



# City of Ramsey Performance Evaluation



Employee Name  
Job Title  
Department  
Review Period  
Reviewed by  
Title of Reviewer

Probationary       Step increase       Annual

This review is

### PURPOSE

The purpose of conducting a performance evaluation is to enhance the overall quality of service to the community, improve productivity, and foster employee development. The performance evaluation is designed to:

- Generate continuous, two-way communication between employee and supervisor as a shared responsibility
- Evaluate employee performance in relation to City and department goals and expectations
- Recognize achievements, accomplishments and contributions of employees
- Identify areas for employee training and development
- Provide a basis for planning future performance
- Determine whether overall performance (a minimum rating of "meets expectations") qualifies the employee for a step increase.

## GUIDELINES

Performance management in the City of Ramsey is a continuous communication process in which 1) expected levels of performance are defined and communicated, 2) performance is planned, maintained, and improved, 3) actual performance is compared to expected levels, and 4) accomplishments and areas for improvements are recognized. The performance review may also be used in management decisions regarding assignments, career development, reassignment, or corrective action.

## INSTRUCTIONS

1. Complete the evaluation prior to the end of the employee's probationary period and, thereafter, every year on the employee's anniversary date. **Please be sure that your "review period" dates are consistent with those on record with Human Resources.**
2. Indicate your rating by placing an **X** next to the rating which best describes performance on each measure. Rate each category separately, being careful not to be influenced by your overall judgment of the employee's performance.
3. The descriptions that are provided should be used as **guidelines** to help clarify the rating for each performance measure. Although the box may only partially describe the employee's performance, mark the one that fits most closely.
3. Use the "Accomplishments / Developmental Needs" section to further clarify performance and explain the rating. Although comments may be written for all performance measures, regardless of the rating, comments are **required** for all "Needs Improvement" and "Unsatisfactory" ratings.
4. Complete the front cover, have department staff (employee, supervisor and department head) sign and date the last page, and forward the completed evaluation to the Human Resources Manager.
5. This is a **"fill-in form."** Text can only be entered in appropriate areas. Use the tab key or click within the shaded areas to enter text. If you need help please call Human Resources.
6. The following instructions explain how to **correct page breaks**: 1) Put the cursor at the end of the last fill-in field that should appear on the page, 2) Push the enter key as many times as necessary to break the page as suitable, 3) Repeat as needed on subsequent pages.

## PERFORMANCE LEVEL DEFINITIONS

These definitions are intended as guidelines to assist the supervisor in selecting a rating and maintaining consistency.

### Exceeds Expectations

Employees in this group consistently exceed performance expectations. Performance contributions are definitely above that expected of employees. Errors are infrequent and of minor consequence. This individual's performance stands out from the norm of other employees in similar positions or in the same profession.

**Meets Expectations**

Employees fully achieve expectations in this category and contribute to the ongoing success of the organization. Employee is qualified, competent and valued, and errors are within acceptable limits, in terms of both frequency and consequence.

**Needs Improvement**

Performance at this level is below expectations and is unacceptable. Although some aspects of performance may meet expectations, the work in general is below the level expected of a proficient employee. A work plan for bringing performance to an acceptable level must be clearly outlined to the employee in writing at the time the evaluation is provided to the employee.

**Unsatisfactory**

Performance at this level is unacceptable. The work is below the level expected of a proficient employee. A work plan for bringing performance to an acceptable level must be clearly outlined to the employee in writing at the time the evaluation is provided to the employee.

**PERFORMANCE MEASURES**

**1. Job Knowledge.** Full understanding of concepts, procedures and tasks relevant to the job; grasp of developments in the field.

| Unsatisfactory <input type="radio"/>   | Needs Improvement <input type="radio"/>  | Meets Expectations <input checked="" type="radio"/>   | Exceeds Expectations <input type="radio"/>  |
|--|--|---|---|
| Demonstrated lack of skills and knowledge to do the job; resources are used ineffectively; cannot or will not perform essential job functions; detracts from productivity of work unit; completely unaware of developments in the field. | Given the level of experience, job knowledge is somewhat weak; has difficulty following instructions; requires more assistance/direction than others; does not understand or accept how their role impacts the City or dept as a whole | Knowledgeable in all facets of the job; performs routine work without instruction and follow-up; work seldom needs correction; work is accurate, thorough and done properly the first time. | Has knowledge beyond usual scope of job and responsibilities; performs out of the ordinary tasks with minimal instruction; stays updated on current developments in the field; requires little or no supervision or assistance. |

**Accomplishments / Developmental Needs:**

**2. Dependability.** Commitment to service, ability to work under pressure, attendance, promptness, and availability for call-back as needed.

| Unsatisfactory <input type="radio"/>   | Needs Improvement <input type="radio"/>  | Meets Expectations <input checked="" type="radio"/>  | Exceeds Expectations <input type="radio"/>   |
|--|--|--|--|
| Responsiveness, attendance and punctuality are unacceptable; misses deadlines; does not follow instructions or respond to directions well; blames external circumstances; hinders work unit. | Requires monitoring to produce standard quantity; sometimes unreliable; regularly absent or tardy. | Work output meets job standards; handles normal workload; consistently reliable; attendance record satisfactory; observes break and lunch schedules in accordance with dept policies; prompt in keeping appointments; ready to work at prescribed times; seldom absent or tardy. | Turns out a high volume of work; performs well under pressure; always on time; willing to work outside of normal business hours whenever necessary; able to multi-task; assignments often submitted prior to deadline. |

**Accomplishments / Developmental Needs:**

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**3. Motivation.** Initiative, drive and energy to get things done; ability and willingness to take action, where appropriate, without being told.

| Unsatisfactory <input type="radio"/>   | Needs Improvement <input type="radio"/>   | Meets Expectations <input checked="" type="radio"/>  | Exceeds Expectations <input type="radio"/>  |
|--|---|--|---|
| Resists taking on additional responsibilities and training/education opportunities; does not take independent actions; shows little or no desire to improve performance. | Lacks drive; does not seek out opportunities for professional development; sometimes requires excessive supervision or direction. | Self-motivated; takes initiative to perform routine work activities with minimal supervision; takes responsibility for performing all areas of work; demonstrates energy and enthusiasm. | Demonstrates initiative to assure non-routine and out of the ordinary tasks are completed; progressive; presents new ideas; accepts new methods and procedures; motivates others; leads by example. |

**Accomplishments / Developmental Needs:**

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4. **Planning & Time Management.** The ability to anticipate needs, forecast conditions, set goals, schedule work, meet deadlines, and measure results.

| Unsatisfactory <input type="radio"/>   | Needs Improvement <input type="radio"/>   | Meets Expectations <input checked="" type="radio"/>  | Exceeds Expectations <input type="radio"/>  |
|--|---|--|---|
| Loses significant time through inefficient planning and organization; has difficulty integrating changes into existing plans; does not set measurable, realistic goals and objectives. | Sometimes unprepared; occasionally misses deadlines; has difficulty prioritizing and works slowly; does just enough to get by; time management problems negatively affect others. | Consistently meets deadlines; plans and organizes workload; end result usually meets established goals/objectives; good use of time and resources. | Often completes work prior to deadlines; strives to improve upon existing methods; future oriented; well prepared; flexible and able to adjust priorities; time and resources used to a high degree of effectiveness. |

**Accomplishments / Developmental Needs:**

5. **Innovative Decision Making/Creative Problem Solving.** The ability to think through a problem, evaluate relevant facts, and reach sound conclusions.

| Unsatisfactory <input type="radio"/>  | Needs Improvement <input type="radio"/>  | Meets Expectations <input checked="" type="radio"/>  | Exceeds Expectations <input type="radio"/>   |
|---|--|--|--|
| Identifies problems at the last minute; poor information gathering and analytical skills; often displays poor judgment; does not contribute new ideas; uncomfortable with change. | Regularly falls short in evaluating facts and solving problems; does not always make sound conclusions; judgment has caused problems on occasion; avoids making decisions. | Uses appropriate decision making process for assigned duties; exhibits good judgment and common sense to attain required work standards; understands routine problems. | Exhibits strong ability to resolve problems and make decisions; considers alternatives and their impact before making a decision; other staff seeks him/her out for advice or problem solving. |

**Accomplishments / Developmental Needs:**

**6. Customer Service.** The ability to assess and appropriately respond to internal and external customer needs.

| Unsatisfactory <input type="radio"/>   | Needs Improvement <input type="radio"/>  | Meets Expectations <input checked="" type="radio"/>  | Exceeds Expectations <input type="radio"/>   |
|--|--|--|--|
| Unable to handle difficult or emotional customers; responses frequently delayed or remain unfulfilled; occasionally rude; does not use customer feedback to improve service; moody | Occasionally brash toward others; requires excessive help and direction; frequently not as helpful and supportive as necessary for the position. | Communicates in a professional and courteous manner with customers and staff, in person and on the phone; approachable; accepts constructive feedback; maintains confidentiality as appropriate. | Exceeds standards for helpful and supportive service; seeks information not readily available in order to provide better service; uses customer feedback to improve service. |

**Accomplishments / Developmental Needs:**

7. **Teamwork.** The ability to interact with others and understand one's role in accomplishing group goals. Willingness to share ideas and information and to support decisions made by others. Sensitivity to others' needs.

| Unsatisfactory <input type="radio"/>   | Needs Improvement <input type="radio"/>   | Meets Expectations <input checked="" type="radio"/>   | Exceeds Expectations <input type="radio"/>  |
|--|---|---|---|
| Working relationships are frequently strained; possessive about work; displays negative/rude behavior; will not assist co-workers when needed; uncooperative when working in group situations. | Can be a negative influence on work unit; sometimes puts self-interest above that of group; uncooperative at times; tends to argue or is more impatient than others in the work group; regularly disrupts morale with petty complaints or offensive behavior. | Supports organizational/departmental goals and policies; works to maintain respectful and positive working relationships; shares information willingly; seeks suggestions from others and volunteers input; encourages others to take an active, positive role in the organization. | Actively supports organizational or departmental goals and policies; addresses conflict in a timely fashion; tactful; offers constructive criticism; shares information in a timely manner; volunteers to assist even if something is not in their job description. |

**Accomplishments / Developmental Needs:**

8. **Communication.** The ability to gain mutual understanding and to convey thoughts, ideas, direction, etc. verbally, in writing and through effective listening.

| Unsatisfactory <input type="radio"/>  | Needs Improvement <input type="radio"/>   | Meets Expectations <input checked="" type="radio"/>  | Exceeds Expectations <input type="radio"/>  |
|---|---|--|---|
| Very poor verbal, written and listening skills; frequently fails to keep others adequately informed and too often does not select or use appropriate communication methods. | Communications are often poorly organized, vague, or incomplete, causing misunderstandings or mistakes; written, oral and/or listening skills need improvement. | Communications are generally clear, concise and well-organized; listens to others; seeks clarification when necessary; respects and values others' opinions. | Ideas, opinions and instructions are clearly and concisely communicated; has above average oral and written communication skills; alert and sensitive listener. |

**Accomplishments / Developmental Needs:**

**9. Work Rules/Safety.** Adhering to and enforcing organization policies, procedures, rules and standards; observing safety rules.

| Unsatisfactory <input type="radio"/>   | Needs Improvement <input type="radio"/>  | Meets Expectations <input checked="" type="radio"/>   | Exceeds Expectations <input type="radio"/>  |
|--|--|---|---|
| Regularly ignores proper safety procedures; creates unsafe working conditions for self and others; has failed to report potentially unsafe conditions. | Has problems adhering to City policies, procedures; violates safety rules or has to be cautioned about performing unsafe acts; often complains about work rules. | Usually carries out City's established policies, procedures; promotes safety; points out hazards to co-workers; willingly attends safety training; operates and maintains equipment as appropriate. | Consistently adheres to and enforces City policy, procedures; observes safety rules; points out hazards to co-workers; looks for opportunities to improve safety. |

**Accomplishments / Developmental Needs:**

**FOR SUPERVISORY STAFF ONLY**

**1. Leadership.** The ability to positively influence an individual or team in achieving goals. The ability to provide a plan/vision for the future.

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| <p>Unsatisfactory <input type="radio"/></p> <p>Lacks self-confidence; does not inspire the respect and trust of others; over or under reacts in high pressure situations; indecisive; does not motivate others.</p> | <p>Needs Improvement <input type="radio"/></p> <p>Ineffective leader; accepts leadership responsibility reluctantly; blames others when assignments are not completed; does not set forth clear objectives.</p> | <p>Meets Expectations <input type="radio"/></p> <p>Handles leadership responsibilities well; has ability to get things done through others; holds self-accountable for end result.</p> | <p>Exceeds Expectations <input checked="" type="radio"/></p> <p>Displays excellent ability to lead and motivate others toward a common goal; generates enthusiasm; is accountable for actions of staff and self; has vision.</p> |
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**Accomplishments / Developmental Needs:**

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**2. Fiscal Management.** The ability to budget and anticipate financial needs, meet cost objectives, respond to budget problems.

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| <p>Unsatisfactory <input type="radio"/></p> <p>Has problems operating within budget; does not take sufficient action to conserve organizational resources; has not developed or implemented cost saving measures; consistently overspends.</p> | <p>Needs Improvement <input type="radio"/></p> <p>Regularly misses budget targets in certain areas; fails to follow through on budget plan; budget requests are somewhat unrealistic; seldom meets cost objectives; financial protocols often overlooked.</p> | <p>Meets Expectations <input type="radio"/></p> <p>Usually stays within budget and uses available resources; submits budget on time or within an acceptable time frame; makes reasonable budget requests; usually meets cost objectives.</p> | <p>Exceeds Expectations <input type="radio"/></p> <p>Consistently stays within budget and effectively uses available resources; often exceeds cost objectives; improves information gathering in order to budget more accurately.</p> |
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**Accomplishments / Developmental Needs:**

**3. Supervising Employees.** The ability to plan and coordinate the work of others to ensure quality; may include hiring practices, establishing standards, delegating, monitoring, coaching, encouraging creativity and taking appropriate levels of risk.

| Unsatisfactory <input type="radio"/>   | Needs Improvement <input type="radio"/>   | Meets Expectations <input type="radio"/>   | Exceeds Expectations <input type="radio"/>   |
|--|---|--|--|
| Does not delegate work responsibilities to subordinates or delegation is inappropriate; maintains total control of work; trusts only themselves; ineffective coach; criticizes employee suggestions or requests. | Often provides unclear work direction; has difficulty gaining compliance from others; does not include subordinates in planning; provides inadequate performance feedback; does not make efforts to develop the skills of subordinates. | Establishes realistic standards and time frames; delegates work to appropriate personnel; provides feedback to employees; encourages employee involvement/suggestions where appropriate. | Highly effective in managing personnel; provides specific and timely feedback to improve performance; coaches employees in new areas and encourages development of new skills. |

**Accomplishments / Developmental Needs:**

**OVERALL RATING (Tab through the rating area and place an X in the appropriate space.)**

|                |                   |                    |                      |  |
|----------------|-------------------|--------------------|----------------------|--|
|                |                   |                    |                      |  |
| Unsatisfactory | Needs Improvement | Meets Expectations | Exceeds Expectations |  |

**REVIEWER'S OVERALL COMMENTS**

**EMPLOYEE'S COMMENTS (Please attach an additional sheet, if necessary)**

**GOALS AND OBJECTIVES for the next review period**

**Employee's Signature:**

**Supervisor's Signature:**

**Department Head's Signature:**

**City Administrator's Signature:**

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**Date:**

**Date:**

**Date:**

**Date:**

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