

City of Alexandria, Virginia

MEMORANDUM

DATE: MARCH 17, 2006
TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL
FROM: JAMES K. HARTMANN, CITY MANAGER
SUBJECT: BUDGET MEMO # 19 : EMPLOYEE EVALUATION

This memo responds to Councilman Krupicka's request for an employee evaluation form. It should be noted that these evaluations are utilized to rate all non-supervisory employees. The employee's supervisor completes these forms (Attachment I). These evaluations take place once a year on the employee's anniversary date.

There are other evaluation forms (Attachment II) used for rating supervisory employees, who are rated by their next immediate supervisor.

- Attachment I: Employee Evaluation Forms
- Attachment II: Supervisor Evaluation Forms

CITY OF ALEXANDRIA EMPLOYEE EVALUATION FORM

SECTION A

(1) Name of Employee

(2) Class Title

(3) Class Code

(4) Name of Supervisor

(5) Department/Division/Unit

(6) Date of Planning Session

Initials Date

(7) Review Period
From To

(8) Type of Review
O Annual O 1st Prob.
O Special O 2nd Prob.

(9) PROGRESS DISCUSSIONS

Supervisor: Employee:	Initials Date	Supervisor: Employee:	Initials Date	Supervisor: Employee:	Initials Date	(10) Date of Final Review Session
1		2		3		

SECTION B-1 ALL EMPLOYEES

GENERAL PERFORMANCE FACTORS

OUTSTANDING	EXCEEDS REQUIREMENTS	MEETS REQUIREMENTS	BELOW REQUIREMENTS	UNSATISFACTORY	DOES NOT APPLY	COMMENTS
1. VOLUME OF WORK (Quantity or amount of work. Volume of Work produced under normal conditions).						
Consistently turns out an exceptional volume of work.	Frequently turns out more than normal quantity of work.	Regularly turns out a normal amount of work at an average speed.	Often turns out less than normal amount of work.	Very slow worker.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. QUALITY OF WORK (Includes accuracy, thoroughness and neatness).						
Produces exceptional precise, neat and very well organized work.	Produces high quality and accurate work. Seldom makes mistakes.	Work is acceptable but occasionally needs to be corrected.	Produces work of fair quality but which contains errors.	Produces a poor quality of work. Work has many errors or mistakes.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. RELIABILITY (Reliability on the job - Includes absenteeism, tardiness, breaks and responsibility for getting the job done on time).						
Always reliable. Frequently completes work ahead of schedule. Excellent attendance except for major illness. Always punctual.	More conscientious than the average worker. Reliable. Always completes work on time. Seldom absent.	Satisfies reliability requirements of the job. Usually completes work on time. Regularly punctual and present for work.	Not always reliable. Frequently tardy or absent. Abuses leave or breaks. Frequently does not complete work on time.	Unreliable. Cannot be counted on to show up for work or to finish work on time.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. COOPERATION (Effectiveness in working with others. Also called attitude).						
Exceptionally willing. Always gets along well and is willing to work with others. Helps fellow workers on the job.	Easy to get along with. Willing to help out as needed. Seldom complains about the work assigned.	Works willingly with others. Maintains emotional control in dealing with others.	Frequently does not work well with others. Sometimes loses emotional control in dealing with others. Often complains about work assignments.	Can't work with others. Hard to handle. Often gets into fights or arguments with others.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5. SAFETY (Compliance with rules of safety on the job).						
Always wears the safety equipment required on the job. Encourages others to respect safety requirements. Acts to make the environment safer.	Wears the safety equipment required on the job. Does a good job of following safety procedures. Rarely is involved in accidents.	Wears the safety equipment required on the job. Follows safety rules and safe work procedures. Seldom has accidents or injuries.	Sometimes violates safety rules and is occasionally involved in accidents resulting from taking unnecessary risks. At times does not wear required safety equipment.	Often violates the safety rules and is frequently involved in accidents. Does not wear required safety equipment. Takes risks or chances.		
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

OUTSTANDING	EXCEEDS REQUIREMENTS	MEETS REQUIREMENTS	BELOW REQUIREMENTS	UNSATISFACTORY	DOES NOT APPLY	COMMENTS
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6. RESPONSIBILITY
 Willingly accepts responsibility for own decisions and those of subordinates; doesn't avoid sensitive or complex assignments even when the outcome could be adverse.

Will stand up and be counted; accepts responsibility even for unpleasant tasks and takes full responsibility for actions.

Accepts responsibility for assigned tasks and for his/her role in decisions or recommendations.

Sometimes avoids taking a position or is unwilling to assume responsibility for decisions made.

Consistently avoids new assignments. Often is unwilling to support own decisions; or consistently offers excuses when results are unfavorable.

7. PUBLIC SERVICE (Courtesy in dealing with the public and effectiveness in meeting the public's needs).

Courteous and effective when dealing with the public. Goes far beyond the call of duty to serve the public.

Is pleasant and helpful when dealing with the public.

Almost always courteous and effective when dealing with the public.

Is occasionally discourteous when working with the public. Sometimes is not effective in meeting the needs of the public.

Has shown little interest in meeting the needs of the public. Antagonizes the public in dealings with them.

8. MEETING CHANGING DEMANDS OF THE WORK SITUATION

Has unusual ability to adapt to new or changing working conditions; effectiveness is seemingly unaffected by even extreme demands and pressures.

Adjusts quickly to changes can devise procedures when solution is not "in the book"; meets varying workload demands, even under heavy job pressure.

Accepts procedural changes willingly, an innovator when conditions demand new approaches; can cope with normal job pressures.

Has difficulty in adapting to changes in procedures; is sometimes fluctuated in normal assignments in workload.

Resists changes in routine procedures; is often flustered by changes in workload or by the pressure of deadlines.

9. COMMUNICATION (Collection, organization, and presentation of information in written or oral form).

Writes well organized, understandable and accurate reports. Oral or written presentation is excellent; rarely needs improvement. In less formal conversation, this person listens well in addition to getting the point across.

Reports are consistently accurate and well-organized, seldom needing correction. This person can capably prepare and present important oral or written reports. Listens well and can be understood.

Reports are generally accurate but occasionally contain errors. Routine reports are performed adequately but more important or complex reports require closer supervision.

Written work usually contains some errors. Thoughts are not presented in a logical order. In conversation, often has trouble being understood.

Written work is often incomplete and contains errors. This person's main points usually cannot be understood in conversation.

EVALUATION COMMENTS - SUPERVISORS MAY USE SECTION B-5 for further comments.

OUTSTANDING	EXCEEDS REQUIREMENTS		MEETS REQUIREMENTS		BELOW REQUIREMENTS		UNSATISFACTORY	DOES NOT APPLY	COMMENTS
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
14. ANALYZING AND IMPROVING OPERATIONS									
Unit self-evaluation is a regular accepted part of the operation and employees are encouraged to seek and suggest ways to improve unit productivity.	<input type="checkbox"/>	Adept at recognizing and correcting problems, or has a systematic self-evaluation and, to the extent authorized, improves work methods on own initiative.	Recognizes procedural or workflow problems, or has a plan for regular self-evaluation and generally follows through with required corrective actions.	Seldom questions existing methods or procedures except when there are obvious problems. When problems are identified, solutions are rarely offered.	Never questions existing methods or procedures even if they are clearly outdated or inefficient. Does not have an understanding of the work needed to evaluate situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
15. ACCOMPLISHING PROGRAM OBJECTIVES									
The organizational unit can be relied upon to exceed program goals in all respects (quantity, quality and timelines).	<input type="checkbox"/>	Can be relied upon to get realistic program goals consistent with overall policies and objectives; meets goals regularly and on time.	Gets on-going programs or work done on time; is generally able to install new work procedures or get new program off the ground.	Has some difficulty getting work done on time; has difficulty getting new work started. Has difficulty establishing and communicating realistic program goals.	Has great difficulty getting on-going, routine work done on time, or gets the job done but rarely on time. Is not able to conceptualize and communicate program goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
16. DATA COLLECTION AND USAGE (Establish ways to collect and use data to solve problems.)									
Sets up and maintains a superior method of collecting and sharing information both with superiors and subordinates in the most efficient way. Problems are always detected early. This person is always on top of things.	<input type="checkbox"/>	Sets up and maintains a superior method of collecting and sharing information both with superiors and subordinates. Problems are usually detected early enough to take action.	Sets up and maintains a good method of collecting and sharing information both with superiors and subordinates. Is usually effective in taking action to solve problems.	Collects or shares very little information with superiors or subordinates. Major problems develop because this supervisor does not get information soon enough to take action.	Rarely knows how well a job is being done. Does not check to see how a job is coming. Collects or shares no information either with superiors or subordinates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
17. FAIRNESS AND OBJECTIVITY									
Goes out of the way to be fair and objective, but maintains a balance between employees' desires and the interest of the organization and the public.	<input type="checkbox"/>	Fair, objective and makes a conscientious effort to advance the legitimate interests of employees.	Fair and impartial in dealing with others.	Sometimes relies upon personal feelings, frequently fails to obtain complete information in evaluating subordinates.	Almost always relies upon personal feelings rather than trying to obtain complete information. Information is evaluated with a personal bias.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

EVALUATION COMMENTS - SUPERVISORS MAY USE SECTION B-5 FOR FURTHER COMMENTS.

SECT B-2

NAME OF EMPLOYEE

OUTSTANDING	EXCEEDS REQUIREMENTS	MEETS REQUIREMENTS	BELOW REQUIREMENTS	UNSATISFACTORY	DOES NOT APPLY	COMMENTS
10. DELEGATION (Giving decision-making authority to subordinates.)						
Delegates the authority of the job. Subordinates authority is exercised without personal interference.	Delegation is clear and with few restrictions. Rarely interferes in the subordinate's area of authority.	Delegation is normally done clearly and without excessive restrictions. Seldom interferes in subordinate's area of authority.	Delegates very little decision-making authority to subordinates or includes so much detail that the subordinate has little flexibility.	Fails to give decision-making authority to subordinates.	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
11. MOTIVATION (Ability to get the job done.)						
Gets outstanding performance from subordinates. Subordinates show good morale and teamwork due to supervisor's effort.	Very successful in stimulating subordinates. Occasionally, there is a lack of teamwork.	Subordinates usually get the job done properly and on time.	Contributes little to getting subordinates to complete assigned work.	Little ability to motivate. Often destroys the subordinate's interest.	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
12. COUNSELING AND APPRAISING (Ability to evaluate subordinate's performance, to discuss problems and performance in a constructive way.)						
Counsels employee regularly, not just when required. Employees know that this person's door is always open to discuss a problem. In counseling, this person has the ability to emphasize strengths and to constructively comment on weaknesses. Encourages employees to improve. Fills out appraisal form completely. Thoroughly documents ratings.	Occasionally seeks out workers who are having problems on the job in order to provide counseling. This person does not offend employees when giving criticism. Fills out appraisal form in a satisfactory manner although documentation may not be very specific.	Attempts to provide constructive criticism to subordinates. On other occasions, counsels subordinates only when necessary to resolve problems. This person fills out the annual performance appraisal form correctly.	Counsels subordinates only at time of annual performance appraisal and tends to antagonize most employees needing improvement. Tends to look at employee appraisal system as a headache rather than a help.	Very seldom takes the time to discuss problems with subordinates and when such sessions take place, antagonism is the result. This person avoids conducting the annual performance counseling session and the appraisal form is filled out sketchily.	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
13. USE OF RESOURCES						
Does an exceptionally good job in choosing the right people for a job. Always uses time productively. Tools and equipment are always kept at the highest level of maintenance and their use allocated in the most efficient manner.	Does a good job in choosing the right people, tools and equipment for a job. Rarely has to redo work because of inappropriate assignments. Uses time wisely. Reports problems with tools and equipment. Hardly ever wastes materials.	Does an acceptable job in choosing the right people, tools and equipment for a job. On only a few occasions work has to be redone. Usually uses time wisely. Does an acceptable job in maintaining tools and equipment; only rarely wastes materials.	Sometimes assignment of people, tools or equipment is inappropriate. Occasionally abuses, misuses equipment, tools and wastes time or materials in unproductive efforts.	Often makes inappropriate assignments of people, equipment, tools. Often abuses or misuses equipment or tools. Frequently fails to do simple maintenance, does not report equipment problems. Often wastes resources.	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

MAJOR WORK OBJECTIVES AND PERFORMANCE

SECTION B-4 INDICATORS: Optional for all employees

NAME OF EMPLOYEE _____

MAJOR WORK OBJECTIVES
 FOR THE NEXT REVIEW PERIOD
 (DEPARTMENT HEADS: YOUR REVIEW PERIOD CORRESPONDS TO THE FISCAL YEAR. ALSO, YOU MAY ATTACH RELEVANT DETAILED DEPARTMENT PLANS.)

PERFORMANCE INDICATORS
 (OBJECTIVE CRITERIA BY WHICH YOU MEASURE ACCOMPLISHMENT OF MAJOR WORK OBJECTIVES.)

- Exceeds Reqts.
- Meets Reqts.
- Below Reqts.
- Cancel

PERFORMANCE SUMMARY AND RECOMMENDATIONS: Required for all employees

NAME OF EMPLOYEE: _____

1. SUPERVISOR - I have evaluated the employee's performance, documented the evaluation on this form, and discussed it with him or her.

RECOMMENDATION BY SUPERVISOR

Performance Satisfactory YES NO

Grant Salary Increase YES NO

Postpone Review Until _____

Extend Probation Until _____

Other _____

Signature _____ Title _____ Date _____

2. EMPLOYEE - My supervisor has discussed the evaluation of my performance with me. I understand that I may use the "Employee Comments" space on this form.

Employee Signature _____ Date _____

EMPLOYEE COMMENTS (Optional) _____

3. REVIEWING SUPERVISOR I concur with the evaluation. I have modified the evaluation per attached comments.

Signature _____ Title _____ Date _____

4. DEPARTMENT DIRECTOR (or Designee)

- I concur with the evaluation and the supervisor's recommendation
- I have modified the evaluation per attached comments.
- I have modified the supervisor's recommendation as shown.

Signature _____ Title _____ Date _____

DEPARTMENT DIRECTOR'S FINAL RECOMMENDATION

Performance Satisfactory YES NO

Grant Salary Increase YES NO

Postpone Review Until _____

Extend Probation Until _____

Other _____

5. SECOND EMPLOYEE SIGNATURE required only if Reviewing Supervisor or Department Director made modifications or comments (see #3 and #4). I have read the comments or modifications made by the Reviewing Supervisor or Director.

Signature _____ Date _____