

**City of Alexandria
Draft Performance Evaluation Form
Supervisors/Managers**

Employee Name _____ **Job Title** _____

Definitions for Performance Ratings

Please use the following definitions for sections A through D.

Greatly Exceeds Requirements / Expectations: Performance/behavior consistently exceeds all or virtually all, job requirements/expectations. The employee consistently performs outstanding work, regularly above and beyond what is expected of employees in this job. Routinely models behavior consistent in the City's vision and values and makes other outstanding leadership contributions. The quality of work from this person is better than most of his/her peers. This rating is to be used for only exemplary performance and behavior.
Exceeds Requirements / Expectations: Performance/behavior regularly exceeds job requirements / expectations. Is able to work with little direction and produces high quality work. Adds value to the organization. Makes his/her own decisions and is a self-starter.
Meets Requirements / Expectations: Performance / behavior meets the defined job requirements / expectations. The employee is performing the job at the level expected for employees in this position. Requires minimal direction and coaching. Consistently meets job requirements with few errors and minimal revision.
Does Not Fully Meet Requirements / Expectations: Performance / behavior does not fully meet the job regulations / expectations. Capable of producing work that is of reasonable quality, but often produces work which may not be up to standard. Does not use time or resources effectively.
Significantly Below Requirements / Expectations: Performance / behavior fails to meet the defined performance regulations / expectations. Deficiencies must be corrected and better performance achieved and maintained in the future. Requires significant amount of direction and coaching. The employee is not performing the job at expected level for employees in this position. The employee does not behave / conduct himself / herself consistent with the City's vision and or values.

Section A: Departmental/Division/Program Area Performance Measures

Please rate the degree to which the employee directly or indirectly contributed to the Departmental, Division, or Program Area performance measures throughout the year.

Performance Measure 1:				
End of Year Ratings:				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
Performance Measure 2:				
End of Year Ratings:				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
Performance Measure 3:				
End of Year Ratings:				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
Performance Measure 4:				
End of Year Ratings:				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations

Section B: Individual Performance Measures (use extra sheets as needed)

Please rate the degree to which the employee fulfilled the individual performance measures for the year.

Performance Measure 1:				
Evaluative Comments (Mid Year and End of Year):				
End of Year Ratings:				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
Performance Measure 2:				
Evaluative Comments (Mid Year and End of Year):				
End of Year Ratings:				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
Performance Measure 3:				
Evaluative Comments (Mid Year and End of Year):				
End of Year Ratings:				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
Performance Measure 4:				
Evaluative Comments (Mid Year and End of Year):				
End of Year Ratings:				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations

Section C: End of Year Evaluation of Demonstrating City of Alexandria Competencies

Please rate the degree to which the employee demonstrated the City of Alexandria competencies throughout the year.

Communication and Interpersonal Skills – Skills and behaviors that deal with concise and effective interactions between individuals as well as internal and external organizations and stakeholders. Performance dimensions: Persuading, negotiating and gaining the confidence of internal and external stakeholders; Mobilizing others and garnering commitment; Conflict resolution; Listening, presentation, oral and written communications skills

<input type="checkbox"/> Greatly exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does not fully meet Requirements / Expectations	<input type="checkbox"/> Significantly below Requirements / Expectations
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Comments:

Teamwork – Involves creation of a work environment and culture in which collaboration and cooperation occur in order to enhance the efficiency and effectiveness of the organization.

<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
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Comments:

Accountability and Excellence – Involves keeping abreast of trends and practices and appropriately updating programs to achieve the City's mission to deliver exceptional service to citizens and the development of a capable and credentialed workforce.

<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
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Comments:

Mission/Service Orientation – Involves behaviors related to creating and sustaining an organizational culture which enlists others to provide the quality of service essential to high performance and providing meaningful contributions to mission accomplishment.

<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
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Comments:

Flexibility – Involves maintaining focus, intensity, and optimism, even under adversity, and recovering quickly from set backs if and when they occur and demonstrating ability to be receptive to adaptation in order to ensure success of the organization.

<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
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Comments:

Judgment and Decision Making - Involves achievement of desired results by identifying priorities for action and making sound, fact-based, timely decisions and the recognition, definition, and analysis of problems, including alternative solutions.

<input type="checkbox"/> Greatly Exceeds Requirements /	<input type="checkbox"/> Exceeds Requirements /	<input type="checkbox"/> Meets Requirements /	<input type="checkbox"/> Does Not Fully Meet Requirements /	<input type="checkbox"/> Significantly Below Requirements /
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Expectations	Expectations	Expectations	Expectations	Expectations
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Comments:

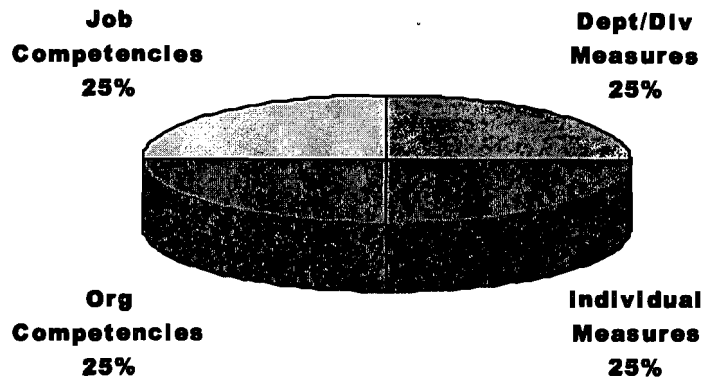
Please rate the degree to which the employee demonstrated skills and competencies throughout the year. Add up to 10 job specific competencies for the individual. Enter the appropriate rating to the left of each competency. Next, obtain a Factor Rating by adding the competency ratings and dividing that number by the number of competencies rated.

5 Greatly Exceeds Requirements / Expectations	4 Exceeds Requirements / Expectations	3 Meets Requirements / Expectations	2 Does Not Fully Meet Requirements / Expectations	1 Significantly Below Requirements / Expectations
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<i>Please insert up to 10 job specific (technical) competencies below</i>	Rating (1 – 5)

Comments

Section E: Overall Evaluation



Please enter the scores from the sections above into the score sheet below.

Score Sheet (Example)

Use the following scale to rate each element within the table below.

5 Greatly Exceeds Requirements / Expectations	4 Exceeds Requirements / Expectations	3 Meets Requirements / Expectations	2 Does Not Fully Meet Requirements / Expectations	1 Significantly Below Requirements / Expectations
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Pie Slice		Rating	Average Rating	Score (Average Rating x Weight)	Score
Department/Division Measures	Measure 1		Total ratings for all measures/Number of Measures = Average Rating	Average Rating x 25% = Score	Score
	Measure 2				
	Measure 3				
	Measure 4				
Individual Measures	Measure 1		Total ratings for all measures/Number of Measures = Average Rating	Average Rating x 25% = Score	Score
	Measure 2				
	Measure 3				
	Measure 4				
Organizational Competencies	Interpersonal Skills		Total Rating for All Competencies/6 = Average Rating	Average Rating x 25% = Score	Score
	Communications				
	Accountability and Excellence				
	Mission/Service Orientation				
	Teamwork				
	Flexibility				
	Judgment and Decision Making				
Job Specific Skills and Competencies	Skill/Competency 1		Total of Job Specific Skills and Competencies Rating/Number of Skills and Competencies = Average Rating	Average Rating x 25% = Score	Score
	Skill/Competency 2				
	Skill/Competency 3				
	Skill/Competency 4				
	Skill/Competency 5				
	Skill/Competency 6				
	Skill/Competency 7				
	Skill/Competency 8				
	Skill/Competency 9				

	Skill/Competency 10				
Overall					Total

Section F: Development Plan

1. Development Goals	2. Action Plan	3. Results

Signatures Indicate Completion of the Job Development Plan, Mid Year Review and End of Year Review

Initial Plan:	
Supervisor/Manager's Signature _____	Date: _____
Employee's Signature _____	Date: _____
Mid-Year Review:	
Supervisor/Manager's Signature _____	Date: _____
Employee's Signature _____	Date: _____
End of Year Review	
Supervisor/Manager Comments:	
Supervisor/Manager Signature:	Date:
Employee Comments (Optional):	
Employee Signature (denotes review of this document and does not indicate agreement)	Date:
Reviewer Signature:	Date:

**City of Alexandria
Sample Performance Evaluation Form
Employees (Level 3)**

Employee Name _____ **Job Title** _____

Definitions for Performance Ratings

Please use the following definitions for sections A through C.

Greatly Exceeds Requirements / Expectations: Performance/behavior consistently exceeds all or virtually all, job requirements/expectations. The employee consistently performs outstanding work, regularly above and beyond what is expected of employees in this job. Routinely models behavior consistent with the City's values and makes other outstanding leadership contributions. The quality of work from this person is better than most of his/her peers. This rating is to be used for only exemplary performance and behavior.
Exceeds Requirements / Expectations: Performance/behavior regularly exceeds job requirements / expectations. Is able to work with little direction and produces high quality work. Adds value to the organization. Makes his/her own decisions and is a self-starter.
Meets Requirements / Expectations: Performance / behavior meets the defined job requirements / expectations. The employee is performing the job at the level expected for employees in this position. Requires minimal direction and coaching. Consistently meets job requirements with few errors and minimal revision.
Does Not Fully Meet Requirements / Expectations: Performance / behavior does not fully meet the job regulations / expectations. Capable of producing work that is of reasonable quality, but often produces work which may not be up to standard. Does not use time or resources effectively.
Significantly Below Requirements / Expectations: Performance / behavior fails to meet the defined performance regulations / expectations. Deficiencies must be corrected and better performance achieved and maintained in the future. Requires significant amount of direction and coaching. The employee is not performing the job at expected level for employees in this position. The employee does not behave / conduct himself / herself consistent with the City's values.

Section A: Individual Performance Measures (use extra sheets as needed)

Please rate the degree to which the employee fulfilled the individual performance measures for the year.

Performance Measure 1:				
Evaluative Comments (Mid Year and End of Year):				
End of Year Ratings:				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
Performance Measure 2:				
Evaluative Comments (Mid Year and End of Year):				
End of Year Ratings:				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
Performance Measure 3:				
Evaluative Comments (Mid Year and End of Year):				
End of Year Ratings:				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
Performance Measure 4:				
Evaluative Comments (Mid Year and End of Year):				
End of Year Ratings:				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations

Section B: End of Year Evaluation of Demonstrating City of Alexandria Competencies

Please rate the degree to which the employee demonstrated the City of Alexandria competencies throughout the year.

Communication and Interpersonal Skills – Involves skills and behaviors that facilitate an open exchange of ideas and fosters an atmosphere of open communications.

<input type="checkbox"/> Greatly exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does not fully meet Requirements / Expectations	<input type="checkbox"/> Significantly below Requirements / Expectations
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Comments:

Teamwork – Involves collaborating and cooperating with others in order to enhance the efficiency and effectiveness of the organization.

<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
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Comments:

Accountability and Excellence – Involves keeping abreast of trends and practices to build own skills to achieve the City's mission to deliver exceptional service to citizens.

<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
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Comments:

Mission/Service Orientation – Involves behaviors related to providing the quality of service essential to high performance and providing meaningful contributions to mission accomplishment.

<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
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Comments:

Flexibility – Involves maintaining focus, intensity, and optimism, even under adversity, and recovering quickly from set backs if and when they occur and demonstrating ability to be receptive to adaptation in order to ensure success of the organization.

<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
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Comments:

Judgment and Decision Making – Involves achievement of desired results by identifying priorities for action and making sound, fact-based, timely decisions and the recognition, definition, and analysis of problems, including alternative solutions.

<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
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Comments:

Section C: Job Specific Skills and Competencies

Please rate the degree to which the employee demonstrated skills and competencies throughout the year. Add up to 10 job specific competencies for the individual. Enter the appropriate rating to the left of each competency. Next, obtain a Factor Rating by adding the competency ratings and dividing that number by the number of competencies rated.

Use the following rating scale to rate each competency below:

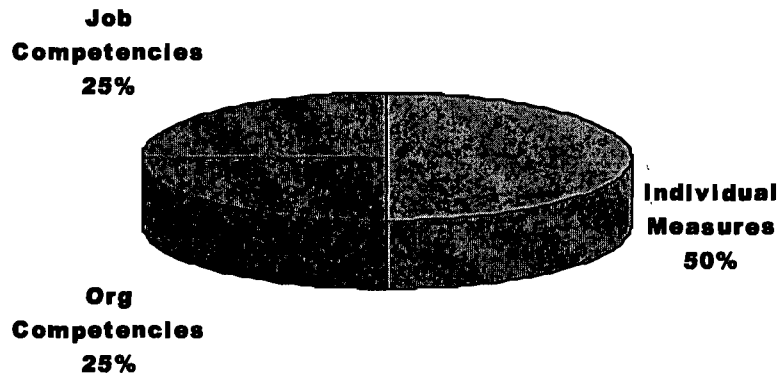
5 Greatly Exceeds Requirements / Expectations	4 Exceeds Requirements / Expectations	3 Meets Requirements / Expectations	2 Does Not Fully Meet Requirements / Expectations	1 Significantly Below Requirements / Expectations
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Please insert up to 10 job specific (technical) competencies below

	Rating (1 – 5)

Comments

Section D: Overall Evaluation



Please enter the scores from the sections above into the score sheet below.

Score Sheet (Example)

Use the following scale to rate each element within the table below.

5 Greatly Exceeds Requirements / Expectations	4 Exceeds Requirements / Expectations	3 Meets Requirements / Expectations	2 Does Not Fully Meet Requirements / Expectations	1 Significantly Below Requirements / Expectations
--	--	--	--	--

Pie Slice		Rating	Average Rating	Score (Average Rating x Weight)	Score
Individual Measures	Measure 1		Total ratings for all measures/Number of Measures = Average Rating	Average Rating x 50% = Score	Score
	Measure 2				
	Measure 3				
	Measure 4				
Organizational Competencies	Interpersonal Skills		Total Rating for All Competencies/6 = Average Rating	Average Rating x 25% = Score	Score
	Communications				
	Accountability and Excellence				
	Mission/Service Orientation				
	Teamwork				
	Flexibility				
	Judgment and Decision Making				
Job Specific Skills and Competencies	Skill/Competency 1		Total of Job Specific Skills and Competencies Rating/Number of Skills and Competencies = Average Rating	Average Rating x 25% = Score	Score
	Skill/Competency 2				
	Skill/Competency 3				
	Skill/Competency 4				
	Skill/Competency 5				
	Skill/Competency 6				
	Skill/Competency 7				
	Skill/Competency 8				
	Skill/Competency 9				
	Skill/Competency 10				
Overall					Total

Section E: Development Plan

1. Development Goals	2. Action Plan	3. Results

Signatures Indicate Completion of the Job Development Plan, Mid Year Review and End of Year Review

Initial Plan:	
Supervisor/Manager's Signature _____	Date: _____
Employee's Signature _____	Date: _____
Mid-Year Review:	
Supervisor/Manager's Signature _____	Date: _____
Employee's Signature _____	Date: _____
End of Year Review	
Supervisor/Manager Comments:	
Supervisor/Manager Signature:	Date:
Employee Comments (Optional):	
Employee Signature (denotes review of this document and does not indicate agreement)	Date:
Reviewer Signature:	Date:

**City of Alexandria
Draft Performance Evaluation Form
Leadership (Level 5)**

Employee Name _____ **Job Title** _____

Definitions for Performance Ratings

Please use the following definitions for sections A through E.

Greatly Exceeds Requirements / Expectations: Performance/behavior consistently exceeds all or virtually all, job requirements/expectations. The employee consistently performs outstanding work, regularly above and beyond what is expected of employees in this job. Routinely models behavior consistent in the City's vision and values and makes other outstanding leadership contributions. The quality of work from this person is better than most of his/her peers. This rating is to be used for only exemplary performance and behavior.
Exceeds Requirements / Expectations: Performance/behavior regularly exceeds job requirements / expectations. Is able to work with little direction and produces high quality work. Adds value to the organization. Makes his/her own decisions and is a self-starter.
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Significantly Below Requirements / Expectations: Performance / behavior fails to meet the defined performance regulations / expectations. Deficiencies must be corrected and better performance achieved and maintained in the future. Requires significant amount of direction and coaching. The employee is not performing the job at expected level for employees in this position. The employee does not behave / conduct himself / herself consistent with the City's vision and or values.

Section A: City-Wide Performance Measures

Please rate the degree to which the employee directly or indirectly contributed to the City-wide performance measures throughout the year.

Performance Measure 1:				
End of Year Ratings:				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
Performance Measure 2:				
End of Year Ratings:				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
Performance Measure 3:				
End of Year Ratings:				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations

Section B: Departmental/Division/Program Area Performance Measures

Please rate the degree to which the employee directly or indirectly contributed to the Departmental, Division, or Program Area performance measures throughout the year.

Performance Measure 1:				
End of Year Ratings:				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
Performance Measure 2:				
End of Year Ratings:				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
Performance Measure 3:				
End of Year Ratings:				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations

Section C: Individual Performance Measures (use extra sheets as needed)

Please rate the degree to which the employee fulfilled the individual performance measures for the year.

Performance Measure 1:				
Evaluative Comments (Mid Year and End of Year):				
End of Year Ratings:				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
Performance Measure 2:				
Evaluative Comments (Mid Year and End of Year):				
End of Year Ratings:				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
Performance Measure 3:				
Evaluative Comments (Mid Year and End of Year):				
End of Year Ratings:				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations

Section D: End of Year Evaluation of Demonstrating City of Alexandria Competencies

Please rate the degree to which the employee demonstrated the City of Alexandria competencies throughout the year.

Communication and Interpersonal Skills – Skills and behaviors that deal with concise and effective interactions between individuals as well as internal and external organizations and stakeholders. Performance dimensions: Persuading, negotiating and gaining the confidence of internal and external stakeholders; Mobilizing others and garnering commitment; Conflict resolution; Listening, presentation, oral and written communications skills				
<input type="checkbox"/> Greatly exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does not fully meet Requirements / Expectations	<input type="checkbox"/> Significantly below Requirements / Expectations

Comments:

Teamwork – Involves creation of a work environment and culture in which collaboration and cooperation occur in order to enhance the efficiency and effectiveness of the organization.				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations

Comments:

Accountability and Excellence – Involves keeping abreast of trends and practices and appropriately updating programs to achieve the City's mission to deliver exceptional service to citizens and the development of a capable and credentialed workforce.				
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Comments:

Mission/Service Orientation – Involves behaviors related to creating and sustaining an organizational culture which enlists others to provide the quality of service essential to high performance and providing meaningful contributions to mission accomplishment.				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations

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Judgment and Decision Making – Involves achievement of desired results by identifying priorities for action and making sound, fact-based, timely decisions and the recognition, definition, and analysis of problems.				
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Comments:

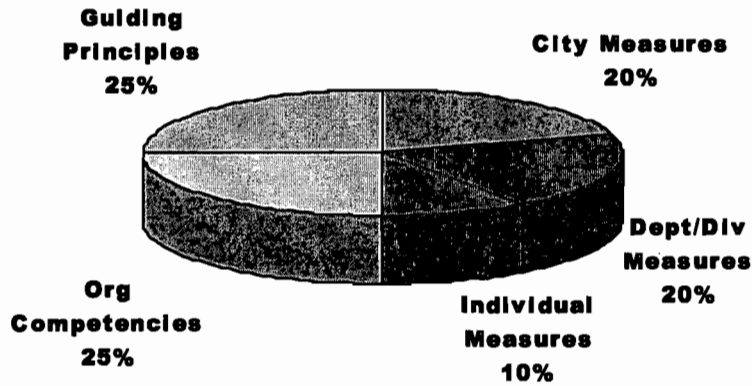
Section E: End of Year Evaluation of Demonstrating City of Alexandria Guiding Principles

Please rate the degree to which the employee demonstrated the City of Alexandria Guiding Principles throughout the year.

ETHICAL BEHAVIOR Acts ethically by putting the public interest first, communicating openly and consistently demonstrating professional integrity.				
<input type="checkbox"/> Greatly exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does not fully meet Requirements / Expectations	<input type="checkbox"/> Significantly below Requirements / Expectations
INNOVATION Demonstrates creativity, and well-considered risk-taking as means to achieve organizational success.				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
LEADERSHIP Demonstrates the courage and energy to step outside the existing culture, to start evolutionary, meaningful and sustainable change by creating new realities and moving people to purposeful action in order to overcome political, bureaucratic and resource barriers.				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
PROFESSIONALISM Acts capably, and as a lifelong learner, models the competencies associated with our field, specialty or area of expertise.				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
RESPECT Eschews drama by exhibiting civility, empathy and restraint.				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
RESPONSIBILITY Is accountable, takes ownership, and is receptive to feedback, whether favorable or unfavorable.				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations
TEAMWORK Works cooperatively in a collegial and supportive manner to meet common goals.				
<input type="checkbox"/> Greatly Exceeds Requirements / Expectations	<input type="checkbox"/> Exceeds Requirements / Expectations	<input type="checkbox"/> Meets Requirements / Expectations	<input type="checkbox"/> Does Not Fully Meet Requirements / Expectations	<input type="checkbox"/> Significantly Below Requirements / Expectations

Comments:

Section F: Overall Evaluation



Please enter the scores from the sections above into the score sheet below.

Score Sheet (Example)

Use the following scale to rate each element within the table below.

5 Greatly Exceeds Requirements / Expectations	4 Exceeds Requirements / Expectations	3 Meets Requirements / Expectations	2 Does Not Fully Meet Requirements / Expectations	1 Significantly Below Requirements / Expectations
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Pie Slice		Rating	Average Rating	Score (Average Rating x Weight)	Score
City-wide Measures	Measure 1		Total ratings for all measures/Number of Measures = Average Rating	Average Rating x 20% = Score	Score
	Measure 2				
	Measure 3				
Department/Division Measures	Measure 1		Total ratings for all measures/Number of Measures = Average Rating	Average Rating x 20% = Score	Score
	Measure 2				
	Measure 3				
Individual Measures	Measure 1		Total ratings for all measures/Number of Measures = Average Rating	Average Rating x 10% = Score	Score
	Measure 2				
	Measure 3				
Organizational Competencies	Interpersonal Skills		Total Rating for All Competencies/6 = Average Rating	Average Rating x 25% = Score	Score
	Communications				
	Accountability and Excellence				
	Mission/Service Orientation				
	Teamwork				
	Flexibility				
	Judgment and Decision Making				
Guiding Principles	Ethical Behavior		Total of Job Specific Skills and Competencies Rating/Number of Skills and Competencies = Average Rating	Average Rating x 25% = Score	Score
	Innovation				
	Leadership				
	Professionalism				
	Respect				
	Responsibility				
	Teamwork				

	Skill/Competency 8				
	Skill/Competency 9				
	Skill/Competency 10				
Overall					Total

Section F: Development Plan

1. Development Goals	2. Action Plan	3. Results

Signatures Indicate Completion of the Job Development Plan, Mid Year Review and End of Year Review

Initial Plan:	
Supervisor/Manager's Signature _____	Date: _____
Employee's Signature _____	Date: _____
Mid-Year Review:	
Supervisor/Manager's Signature _____	Date: _____
Employee's Signature _____	Date: _____
End of Year Review	
Supervisor/Manager Comments:	
Supervisor/Manager Signature:	Date:
Employee Comments (Optional):	
Employee Signature (denotes review of this document and does not indicate agreement)	Date:
Reviewer Signature:	Date: