



# THE CITY OF GLENN HEIGHTS

## Employee Performance Review Worksheet

The performance evaluation process provides an opportunity for both employees and managers to work together to build and improve performance and to contribute to the strategic goals of the City.

Employees are encouraged to complete the Employee Self-rating portion of the worksheet and submit it to your manager *prior* to your formal performance review meeting. This will allow you the opportunity to provide performance highlights, personal goals for professional development and other valuable information related to your performance for the previous evaluation year.

<b>Employee Name</b>	<b>Reviewer Name</b>	<b>Department</b>
<b>Employee Title</b>	<b>Reviewer Title</b>	<b>Date</b>

### Instructions

- **Step One**

**Employees-** Rate yourself on each criterion in the Employee Self-rating section. Please provide brief comments as to why you feel that the selected rating reflects your performance over the evaluation year. Upon completion, submit your evaluation to your manager to be discussed during your formal performance review meeting.

- **Step Two**

**Managers-** Upon receipt of the employee's self-rating, conduct your assessment of the employee's performance. Only performance during the evaluation year 2009 should be considered.

- **Step Three**

Once complete, managers will schedule a formal performance review meeting with the employee to discuss results and goals for the upcoming evaluation year.

- **Step Four**

Submit completed forms to Human Resources.

### Explanation of Rating Scale

The following rating scale should be utilized for each evaluation criteria. Regardless of rating, an explanation is required for each criterion as to why the rating was given.

<b>NR- Not Rated</b>	The employee has either not performed duties in this area or has not performed them for a period long enough to effectively evaluate.
<b>1- Unsatisfactory</b>	The employee is performing the duties below the minimum standard.
<b>2- Needs Improvement/ Further Development</b>	The employee is performing the duties however needs additional training, development, etc. to meet the minimum standard.
<b>3- Good</b>	The employee <b>consistently maintains</b> the minimum standard or above with minimal supervision.
<b>4- Excellent</b>	The employee <b>consistently exceeds</b> the minimum standard or above with minimal supervision.



- **Adherence to City Policies and Governance**

The employee acts in a manner that reflects professionalism and personal principles in business situations. He/she recognizes when behavior is appropriate or inappropriate in the daily and normal course of duties. Is familiar with and adheres to City policies, guidelines, and standard operating procedures. Acts ethically.

<b>Employee Self-rating</b>				
<input type="checkbox"/> NR- Not Rated	<input type="checkbox"/> 1- Unsatisfactory	<input type="checkbox"/> 2- Needs Improvement/ Further Development	<input type="checkbox"/> 3- Good	<input type="checkbox"/> 4- Excellent
Explanation of rating (Employee)				
<b>Manager's rating</b>				
<input type="checkbox"/> NR- Not Rated	<input type="checkbox"/> 1- Unsatisfactory	<input type="checkbox"/> 2- Needs Improvement/ Further Development	<input type="checkbox"/> 3- Good	<input type="checkbox"/> 4- Excellent
Explanation of rating (Manager)				

- **Communication Skills**

The employee has the ability to listen to, understand, and present verbal and written communication in a professional, clear, concise, courteous and effective manner. He/she uses the appropriate method for delivering information including proper observation of policies related to chain of command. Uses proper grammar/professional tone in correspondence.

<b>Employee Self-rating</b>				
<input type="checkbox"/> NR- Not Rated	<input type="checkbox"/> 1- Unsatisfactory	<input type="checkbox"/> 2- Needs Improvement/ Further Development	<input type="checkbox"/> 3- Good	<input type="checkbox"/> 4- Excellent
Explanation of rating (Employee)				
<b>Manager's rating</b>				
<input type="checkbox"/> NR- Not Rated	<input type="checkbox"/> 1- Unsatisfactory	<input type="checkbox"/> 2- Needs Improvement/ Further Development	<input type="checkbox"/> 3- Good	<input type="checkbox"/> 4- Excellent
Explanation of rating (Manager)				

- **Initiative**

Employee has the ability to take action without waiting for explicit instruction. Employee demonstrates resourcefulness, creativity, and a willingness to introduce new concepts and processes through independent and original thoughts. The employee seeks out new assignments and maintains productivity consistently during the workday.

<b>Employee Self-rating</b>				
<input type="checkbox"/> NR- Not Rated	<input type="checkbox"/> 1- Unsatisfactory	<input type="checkbox"/> 2- Needs Improvement/ Further Development	<input type="checkbox"/> 3- Good	<input type="checkbox"/> 4- Excellent
Explanation of rating (Employee)				
<b>Manager's rating</b>				
<input type="checkbox"/> NR- Not Rated	<input type="checkbox"/> 1- Unsatisfactory	<input type="checkbox"/> 2- Needs Improvement/ Further Development	<input type="checkbox"/> 3- Good	<input type="checkbox"/> 4- Excellent
Explanation of rating (Manager)				

- **Interpersonal Skills**

The employee has the ability to interact professionally, sensitively and respectfully with all individuals and citizens. He/she identifies and resolves issues professionally and appropriately. Works effectively with management, teams and City partners.

<b>Employee Self-rating</b>				
<input type="checkbox"/> NR- Not Rated	<input type="checkbox"/> 1- Unsatisfactory	<input type="checkbox"/> 2- Needs Improvement/ Further Development	<input type="checkbox"/> 3- Good	<input type="checkbox"/> 4- Excellent
Explanation of rating (Employee)				
<b>Manager's rating</b>				
<input type="checkbox"/> NR- Not Rated	<input type="checkbox"/> 1- Unsatisfactory	<input type="checkbox"/> 2- Needs Improvement/ Further Development	<input type="checkbox"/> 3- Good	<input type="checkbox"/> 4- Excellent
Explanation of rating (Manager)				

- **Job Knowledge**

The employee has the ability to demonstrate and understand the knowledge, skills, and abilities of the job and uses available resources and technology effectively. The employee meets job requirements and performs all essential tasks independently and as directed.

<b>Employee Self-rating</b>				
<input type="checkbox"/> NR- Not Rated	<input type="checkbox"/> 1- Unsatisfactory	<input type="checkbox"/> 2- Needs Improvement/ Further Development	<input type="checkbox"/> 3- Good	<input type="checkbox"/> 4- Excellent
Explanation of rating (Employee)				
<b>Manager's rating</b>				
<input type="checkbox"/> NR- Not Rated	<input type="checkbox"/> 1- Unsatisfactory	<input type="checkbox"/> 2- Needs Improvement/ Further Development	<input type="checkbox"/> 3- Good	<input type="checkbox"/> 4- Excellent
Explanation of rating (Manager)				





- **Work Quality**

The employee has the ability to complete assignments in a thorough, accurate, and efficient manner with minimal oversight. Sets high personal standards for performance and puts forth required effort to provide quality work. Continuously strives to improve processes in the work environment.

<b>Employee Self-rating</b>				
<input type="checkbox"/> NR- Not Rated	<input type="checkbox"/> 1- Unsatisfactory	<input type="checkbox"/> 2- Needs Improvement/ Further Development	<input type="checkbox"/> 3- Good	<input type="checkbox"/> 4- Excellent
Explanation of rating (Employee)				
<b>Manager's rating</b>				
<input type="checkbox"/> NR- Not Rated	<input type="checkbox"/> 1- Unsatisfactory	<input type="checkbox"/> 2- Needs Improvement/ Further Development	<input type="checkbox"/> 3- Good	<input type="checkbox"/> 4- Excellent
Explanation of rating (Manager)				

- **Professional Development**

The employee pursues self-improvement and follows completion guidelines for organizational and regulatory training and development requirements. Employee also incorporates newly acquired knowledge for the betterment of the department and peers. He/she has a personal commitment to self-improvement.

<b>Employee Self-rating</b>				
<input type="checkbox"/> NR- Not Rated	<input type="checkbox"/> 1- Unsatisfactory	<input type="checkbox"/> 2- Needs Improvement/ Further Development	<input type="checkbox"/> 3- Good	<input type="checkbox"/> 4- Excellent
Explanation of rating (Employee)				
<b>Manager's rating</b>				
<input type="checkbox"/> NR- Not Rated	<input type="checkbox"/> 1- Unsatisfactory	<input type="checkbox"/> 2- Needs Improvement/ Further Development	<input type="checkbox"/> 3- Good	<input type="checkbox"/> 4- Excellent
Explanation of rating (Manager)				

**Section II to be completed by management-level personnel only. All other employees proceed to Section III.**

## Section II- Management & Supervisory Skills

- **Resource Management**

The employee balances priorities to promote cost management and considers personal and departmental contributions to overall resource conservation of the City. Manages resources to stay within the confines of agreed budget limitations. Has the necessary skill level for budgetary planning and fiduciary responsibilities if applicable.

Employee Self-rating				
<input type="checkbox"/> NR- Not Rated	<input type="checkbox"/> 1- Unsatisfactory	<input type="checkbox"/> 2- Needs Improvement/ Further Development	<input type="checkbox"/> 3- Good	<input type="checkbox"/> 4- Excellent
Explanation of rating (Employee)				
Manager's rating				
<input type="checkbox"/> NR- Not Rated	<input type="checkbox"/> 1- Unsatisfactory	<input type="checkbox"/> 2- Needs Improvement/ Further Development	<input type="checkbox"/> 3- Good	<input type="checkbox"/> 4- Excellent
Explanation of rating (Manager)				

- **Strategic Thinking**

The employee provides innovative and forward-thinking strategies that promote the overall goals of the City and implements needed change within the organization. Possesses the technical/job knowledge to implement specific process improvements at a departmental level.

<b>Employee Self-rating</b>				
<input type="checkbox"/> NR- Not Rated	<input type="checkbox"/> 1- Unsatisfactory	<input type="checkbox"/> 2- Needs Improvement/ Further Development	<input type="checkbox"/> 3- Good	<input type="checkbox"/> 4- Excellent
Explanation of rating (Employee)				
<b>Manager's rating</b>				
<input type="checkbox"/> NR- Not Rated	<input type="checkbox"/> 1- Unsatisfactory	<input type="checkbox"/> 2- Needs Improvement/ Further Development	<input type="checkbox"/> 3- Good	<input type="checkbox"/> 4- Excellent
Explanation of rating (Manager)				

- **Personnel Management**

The employee has the knowledge and ability to implement, communicate, interpret, and enforce personnel actions within their department with minimal oversight. Has knowledge of City personnel policies and local, state, and federal guidelines that govern personnel management.

<b>Employee Self-rating</b>				
<input type="checkbox"/> NR- Not Rated	<input type="checkbox"/> 1- Unsatisfactory	<input type="checkbox"/> 2- Needs Improvement/ Further Development	<input type="checkbox"/> 3- Good	<input type="checkbox"/> 4- Excellent
Explanation of rating (Employee)				
<b>Manager's rating</b>				
<input type="checkbox"/> NR- Not Rated	<input type="checkbox"/> 1- Unsatisfactory	<input type="checkbox"/> 2- Needs Improvement/ Further Development	<input type="checkbox"/> 3- Good	<input type="checkbox"/> 4- Excellent
Explanation of rating (Manager)				

- **Program Management**

The employee possesses the knowledge, skills, and abilities to manage and develop programs, projects, campaigns, and other related efforts to carry-out the needs of the City from an advanced level. Has the willingness and ability to lead and direct a variety of diverse programs at all levels.

<b>Employee Self-rating</b>				
<input type="checkbox"/> NR- Not Rated	<input type="checkbox"/> 1- Unsatisfactory	<input type="checkbox"/> 2- Needs Improvement/ Further Development	<input type="checkbox"/> 3- Good	<input type="checkbox"/> 4- Excellent
Explanation of rating (Employee)				
<b>Manager's rating</b>				
<input type="checkbox"/> NR- Not Rated	<input type="checkbox"/> 1- Unsatisfactory	<input type="checkbox"/> 2- Needs Improvement/ Further Development	<input type="checkbox"/> 3- Good	<input type="checkbox"/> 4- Excellent
Explanation of rating (Manager)				

### Section III- Additional Comments (Optional)

Please outline if desired, additional performance highlights/issues that were not covered in the previous sections that you would like to be considered.

<b>Additional Comments (Employee)</b>
<b>Additional Comments (Manager)</b>

### Section IV- Rating Summary

	Employee Rating	Manager Rating
<b>General Performance...</b>		
Accountability		
Adherence to City policies and governance		
Communication Skills		
Initiative		
Interpersonal Skills		
Job Knowledge		
Organizational Skills		
Work Quality		
Professional Development		
<b>Management &amp; Supervisory Skills...</b>		
Resource Management		
Strategic Thinking		
Personnel Management		
Program Management		
<b>Overall Average</b>		

## Section V- Employee Acknowledgement

By signing below, I am acknowledging receipt of my 2009 Performance Evaluation. My signature does not constitute agreement with all statements, but only acknowledges that I have received a copy of the documents.

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**Employee Signature**

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**Date**

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**Manager/Reviewer Signature**

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**Date**

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**Department Director Signature**

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**Date**

**Additional Comments (Human Resources)**



