

\*Indicates required field



**City of Flagstaff  
Water Services Multi-Skilled Worker Performance Evaluation**

Overall Performance Evaluation Rating

Rating: Not Rated

**Personnel Action**

<b>Name:</b>	<input type="text"/>	<b>Employee ID:</b>	<input type="text"/>
<b>Job Title:</b>	<input type="text"/>	<b>Department:</b>	<input type="text"/>
<b>Division:</b>	<input type="text"/>	<b>Section:</b>	<input type="text"/>
<b>Manager Name:</b>	<input type="text"/>		
<b>Evaluation Type:</b>	<input type="text"/>	<b>Effective Date:</b>	<input type="text"/>
<b>Evaluation Period Beginning:</b>	<input type="text"/>	<b>Evaluation Period Ending:</b>	<input type="text"/>

**Performance Evaluation Purpose**

- **Inform** - The supervisor and employee communicates openly about performance. This should happen throughout the year and not only at this time. Issues discussed now should not be unexpected to the employee.
- **Set Goals** - The supervisor and employee mutually establish goals for progress. Goals should be realistic, measurable, and obtainable within six months to one year.
- **Develop** - The supervisor and employee identify actions that can be taken to enhance development and performance.

- **Evaluate** - The supervisor and employee evaluate results based on previously established goals and performance standards.
- **Provide** - The decisions on merit and/or tenure advances as applicable.
- **Reminders** - For those employees that have a [zone change checklist](#) and/or an [alternate work schedule](#), those documents should be revisited during the annual evaluation process.

## Definition of Ratings

**Exceptional:** Employee routinely exceeds all relevant performance standards. Provides leadership, fosters teamwork, is highly knowledgeable, resourceful, productive, innovative, responsive and generates top quality work. Active in industry-related professional and/or community groups.

**Exceeds Expectations:** Employee consistently meets and often exceeds all relevant performance standards. Shows initiative and versatility, works collaboratively, has strong technical and interpersonal skills or has achieved significant improvements in these areas.

**Meets Expectations:** Employee meets all relevant performance standards. Seldom exceeds or falls short of desired results or objectives.

**Below Expectations:** Employee's performance sometimes meets the performance standards. Seldom exceeds and often falls short of desired results. Lacks appropriate level of skills or is inexperienced/still learning the scope of the job. Performance has declined significantly or employee has not sustained adequate improvement, as required since the last performance review or performance improvement plan.

**Needs Improvement:** Routinely falls short of performance standards.

## 1. Employee Pre-Review Input Section

### A. Previous Year's Goal

Were your previous year's goals met? Please comment on the status of your previous year's goals.

For employees in their probationary period, refer to tasks and/or training assigned during the onboarding period.

**Self:** N/A

**Comments:**



 [Attach Feedback](#)

### B. Other Accomplishments

Describe other work related accomplishments outside of the established goals.

For employees in their probationary period, refer to other work related accomplishments outside of the assigned tasks and/or training established during the onboarding period.

**Self:** N/A

**Comments:**



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### C. New Goals

Please list goals you would like to complete in the next review period.

**Self:** N/A

**Comments:**



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## 2. Job Description Acknowledgement

### Job Description Acknowledgement

The job description is intended to describe the general nature and level of work being performed by individuals assigned to this job. They are not intended to be an exhaustive list of all responsibilities, duties, and skills required of personnel classified in this position. This job description is subject to change as the needs and requirements of the job change.

If there needs to be modifications to the existing job description, select, "This job description needs updating" below. Then the employee and supervisor will update the existing job description through track changes and submit the recommended changes through the chain of command to HR.

City of Flagstaff job descriptions can be found [here](#).

**Manager**

**Self**

- This job description does not need updating.
- This job description needs updating.

- 
- 

**Self:** N/A

**Comments:**



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## 3. Performance Evaluation Section

Please complete all sections. If rating item is not applicable, select N/A from the drop-down.

## A. Teamwork

### Teamwork

The employee is an effective team player who adds complimentary skills and contributes valuable ideas, opinions and feedback. Openly shares information and can be counted upon to fulfill commitments made to others on the team. Is supportive of other team members, helping out when needed to meet the goals of the entire team, and volunteering even when they aren't asked.

This is distinctly different from those who withhold ideas and opinions, offer ideas or opinions that rarely add value to team discussions, have established a track record with many unmet commitments, and/or have not contributed skills that compliment the skills of others on the team.

### Manager

### Self

- Routinely conveys ideas and opinions to the team. The employee routinely shares information, is counted on by others, volunteers to help others and has a positive impact on team dynamics. Supports the goals of the team and understands the team is often broader than the program, section, or division where he or she works. Strong team player.
- Often conveys ideas and opinions to the team. The employee openly shares information often, is counted on by others, volunteers to help others and has a positive impact on team dynamics. Supports the goals of the team. Very good team player.
- Occasionally contributes ideas and opinions. The employee is a team player and works well with others in a positive manner. The employee adds complimentary skills to the team, sometimes shares information, is counted on by others, and volunteers to help others.
- Rarely contributes ideas and opinions, and sometimes does not have a positive impact on team dynamics. Rarely adds a complimentary skill to the team, shares information, or volunteers to help others. Does not work well in a team environment.
- Routinely below expectations for communicating openly and sharing ideas and opinions. This employee struggles working in a team environment and making a positive contribution to the team.

Self: N/A

Comments:



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Add Development Plan

### 360 Summary Comments for Teamwork



## B. Accountability

### Accountability

The employee has demonstrated knowledge of skills, abilities, and expertise, is resourceful, actively practices on-the-job safety, meets reasonable deadlines, and accepts responsibility for his or her actions. Willingly makes commitments and fully intends to keep them. Arrives at work on time, well-prepared and ready to contribute, and understands the needs and requirements of the job. Willing to take responsibility for actions and to remedy issues.

This contrasts with employees who have proven to be unreliable when others have counted on them to show up on time, meet deadlines and expectations, or arrive prepared and ready to contribute. They may lack resourcefulness, some knowledge, skills and abilities.

**Manager**

**Self**

- Routinely exceeds expectations in terms of resourcefulness, knowledge, skills and abilities, workload, following safety practices, meeting deadlines, meeting attendance requirements and accepting responsibility for actions. Demonstrates an excellent ability to understand the needs to the job and fulfill those requirements.
- Often above expectations in terms of resourcefulness, knowledge, skills and abilities, workload, following safety practices, meeting deadlines, and accepting responsibility for actions. Demonstrates a very good ability to understand the needs of the job and fulfill those requirements.
- Meets expectations in terms of knowledge, skills and abilities, workload, following safety practices, meeting deadlines, and accepting responsibility for actions. Demonstrates a good level of resourcefulness. Demonstrates the ability to understand the needs of the job and fulfill those requirements.
- Slightly below expectations in terms of knowledge, skills and abilities, workload, following safety practices, meeting deadlines, and accepting responsibility for actions. Demonstrates resourcefulness on occasion. Not always able to understand the needs of the job and fulfill those requirements.
- Routinely below expectations in terms of knowledge, skills and abilities, workload, following safety practices, meeting deadlines, and accepting responsibility for actions. Struggles to demonstrate resourcefulness. Not able to demonstrate the ability to understand the needs of the job and fulfill those requirements.

**Self:** N/A

**Comments:**



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### 360 Summary Comments for Accountability



## C. Communication

### Communication

Communicates effectively and appropriately verbally and in writing. Uses good judgment as to what to communicate to whom as well as the best way to get that accomplished. Demonstrates communication skills that lead to results. Communicates in a clear and concise manner, selecting the right tone for the situation and audience. Listens to others and allows them to make their point. This individual is open and inclusive in their communication.

This is quite different than those who tend to select the wrong means of communicating, or who communicate information to inappropriate people. It also contrasts with those whose messages are not clear, as well as those who demonstrate poor listening skills and are unreceptive to feedback.

### Manager

### Self

- |  |  |
|--|--|
| <p><input type="radio"/> Routinely expresses facts and ideas clearly, in a concise and effective manner, and uses an appropriate tone. Routinely displays excellent judgment as to what information should be communicated. Listens to others, routinely elicits feedback and responds well to feedback.</p> <p><input type="radio"/> Often expresses facts and ideas clearly, in a concise and effective manner and in an appropriate tone. Displays very good judgment as to what information should be communicated. Listens to others, often elicits feedback and responds appropriately to feedback.</p> <p><input type="radio"/> Demonstrates the ability to express facts and ideas clearly, in a concise and effective manner. Usually displays good judgment as to what information should be communicated and uses an appropriate tone. Listens to others, elicits feedback and accepts feedback.</p> <p><input type="radio"/> Slightly below expectations in ability to express facts and ideas clearly, in a concise and effective manner. The employee displays difficulty judging what information should be communicated and does not always use an appropriate tone. Does not always listen to others.</p> <p><input type="radio"/> Routinely below expectations for communication, unable to express facts and ideas clearly. Often uses an inappropriate tone or word choice. Exercises poor judgment in determining information to share with others. Unwilling to listen to others or accept feedback.</p> | <p><input type="radio"/></p> <p><input type="radio"/></p> <p><input type="radio"/></p> <p><input type="radio"/></p> <p><input type="radio"/></p> |
|--|--|

Self: N/A

Comments:



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## 360 Summary Comments for Communication



### D. Quality

#### Quality

The employee has established a record of producing work that is creative, highly accurate, demonstrates attention to detail and displays pride in work. Is personally committed to the City's high level of excellence and encourages others to have similar standards. Demonstrates a high level of responsiveness to customer's needs and meeting their expectations.

This differs from those who cannot be relied upon to produce high quality work, pay little attention to accuracy, show little pride in a job well done and/or set a poor example. This employee struggles to meet the expectations of customers and respond to the needs of others.

#### Manager

#### Self

- Routinely exceeds expectations in terms of producing high quality and consistent work, finding alternate solutions, paying attention to detail, and responding to customers. The employee has the ability to make customers feel satisfied and continuously strives to improve customer satisfaction.
- Often exceeds expectations in terms of producing high quality and consistent work, finding alternate solutions, paying attention to details, and responding to customers. The employee has the ability to make customers feel satisfied.
- Meets expectations in terms of producing high quality and consistent work, finding alternate solutions, paying attention to detail, and responding to customers. The employee has the ability to make customers feel satisfied.
- Slightly below expectations in terms of producing high quality and consistent work, finding alternate solutions, paying attention to details, and responding to customers. Sometimes lacks the ability to make customers feel satisfied.
- Routinely below expectations in terms of producing high quality and consistent work, finding alternative solutions, paying attention to details, and responding to customers. Often lacks the ability to make customers feel satisfied.

Self: N/A

Comments:



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### 360 Summary Comments for Quality



### E. Productivity

#### Productivity

The employee is an effective leader in producing large amounts of high quality work. The employee sets the standard for productivity with other team members and inspires team to work towards common goal.

This is distinctly different from those who miss deadlines, fail to complete projects, does not ask for assistance when falling behind on deadlines, and lack of productivity interferes with performance of others.

**Manager**

**Self**

- The employee routinely produces a remarkable amount of high quality and accurate work. Finishes projects or tasks ahead of schedule and regards productivity as a top priority. Monitors productivity and implements new procedures or steps to enhance output.
- Often exceeds expectations for deadlines or projects. The employee provides suggestions to increase productivity and works directly with others to enhance team output. Incorporates new knowledge into tasks in order to complete projects ahead of schedule.
- Meets expectations in terms of productivity. The employee produces expected quantity and quality of work. Meets deadlines and works with team to complete projects. Shares insight to improve productivity when needed but does not usually initiate change unless required to complete the project or task by the deadline.
- The employee is slightly below expectations for productivity and can be inconsistent in execution and completion. Tends to spend too much time on low-priority tasks and works reactively rather than proactively. Completes projects at deadline or slightly after deadline.
- Routinely below expectations for productivity and meeting deadlines. The employee is disruptive to others productivity and often interferes with task completion. Does not focus time or skills to complete the work that needs to be done before moving on.

**Self:** N/A

**Comments:**



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### 360 Summary Comments for Productivity



## F. Professionalism

### Professionalism

The employee demonstrates and maintains standards of professional ethics, demonstrates commitment and concern for the team, work place, and community. Is fair and impartial. Accountable to the community and co-workers. Committed to excellence.

This is in contrast to those who are often negative in their communication and behavior, do not support the organizations goals and mission and does not actively work to support a positive resolution.

### Manager

### Self

- The employee goes above and beyond to demonstrate professional conduct and ethics. Routinely holds the team and co-workers accountable for their actions and has established a baseline for credibility within the organization.
- The employee maintains professional demeanor regardless of the situation. Often demonstrates expertise in professional conduct, attitude, and appearance. Works with others to elevate level of professional conduct on the team.
- Meets expectations for displaying a professional attitude and behavior. The employee is neutral in comments or responses but compliant with policies, procedures, and expectations. Is aware and supports organizations standards, expectations, and values when needed. Maintains professional appearance, work station, and language.
- The employee has been advised of unprofessional behavior and still has a tendency to repeat them. Makes negative comments but seldom works to take action when issues arise. Will follow procedures and policies but tries to avoid solving problems in a positive and proactive manner.
- The employee is routinely below expectations with other employee's or employer's concerns. Often voices negative opinions and does little to advance projects forwards. Quick to point out what is wrong but does not work to find a solution. Does not follow policies and procedures outlined for employee expectations.

Self: N/A

Comments:



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### 360 Summary Comments for Professionalism



### 4. Goals & Objectives Section

Goals agreed upon by employee and supervisor for next rating period.

#### Goals



Title:

Due:

Measured Goal

Supervisor Support of Accomplishment

[Attach Feedback](#)



Title:

Due:

Measured Goal

Supervisor Support of Accomplishment

[Attach Feedback](#)



Title:

Due:

Measured Goal

Supervisor Support of Accomplishment

 Attach Feedback

 Add New Goal

ABC 

### Supervisor Comments

ABC 

### Employee Comments

- I agree with this evaluation
- I do not agree with this evaluation

ABC 