is not in line with expectations

Discussion:

Areas of needed or required improvement:

C. Management: Division Managers are expected to be inquisitive and actively engaged in the day-to-day operation of their divisions. They should actively practice the management principles of planning, executing, measuring, and evaluating. In doing so they organize and prioritize work based upon budget, revenue projections, diverse community needs, and Council direction. They coordinate work with other areas of the City.

RATING:

- | | |
|---|---|
| <input type="checkbox"/> Performance is exceptional | <input type="checkbox"/> Performance is often in line with expectations |
| <input type="checkbox"/> Performance is in line with expectations | <input type="checkbox"/> Performance is not in line with expectations |

Discussion:

Areas of needed or required improvement:

D. Decision-Making: A large component of a Division Manager's job is decision-making. Division Managers make thoughtful, timely, researched decisions. They monitor the results and make adjustments as needed. They keep people informed and make decisions within the scope of their authority. They actively engage others in decision-making and analysis.

RATING:

- | | |
|---|---|
| <input type="checkbox"/> Performance is exceptional | <input type="checkbox"/> Performance is often in line with expectations |
| <input type="checkbox"/> Performance is in line with expectations | <input type="checkbox"/> Performance is not in line with expectations |

Discussion:

Areas of needed or required improvement:

E. Team Building: The City's (and department's) success depends upon building an effective team. Division Manager's work to create a culture that attracts and keeps bright, capable staff. They are creative and inclusive. They understand the importance of diversity. They take responsibility for providing quality and timely work and team members themselves.

RATING:

- | | |
|---|---|
| <input type="checkbox"/> Performance is exceptional | <input type="checkbox"/> Performance is often in line with expectations |
| <input type="checkbox"/> Performance is in line with expectations | <input type="checkbox"/> Performance is not in line with expectations |

Discussion:

Areas of needed or required improvement:

F. Customer Service: Division Managers provide service to internal and external customers, and to the residents of the Salem community. They treat people respectfully, understand diversity issues, and are mindful of the fact that they are employed to deliver quality service and enforce community standards, policies, codes, and regulations. They strive to be known as effective problem-solvers when dealing with customer service matters.

RATING:

- | | |
|---|---|
| <input type="checkbox"/> Performance is exceptional | <input type="checkbox"/> Performance is often in line with expectations |
| <input type="checkbox"/> Performance is in line with expectations | <input type="checkbox"/> Performance is not in line with expectations |

Discussion:

Areas of needed or required improvement:

G. Overall Performance:

RATING:

- Overall performance is exceptional Overall performance is often in line with expectations
 Overall performance is in line with expectations Overall performance is not in line with expectations

Discussion of overall performance:

Areas of needed or required improvement:

Performance Review Provided By:

Director Signature: _____ **Date:** _____

Employee Response:

This performance appraisal has been provided to me in writing. I have also had the opportunity to personally discuss it with the Department Director, and:

- I agree with its contents
 I disagree with some/all of its contents, as explained below:

Division Manager Signature: _____ **Date:** _____

Noted by:

City Manager Signature: _____ **Date:** _____

Appendix: Performance Examples

Leadership:

1. Follows applicable codes, regulations, rules, etc. Acts ethically and with integrity.
2. Understands and places focus on what is most important in his/her position.
3. Understands and implements the City's strategic direction for the division and department. Conveys desired outcomes and expectations to supervisors and employees. Ensures that attention is paid to important details.
4. Meets regularly with supervisors and division employees; visits operations sites. Engages with employees about successes, barriers, goals, etc. and acts on information in an effective and professional way.
5. Provides information about division performance and needs to Department Director accurately and in a timely way.
6. Consistently exercises the professional and technical expertise needed for the position.
7. Clearly understands the work performed in all areas of the division. Provides effective leadership for each area.
8. Is collaborative and treats others professionally and with respect.
9. Communicates effectively verbally and in writing. Makes effective presentations and thinks well on his/her feet.
10. Willingly accepts new responsibilities and projects, and works with Department Director to make necessary adjustments to division workload as priorities change.
11. Portrays a positive and energetic outlook. Helps subordinates and others in the organization succeed. Poses good questions; effectively and professionally points out concerns and issues in a timely way.
12. Remains calm and professional under pressure and in the face of adversity.
13. Effectively and professionally exercises political sensitivity regarding difficult or unusual situations and on policy matters.
14. Seeks self and organization improvement through technical and performance based learning opportunities.
15. Seeks new challenges, adapts to and leads change.

Management:

1. Makes thoughtful hiring and staffing decisions that advance division goals and strengths. Coaches and mentors subordinates. Addresses personnel and performance issues directly, appropriately, and in a timely manner, following labor relations laws, Human Resources rules, and union contracts. Uses good judgment in keeping Department Director, Human Resources, and Legal staff informed of difficult personnel matters.
2. Monitors financial resources, expenditures, and staff time carefully. Makes needed adjustments in a timely way. Effectively monitors and manages division budget.
3. Ensures that division work processes are efficient and consistent with regulations and improvement. Monitors projects and knows how to handle unexpected roadblocks in an effective manner. Debriefs significant efforts and projects to achieve continual improvement. Implements needed changes in a timely way.
4. With Department Director, establishes "dashboard measures" based on operating goals. Reports on dashboard measures as scheduled. Researches "best methods" for operations.
5. Actively and openly participates in discussions about organizational matters. Once decisions regarding department or organization direction are made, consistently acts in support of the direction.
6. Completes thoughtful performance appraisals on time for every direct report. Ensures that supervisors do the same.
7. Manages time well and consistently attends meetings, events, etc. required of the position. Participates professionally in meetings.
8. Consistently and accurately conveys information. Meets deadlines.
9. Takes initiative when faced with problems, knows what it takes to get the job done; is looked to for direction in a crisis situation in his/her area.
10. Conducts post project/action evaluations and uses evaluations to facilitate consistent and constant improvement.

Decision-Making:

1. Routinely bases decisions on data, trends, technical, and professional expertise. Makes timely decisions.
2. Takes steps to ensure that decisions are consistent with ordinances, regulations, laws, and other requirements.
3. Acts within the scope of his/her delegated authority; informs Department Director and City Manager of decisions that require department, City Manager, or City Council/URA approval.

Decision-Making (cont.):

4. Vets projects and decisions with Advisory Boards, Commissions, Neighborhood Associates, and others as appropriate.
5. Acts with deliberation--strives for a practice of "no surprises" within the organization and with stakeholders.
6. Resolves situations and changes approach by identifying the problem, considering alternatives and consequences, receiving approval as needed, taking action, measuring the results, and making necessary adjustments.
7. Takes responsibility for the work and decisions of the division.
8. Makes wise use of available resources.

Team Building:

1. Emphasizes teamwork within the division; actively supports teamwork within the department and throughout the City organization. Puts the overall good of the organization as a top priority.
2. Encourages open dialogue and creates a feeling of belonging to a team.
3. Takes responsibility for the overall success of assigned projects, the division, and the department.
4. Ensures that division employees work cooperatively and professionally with others.
5. Takes personal responsibility for constructively and collaboratively resolving work-related problems and situations.
6. Consistently models effective teamwork inside and outside the organization.
7. Inspires, motivates, and guides subordinates.

Internal and External Customer/Resident Service:

1. Focuses on the division's provision of quality customer/resident service.
2. Ensures customers/residents are treated consistently and respectfully.
3. Establishes standards for quality customer/resident service within the division.
4. Monitors and measures customer/resident service and reports to Department Director on measures.
5. Ensures that the division provides accurate, timely, efficient, and high-quality work to establish and maintain credibility with customers and residents.

Diversity:

1. Consistently treats customers, residents, stakeholders, partners and coworkers with dignity and respect.
2. Demonstrates recognition of the value of individual and cultural difference; creates a work environment where talents and abilities are valued, and accepting of diversity.
3. Sets clear guidelines for expected behaviors and clear methods for reporting inappropriate behaviors. Addresses real or potential discrimination complaints quickly and effectively.
4. Assures that service delivery is provided in a culturally competent way; assures that printed materials are available in different languages and/or in alternate format; bi-lingual services available and facilities are accessible for all clients.
5. Utilizes the diversity within the workforce by incorporating the diverse perspectives into business or service delivery decisions. Actively solicits and engages diverse groups in program planning and implementation.
6. Participates in the development and implementation of a program that fosters cultural competency and multi-cultural organizational development.
7. Demonstrates a commitment to and support of equal opportunity and diversity by complying with EEO laws, and City's diversity policies.
8. Consistently builds trust and high quality relationships within and between departments and/or the community.
9. Treats other with respect and values individual and cultural differences. Models and nurtures in others multicultural awareness and ethnic and gender sensitivity.