

**CITY OF MARSHFIELD
NON-SUPERVISORY EMPLOYEE PERFORMANCE EVALUATION**

Employee's Name:	Evaluation Period:
Department:	Position:
Reviewer Name:	Reviewer Title:
Date of Review:	Date of Next Review:

KNOWLEDGE / LEARNING

The employee ...

- ... demonstrates a thorough understanding of their job, its processes and procedures, and of the departmental functions, procedures, and operations, and integrates this knowledge to efficiently accomplish the requirements of the job.
- ... understands and complies with the various regulatory components required of their job (e.g. laws, ordinances, administrative regulations, policies, or protocols).
- ... gives priority to development and continuous learning, identifies opportunities to build skills, knowledge, and expertise, keeps up-to-date on information in their area(s) of expertise, and makes decisions based on up-to-date information in their field.
- ... utilizes their knowledge to assist/train other employees as necessary and encourages a work culture of information and knowledge sharing.

Performance Ratings	1 Unsatisfactory	2 Needs Improvement	3 Meets Expectations	4 Exceeds Expectations	5 Too New
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments/Examples:

CUSTOMER SERVICE

The employee ...

- ... demonstrates a clear understanding of who comprises the client/customer base.
- ... demonstrates understanding of customer needs (both internal and external), anticipates the needs of their customers, and responds to customers in a timely manner.
- ... establishes and maintains effective contacts with customers, genuinely listens to customer concerns, complaints and ideas, and suggests ways to improve processes to fulfill customer needs.
- ... treats all customers with dignity and respect, and handles customer interactions with diplomacy and tact.

Performance Ratings	1 Unsatisfactory	2 Needs Improvement	3 Meets Expectations	4 Exceeds Expectations	5 Too New
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments/Examples:

PRODUCTIVITY / QUALITY

The employee ...

- ... regularly produces the expected volume of work.
- ... demonstrates a high degree of accuracy and thoroughness in work.
- ... consistently produces quality work and strives to improve quality to meet changing City/customer needs.
- ... meets deadlines and maintains an appropriate balance between quality and quantity of work.
- ... regularly exercises sound judgment in completing job tasks and follows procedures.
- ... reacts well under pressure.

Performance Ratings	1 Unsatisfactory	2 Needs Improvement	3 Meets Expectations	4 Exceeds Expectations	5 Too New
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments/Examples:

ACCOUNTABILITY / INTEGRITY / AVAILABILITY

The employee ...

- ... accepts accountability for their own actions, takes responsibility for the results of decisions made.
- ... acknowledges mistakes and takes corrective measures when appropriate.
- ... demonstrates ability to make difficult decisions when necessary, and provides sound rationale for these decisions.

... builds and models respect and trust by acting ethically, keeping their word, maintaining confidentiality, and honoring commitments.
 ... reliably shows up for work when needed or scheduled.
 ... willingly makes themselves available to assist as needed.

Performance Ratings	1 Unsatisfactory	2 Needs Improvement	3 Meets Expectations	4 Exceeds Expectations	5 Too New
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments/Examples:

PLANNING

The employee ...
 ... collects relevant data/information and analyzes problems as required.
 ... effectively and efficiently makes use of time and resources.
 ... demonstrates ability to adjust to changing job requirements and/or volume of work, and adjusts plans in the face of adversity and/or change; appropriately copes with change, risk and uncertainty.
 ... considers others when developing a plan including possible impacts, others' schedules and priorities, activities and special events, and the need to build consensus when appropriate.

Performance Ratings	1 Unsatisfactory	2 Needs Improvement	3 Meets Expectations	4 Exceeds Expectations	5 Too New
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments/Examples:

COMMUNICATION SKILLS

The employee ...
 ... effectively, clearly, and appropriately exchanges information and ideas utilizing the appropriate methods/means of communication (verbal, written, e-mail, texting, etc.).
 ... adjusts style to fit the environment, audience or the situation.
 ... listens attentively to the ideas and concerns of others; reacts appropriately.
 ... addresses and effectively mediates conflict.

Performance Ratings	1 Unsatisfactory	2 Needs Improvement	3 Meets Expectations	4 Exceeds Expectations	5 Too New
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments/Examples:

COOPERATION / TEAMWORK

The employee ...
 ... consistently operates outside of own self-interests.
 ... maintains cooperative and collaborative working relationships with peers, management, customers, and other divisions and/or departments.
 ... demonstrates flexibility and consideration during interactions with peers, management, and customers.
 ... follows instructions and consistently supports management decisions as demonstrated by their actions.
 ... assists co-workers when needed.
 ... influences others in a positive way.

Performance Ratings	1 Unsatisfactory	2 Needs Improvement	3 Meets Expectations	4 Exceeds Expectations	5 Too New
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments/Examples:

INNOVATION / INITIATIVE

The employee ...
 ... displays a willingness to take new or different approaches to familiar situations/projects, and approaches unfamiliar situations/projects with an open mind.
 ... approaches projects or problems with a creative mindset, and views situations from multiple perspectives.
 ... utilizes technology appropriate to their job and applies new technology to enhance efficiency, productivity, knowledge, and communication.
 ... anticipates potential problems in advance, seeks future opportunities, and acts in a proactive manner for the betterment of the City of Marshfield.

... displays a willingness to initiate, take ownership and complete projects with minimal supervision.
 ... demonstrates an ability to honestly reflect on their own strengths and weaknesses and make appropriate adjustments to improve performance.
 ... provides honest, helpful feedback in a tactful manner.

Performance Ratings	1 Unsatisfactory	2 Needs Improvement	3 Meets Expectations	4 Exceeds Expectations	5 Too New
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Comments/Examples:

WORK CULTURE / DIVERSITY

The employee ...
 ... acknowledges and appreciates the individual differences of employees and customers, and understands how these differences can be a determining factor in both collaboration and conflict.
 ... modifies their approach, when appropriate, in their dealings with employees and customers with diverse values and priorities.
 ... demonstrates the ability to work with people of various cultures, ages, and backgrounds.
 ... recognizes and eliminates biased or inappropriate words, humor, gestures and behaviors.

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Comments/Examples:

EMPLOYEE SAFETY / LOSS CONTROL

The employee ...
 ... informs management of hazards and/or unsafe working conditions.
 ... reports any work-related accidents, injuries, or illnesses, processes the required paperwork in a timely manner, and takes appropriate precautions to prevent future instances.
 ... performs duties in a safe manner and exercises preventative safety precautions.
 ... exercises appropriate care in the use and handling of city property and equipment.

Performance Ratings	1 Unsatisfactory	2 Needs Improvement	3 Meets Expectations	4 Exceeds Expectations	5 Too New
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Comments/Examples:

OVERALL PERFORMANCE APPRAISAL

Based upon preceding appraisals on the bases of specific performance criteria, but not necessarily an average of the criteria since some are more important than others, carefully assess the Employee's overall performance, offering additional comments as appropriate.

Performance Ratings	1 Unsatisfactory	2 Needs Improvement	3 Meets Expectations	4 Exceeds Expectations	5 Too New
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments/Examples:

PRIOR YEAR'S PERFORMANCE GOALS

Comments/Observations:

PERFORMANCE GOALS / CAREER DEVELOPMENT FOR THE UPCOMING YEAR

GOAL # 1

Goal Description:

Target Date/Milestones:

Measurement Criteria:

Required Skills, Tools, or Resources:

GOAL # 2

Goal Description:
Target Date/Milestones:
Measurement Criteria:
Required Skills, Tools, or Resources:
GOAL # 3
Goal Description:
Target Date/Milestones:
Measurement Criteria:
Required Skills, Tools, or Resources:

EMPLOYEE COMMENTS

SIGNATURES			
Supervisor	Date	Employee	Date
Department/Division Head <i>(If Different Than Supervisor)</i>	Date	Human Resource Manager	Date

