



**City of Hampton
PERSONNEL ADMINISTRATIVE INSTRUCTION**

DATE: August 10, 1999	CHAPTER: 4	PAI No. 1
REFERENCES: Section III	SUBJECT: Performance Management Program	

I. General:

The completed original Performance Management Form, to include all required comments, ratings, and signatures, shall be forwarded to the Department of Human Resources in June of each year. The completed form shall be included in the employee's official record and maintained by the Department of Human Resources.

Strategic Performance Factors and Role Profiles, Performance Management Form, rating instructions, and prorated merit increase information are included in this PAI.

The Performance Management Program Forms are to be completed electronically or in black ink. To make corrections on any of the forms, line through the old information, insert the revised information, and initial. Do not erase or use white out or correction tape.

II. Process:

A. Beginning of the Performance Year:

The manager/supervisor prepares for the Planning and Review Meeting by:

1. Communicating the City's strategic plan, the department's objectives and how the work group supports these objectives.
2. Formulating the employee's specific plan for responsibilities/goals and development.

The employee participates in the process by:

1. Understanding the manager/supervisor's explanation of the City's strategic plan, the department's objectives and how those objectives relate to the work group
2. Drafting a plan for responsibilities/goals and development

B. Planning and Review Meeting:

1. The employee and manager/supervisor should mutually agree on the employee's job responsibilities/goals and development plan (**Sections A and B**).

Approved By:	Chapter No.	PAI No.	Page No.
Dianne Randall Foster, Director of Human Resources	4	1	1
Revision Date: September 1, 2007			

**City of Hampton
PERSONNEL ADMINISTRATIVE INSTRUCTION**

2. The manager/supervisor documents the employee's job goals (typically for exempt/salaried employees) or job responsibilities (for nonexempt/hourly employees) in **Section A**.
3. The manager/supervisor identifies development goals and documents this in **Section B, column 1**. In **Section B, column 2**, the manager/supervisor creates an action plan with timelines to address each area to be developed.
4. Areas listed in this section may include:
 - i. Knowledge, skills, abilities or areas that will lead to new growth in job responsibilities or Performance Factors
 - ii. Knowledge, skills and abilities needing improvement or enhancement

C. Mid-Year Review:

1. The manager/supervisor and employee discuss progress toward or changes to job responsibilities/goals and development plan. Job responsibilities/goals are documented in evaluative comments, **Section A**. Development plan is documented in **Section B, column 3**.
2. These changes may come about because of new priorities being placed on the work group or the City of Hampton.

D. End of the Performance Year:

1. The manager/supervisor evaluates responsibilities/goals and development plan for each employee (**Section A and Section B, column 3**).
2. The manager/supervisor evaluates performance factors in **Section C** using City of Hampton's Strategic Performance Factors and Role Profiles document and evaluates Overall Performance Rating (**Section D**).
3. The manager/supervisor refers to the Performance Rating Instructions to rate the Performance Management Form (**Sections: A, B, C, and D**).
4. Following the discussion of the results, the focus of the meeting should be setting new responsibilities/goals and developmental opportunities for the next performance year.

E. Performance Management Rating Instructions:

1. **Sections A & B:** Check the appropriate box under **Overall Rating for Sections A and B**. Then, in **Section D**, record the number in the Overall

Approved By:	Chapter No. 4	PAI No. 1	Page No. 2
Dianne Randall Foster, Director of Human Resources	Revision Date: September 1, 2007		

**City of Hampton
PERSONNEL ADMINISTRATIVE INSTRUCTION**

Rating box for **Sections A and B.**

2. **Section C:** Use the Guidelines in the table below to calculate the overall rating for **Section C.** Check the appropriate box under Overall Rating for **Section C.** Then, in **Section D,** record the number in the Overall Rating box for **Section C.**

Rating	Minimum Requirement
Did Not Meet	2 or more Did Not Meet ratings
Met	2 or more Met ratings or 1 Did Not Meet rating
Achieved	5 Achieved or above ratings and 1 Met rating
Surpassed	5 Surpassed or above ratings and 1 Achieved rating
Exceeded	5 Exceeded ratings and 1 Surpassed rating

3. **Section D:** Add the numbers in the total box in **Section D** and divide them by 2. Record this number in the Average Box. Check the appropriate box under *Overall Performance Rating using the average.*

F. Prorating of Merit Increases:

PFT employees hired after July of the current fiscal year and PPT employees will have any pay increase calculated on a prorated basis. The chart in item 1 will be used to determine the correct prorating factor for PFT employees. The formula in item 2 will be used to determine the correct increase for PPT employees.

1. PFT Merit Increases – Percentage Received Based on Date of Hire

Date of Hire – Current Fiscal Year	Increase
Prior to July 1	100% of Calculated Increase
Between July 1 and July 31	100% of Calculated Increase
Between August 1 and August 31	92% of Calculated Increase
Between September 1 and September 30	83% of Calculated Increase
Between October 1 and October 31	75% of Calculated Increase
Between November 1 and November 30	67% of Calculated Increase
Between December 1 and December 31	58% of Calculated Increase
Between January 1 and January 31	50% of Calculated Increase
Between February 1 and February 29	42% of Calculated Increase
Between March 1 and March 31	33% of Calculated Increase
Between April 1 and June 30	None

Amount of Increase = (Current Salary * Increase Percentage) * Percentage Factor

2. PPT Merit Increase – Percentage Received Based on Hours Worked

Percentage Factor = Hours Worked in Current Fiscal Year / 2080

Amount of Increase = (Current Salary * Increase Percentage) * Percentage Factor

Approved By:	Chapter No.	PAI No.	Page No.
	4	1	3
Dianne Randall Foster, Director of Human Resources	Revision Date: September 1, 2007		



Strategic Performance Factors and Role Profiles

Contributes Through Support/Service Delivery

Focuses on meeting job requirements by using standard approaches to support work flow; Makes decisions about managing own work after gaining input from manager/supervisor; Responsible for working effectively as part of a team.

<p style="text-align: center;">Job Content Expertise</p> <p><i>Possesses skills and technical competence to execute job duties. Operates within policies and procedures. Seeks to grow and develop expertise.</i></p>	<p style="text-align: center;">Customer Service and Delight</p> <p><i>Fosters customer delight. Manages own work and the work of others in ways that meet customer expectations.</i></p>	<p style="text-align: center;">Innovation and Problem Solving</p> <p><i>Solves problems effectively. Actively seeks opportunities to add value and improve operations. Embraces new ways of doing the job.</i></p>	<p style="text-align: center;">Teamwork</p> <p><i>Communicates and works effectively as part of a team.</i></p>	<p style="text-align: center;">Integrity</p> <p><i>Adheres to the City's core values; Treats others with dignity and respect.</i></p>	<p style="text-align: center;">Initiative and Dedication</p> <p><i>Achieves results beyond job responsibilities while modeling the City's mission, values and principles. Takes responsibility for meeting deadlines and the expectations of others. Actively participates in the performance management process.</i></p>
<ul style="list-style-type: none"> • Analyzes situations or data to obtain answers through basic inquiry or research. • Shows an interest in professional development by pursuing challenging assignments, on-the-job training, training courses, and stays up-to-date on new standards and professional practices through networking and outside reading. • Works reliably with supervision. Seeks clarification regarding directions. 	<ul style="list-style-type: none"> • Demonstrates a commitment to customer delight but may require guidance in interpreting and fulfilling some customer needs. • Considers every request from the customer as important and is responsive, either through own actions or by involving others. • Displays patience and understanding with customers. 	<ul style="list-style-type: none"> • Identifies problems and suggests possible solutions within defined procedures. • Provides guidance and suggestions to the team/unit/work group regarding support issues; may share new approaches, innovations and best practices across the work groups. • Accepts responsibility for outcomes. 	<ul style="list-style-type: none"> • Displays attitude of diplomacy, understanding and tolerance for other's beliefs and opinions. • Accepts guidance and direction from others. • Shares recognition and credit with others. • Demonstrates respect for others' opinion. 	<ul style="list-style-type: none"> • Displays behaviors consistent with the City's values including honesty, integrity and ethics in all dealings with staff, customers and vendors. • Honors commitments to staff, customers and vendors. • Adheres to the City's policies and procedures. For example, appropriately uses leave and understands how unscheduled absences negatively impact service levels and adversely impact the team. 	<ul style="list-style-type: none"> • Understands and applies the City of Hampton's mission, values and principles. • Demonstrates self-confidence and initiative but also willingly accepts guidance from managers and leaders to achieve results. • Adheres to and understands the importance of the City's policies and procedures. For example, understands how policies regarding professional appearance are directly linked to customer's perceptions of the City. • Focuses on individual performance management goals and actively seeks feedback from team/unit/work group.

<p>Approved By:</p>	<p>Chapter No.</p> <p style="text-align: center;">4</p>	<p>PAI No.</p> <p style="text-align: center;">1</p>	<p>Page No.</p> <p style="text-align: center;">4</p>
<p style="text-align: center;">Dianne Randall Foster, Director – Human Resources</p>		<p>Revision Date: September 1, 2007</p>	



Strategic Performance Factors and Role Profiles Contributes Through Expertise

Requires in-depth knowledge of own area and technical/professional skill gained through work experience or education; Works to develop understanding of how own job contributes to departmental excellence and success of team/unit/work group.

Job Content Expertise	Customer Service and Delight	Innovation and Problem Solving	Teamwork	Integrity	Initiative and Dedication
<i>Possesses skills and technical competence to execute job duties. Operates within policies and procedures. Seeks to grow and develop expertise.</i>	<i>Fosters customer delight. Manages own work and the work of others in ways that meet customer expectations.</i>	<i>Solves problems effectively. Actively seeks opportunities to add value and improve operations. Embraces new ways of doing the job.</i>	<i>Communicates and works effectively as part of a team.</i>	<i>Adheres to the City's core values; Treats others with dignity and respect.</i>	<i>Achieves results beyond job responsibilities while modeling the City's mission, values and principles. Takes responsibility for meeting deadlines and the expectations of others. Actively participates in the performance management process.</i>
<ul style="list-style-type: none"> • Works independently on assignments of varying scope where analysis of data requires conceptual thinking. May lead a work group. Seeks direction and support as needed. • Identifies and seeks professional development opportunities and stays up-to-date on changes, innovations and techniques in profession. • Shares best practices and knowledge with other team members. • Develops broad and/or advanced technical skills required to perform more challenging tasks that are aligned with City of Hampton's organizational needs. 	<ul style="list-style-type: none"> • Demonstrates ability to partner with customers to understand their needs and begins to anticipate how to fill those needs. • Understands how own work and service levels impact customer delight. • Considers every request from the customer as own responsibility for resolution, through either the actions of self or by involving others. 	<ul style="list-style-type: none"> • Evaluates advantages and disadvantages of possible solutions. • Readily seeks feedback and best practices to stimulate innovation and change. • Makes decisions impacting own work within context of personal experience. • Seeks ways to improve work processes, while using sound judgment to balance creativity with need to get work done. • Dedicates required time and energy to assignments or tasks to ensure completion. 	<ul style="list-style-type: none"> • Displays attitude of diplomacy, understanding and tolerance for other's beliefs and opinions. • Shares recognition and credit with others. • Supports decisions based on group consensus and/or directives. • Directs own talents and efforts and effectively guides less experienced employees. 	<ul style="list-style-type: none"> • Displays behaviors consistent with the City's values including honesty, integrity and ethics in all dealings with staff, customers and vendors. • Honors commitments to staff, customers and vendors. • Adheres to the City's policies and procedures. For example, appropriately uses leave and understands how unscheduled absences negatively impact service levels and adversely impact the team. 	<ul style="list-style-type: none"> • Demonstrates the City of Hampton's mission, values and principles. • Positively impacts outcomes at the team/project/work group level. • Adheres to and understands the importance of the City's policies and procedures. Provides guidance on the City's policies and procedures to team/unit/work group. • Focuses on individual performance management goals and actively seeks feedback from team/unit/work group.

Approved By:	Chapter No. 4	PAI No. 1	Page No. 5
Dianne Randall Foster, Director – Human Resources	Revision Date: September 1, 2007		



Strategic Performance Factors and Role Profiles

Leads through Expertise

Requires in-depth knowledge of own area and technical/professional skill gained through work experience or education; Demonstrates understanding of how own job contributes to departmental excellence and the success of the team/unit/work group.

<p>Job Content Expertise</p> <p><i>Possesses skills and technical competence to execute job duties. Operates within policies and procedures. Seeks to grow and develop expertise.</i></p>	<p>Customer Service and Delight</p> <p><i>Fosters customer delight. Manages own work and the work of others in ways that meet customer expectations.</i></p>	<p>Innovation and Problem Solving</p> <p><i>Solves problems effectively. Actively seeks opportunities to add value and improve operations. Embraces new ways of doing the job.</i></p>	<p>Teamwork</p> <p><i>Communicates and works effectively as part of a team.</i></p>	<p>Integrity</p> <p><i>Adheres to the City's core values; Treats others with dignity and respect.</i></p>	<p>Initiative and Dedication</p> <p><i>Achieves results beyond job responsibilities while modeling the City's mission, values and principles. Takes responsibility for meeting deadlines and the expectations of others. Actively participates in the performance management process.</i></p>
<ul style="list-style-type: none"> • Serves as a focal person for technical and job content information for the team/unit/work group. • Serves as role model to develop skills through training, educational opportunities and career development opportunities. • Applies technical and professional knowledge to work group/unit/team. Is sought out to solve job-related challenges in the work group/unit/team. • Leads the problem solving for the work group/unit/team. 	<ul style="list-style-type: none"> • Demonstrates knowledge of customer requirements and city management to understand and anticipate customer needs. • Interprets and effectively acts on increasingly complex customer needs. • Understands own role and the relationships between various work teams in delivering a high level of customer delight. 	<ul style="list-style-type: none"> • Applies experience and analysis to develop creative and innovative solutions. • Actively supports change and innovation. Adopts and implements innovative ideas. • Identifies areas for possible improvements or changes in own work or in team/unit/work group. • Develops and achieves challenging goals for self and others in team/unit/work group without delaying customer needs. • Encourages others in work team/unit/work group to take responsibility for outcomes. 	<ul style="list-style-type: none"> • Displays attitude of diplomacy, understanding and tolerance for other's beliefs and opinions. • Recognizes and utilizes the strengths of others and seeks opportunities for growth and improvement. • Ensures team/unit/work group, success by focusing on meeting team goals and objectives. • Directs own efforts and effectively guides team/unit/work group. • Promotes diversity and strives for equal opportunity for all employees. • Addresses difficult issues with a direct approach. 	<ul style="list-style-type: none"> • Models behaviors consistent with the City's values including honesty, integrity and ethics in all dealings with staff, customers and vendors. • Provides feedback to help others understand the importance of the City's values. • Honors commitments and clearly communicates the value of keeping commitments to staff, customers and vendors. • Adheres to the City's policies and procedures. Also holds others accountable for following the policies and procedures. 	<ul style="list-style-type: none"> • Communicates the City of Hampton's mission, values and principles. • Adheres to and understands the importance of the City's policies and procedures. Provides guidance on the City's policies and procedures to team/unit/work group. • Provides organizational performance and constructive individual feedback on a routine, consistent basis.

<p>Approved By:</p>	<p>Chapter No.</p> <p style="text-align: center;">4</p>	<p>PAI No.</p> <p style="text-align: center;">1</p>	<p>Page No.</p> <p style="text-align: center;">6</p>
<p>Dianne Randall Foster, Director – Human Resources</p>	<p>Revision Date: September 1, 2007</p>		



Strategic Performance Factors and Role Profiles

Leads through Advanced Technical and Organizational Knowledge

Understands strategy and assists in implementing it in the departments/teams/workgroups; Uses knowledge of a discipline/profession to solve complex problems; Leads and mentors others in the department

Job Content Expertise <i>Possesses skills and technical competence to execute job duties. Operates within policies and procedures. Seeks to grow and develop expertise.</i>	Customer Service and Delight <i>Fosters customer delight. Manages own work and the work of others in ways that meet customer expectations.</i>	Innovation and Problem Solving <i>Solves problems effectively. Actively seeks opportunities to add value and improve operations. Embraces new ways of doing the job.</i>	Teamwork <i>Communicates and works effectively as part of a team.</i>	Integrity <i>Adheres to the City's core values; Treats others with dignity and respect.</i>	Initiative and Dedication <i>Achieves results beyond job responsibilities while modeling the City's mission, values and principles. Takes responsibility for meeting deadlines and the expectations of others. Actively participates in the performance management process.</i>
<ul style="list-style-type: none"> • Applies broad technical and professional knowledge; uses expertise beyond basic job responsibilities to address problems that face the City across several disciplines. • Provides guidance and advice to solve other's job-related challenges and leads problem solving for the department/team/work unit. • Models and supports a culture that facilitates continuous learning and development of organization-wide excellence. • Provides opportunities for employees to develop skills through training, educational opportunities and career development opportunities. 	<ul style="list-style-type: none"> • Demonstrates a thorough knowledge of customer requirements and city management. • Creates opportunities within departments to develop and implement customer-focused processes and methods of operation. • Serves as a role model to achieve customer delight; takes leadership responsibility for encouraging and fostering these values. 	<ul style="list-style-type: none"> • Facilitates effective brainstorming and encourages others to consider innovative alternatives. • Modifies and facilitates team/unit/work group procedures and processes to support organizational objectives. • Challenges established approaches to improve procedures and processes. • Displays a ready willingness to present and implement creative and innovative solutions and encourages others to do the same. • Sets standards and makes improvement a priority. • Accepts responsibility for outcomes. 	<ul style="list-style-type: none"> • Displays attitude of diplomacy, understanding and tolerance for other's beliefs and opinions. • Supports information sharing and collaboration throughout the organization. • May design, develop and direct cross-functional action plans based on City of Hampton goals and objectives. • Promotes diversity and strives for equal opportunity for all employees. • Addresses difficult issues with a direct approach. 	<ul style="list-style-type: none"> • Models behaviors consistent with the City's values including honesty, integrity and ethics in all dealings with staff, customers and vendors. • Helps employees understand the relevance and importance of the City's vision and values. • Honors commitments and clearly communicates the value of keeping commitments to staff, customers and vendors. • Adheres to the City's policies and procedures. Also holds others accountable for following the policies and procedures. 	<ul style="list-style-type: none"> • Works with executive management team to determine City of Hampton's mission, corresponding services/products and implementation strategies. • Models the City's values through action, decision making and prioritization. • Adheres to and understands the importance of the City's policies and procedures. Provides guidance on the City's policies and procedures to team/unit/work group. • Provides organizational performance and constructive individual feedback on a routine, consistent basis.

Approved By:	Chapter No. 4	PAI No. 1	Page No. 7
Dianne Randall Foster, Director – Human Resources		Revision Date: September 1, 2007	



Strategic Performance Factors and Role Profiles

Sets and Implements Strategic Direction

Guides organization by thinking strategically about the future; Sets strategy or provides policy and strategic input. Implements strategy across functions and departments and allocates resources to this end; Provides leadership and vision, fostering a culture of teamwork and a sense of mission.

<p>Job Content Expertise</p> <p><i>Possesses skills and technical competence to execute job duties. Operates within policies and procedures. Seeks to grow and develop expertise.</i></p>	<p>Customer Service and Delight</p> <p><i>Fosters customer delight. Manages own work and the work of others in ways that meet customer expectations.</i></p>	<p>Innovation and Problem Solving</p> <p><i>Solves problems effectively. Actively seeks opportunities to add value and improve operations. Embraces new ways of doing the job.</i></p>	<p>Teamwork</p> <p><i>Communicates and works effectively as part of a team.</i></p>	<p>Integrity</p> <p><i>Adheres to the City's core values; Treats others with dignity and respect.</i></p>	<p>Initiative and Dedication</p> <p><i>Achieves results beyond job responsibilities while modeling the City's mission, values and principles. Takes responsibility for meeting deadlines and the expectations of others. Actively participates in the performance management process.</i></p>
<ul style="list-style-type: none"> Establishes and implements organizational objectives that make significant contributions to the City. Applies broad, in-depth organizational and process knowledge, and integrates multiple disciplines to address City of Hampton's most complex issues. Establishes a culture that facilitates continuous learning and the development of organization-wide excellence. Actively endorses professional development policies for employees to enhance skills through training, educational and career opportunities. Serves as a recognized public sector leader with broad knowledge of city management disciplines. 	<ul style="list-style-type: none"> Sets direction for customer service by defining customer delight for City of Hampton and provides resources for employees to satisfy customer needs. Drives organizational commitment to anticipate and meet customer needs, fostering a culture of service. Embraces view that the customer is a partner and helps foster this culture within City of Hampton. 	<ul style="list-style-type: none"> Demonstrates ability to solve challenging problems that have little or no precedence. Promotes an environment that values innovative approaches and embraces a willingness to present and implement new ideas. Challenges existing processes and systems to improve organizational value. Identifies and proactively addresses issues having organization-wide impact. 	<ul style="list-style-type: none"> Displays attitude of diplomacy, understanding and tolerance for other's beliefs and opinions. Encourages others and supports collaboration across the organization to meet organizational goals. Promotes diversity and strives for equal opportunity for all employees. Addresses difficult issues with a direct approach. 	<ul style="list-style-type: none"> Demonstrates the City's values and vision through action, decision making and prioritization; recognizes and rewards others for doing the same. Honors commitments and clearly communicates the value of keeping commitments to staff, customers and vendors. Adheres to the City's policies and procedures. Also holds others accountable for following the policies and procedures. 	<ul style="list-style-type: none"> Establishes the City of Hampton's mission, values and principles. Represents the City of Hampton in both community and public sector/city management affairs. Actively supports and acts as role model for the City's policies and procedures. Provides organizational performance and constructive individual feedback on a routine, consistent basis.

<p>Approved By:</p>	<p>Chapter No.</p> <p style="text-align: center;">4</p>	<p>PAI No.</p> <p style="text-align: center;">1</p>	<p>Page No.</p> <p style="text-align: center;">8</p>
<p>Dianne Randall Foster, Director – Human Resources</p>	<p>Revision Date: September 1, 2007</p>		



City of Hampton Performance Management Form

Employee
Name _____
Role Profile _____

Position Title _____

Section A: Job Responsibilities/Goals (Use extra sheets as needed.)

Job Responsibility/Goal 1:
Evaluative Comments (Mid-Year and End of Year):

Job Responsibility/Goal 2:
Evaluative Comments (Mid-Year and End of Year):

Job Responsibility/Goal 3:
Evaluative Comments (Mid-Year and End of Year):

Approved By:	Chapter No.	PAI No.	Page No.
Dianne Randall Foster, Director – Human Resources	4	1	9
	Revision Date: September 1, 2007		

Job Responsibility/Goal 4:
Evaluative Comments (Mid-Year and End of Year):

Job Responsibility/Goal 5:
Evaluative Comments (Mid-Year and End of Year):

Job Responsibility/Goal 6:
Evaluative Comments (Mid-Year and End of Year):

Job Responsibility/Goal 7:
Evaluative Comments (Mid-Year and End of Year):

Approved By:	Chapter No.	PAI No.	Page No.
Dianne Randall Foster, Director – Human Resources	4	1	10
		Revision Date: September 1, 2007	

Section B: Development Plan

1. Development Goals	2. Action Plan	3. Results Achieved

End of Year overall rating for Section A: Refer to *Performance Management Rating Instructions* to calculate overall rating for Sections A and B.

Did not Meet (1)	Met (2)	Achieved (3)	Surpassed (4)	Exceeded (5)
------------------	---------	--------------	---------------	--------------

Approved By:	Chapter No. 4	PAI No. 1	Page No. 11
Dianne Randall Foster, Director – Human Resources	Revision Date: September 1, 2007		

Job Content Expertise: Possesses skills and technical competence to execute job duties. Operates within policies and procedures. Seeks to grow and develop expertise.

Did not Meet (1)	Met (2)	Achieved (3)	Surpassed (4)	Exceeded (5)
------------------	---------	--------------	---------------	--------------

Customer Delight and Service: Fosters customer delight. Manages own work and the work of others in ways that meet customer expectations.

Did not Meet (1)	Met (2)	Achieved (3)	Surpassed (4)	Exceeded (5)
------------------	---------	--------------	---------------	--------------

Innovation and Problem Solving: Solves problems effectively. Actively seeks opportunities to add value and improve operations. Embraces new ways of doing the job

Did not Meet (1)	Met (2)	Achieved (3)	Surpassed (4)	Exceeded (5)
------------------	---------	--------------	---------------	--------------

Teamwork: Works effectively as part of a team. Communicates effectively.

Did not Meet (1)	Met (2)	Achieved (3)	Surpassed (4)	Exceeded (5)
------------------	---------	--------------	---------------	--------------

Integrity: Adheres to the city's core values; Treats others with dignity and respect.

Did not Meet (1)	Met (2)	Achieved (3)	Surpassed (4)	Exceeded (5)
------------------	---------	--------------	---------------	--------------

Initiative and Dedication: Achieves results beyond job responsibilities while modeling the City's mission, values and principles. Takes responsibility for meeting deadlines and expectations of others. Manages the City's resources effectively. Actively participates in the performance management process, making it a key priority for communicating expectations and seeking feedback.

Did not Meet (1)	Met (2)	Achieved (3)	Surpassed (4)	Exceeded (5)
------------------	---------	--------------	---------------	--------------

Evaluative Comments:

End of Year overall rating for Section C: Refer to Performance Management Rating Instructions to calculate overall rating for Section C.

Did not Meet (1)	Met (2)	Achieved (3)	Surpassed (4)	Exceeded (5)
------------------	---------	--------------	---------------	--------------

Approved By:	Chapter No.	PAI No.	Page No.
Dianne Randall Foster, Director – Human Resources	4	1	12
		Revision Date: September 1, 2007	

Section D: End of Year: Overall Performance Summary

(Refer to Performance Management Ratings Instructions to calculate overall rating.)

Totals		Average	
Section A & B:			
Section C:	+	Divide By 2	=
	=		

Overall Performance Rating

1-1.5	2-2.5	3-3.5	4-4.5	5
<p>Did not Meet: Employee is not making sufficient progress toward job requirements or goals. Employee has not demonstrated all or most of performance factors.</p> <p>Employee is not eligible for a merit increase.</p>	<p>Met: Employee requires guidance and direction to meet job requirements and goal expectations.</p> <p>Employee has demonstrated some or most performance factors.</p>	<p>Achieved: Employee has consistently met job requirements and goal expectations. Employee has successfully demonstrated all performance factors.</p>	<p>Surpassed: Employee has consistently demonstrated proficiency in many job requirements and goal expectations. Employee has excelled in all performance factors.</p>	<p>Exceeded: Employee has consistently demonstrated an advanced degree of competence in all job requirements and goal expectations. Employee has shown exceptional capability in all performance factors.</p>

Approved By:	Chapter No.	PAI No.	Page No.
Dianne Randall Foster, Director – Human Resources	4	1	13
	Revision Date: September 1, 2007		

Signature Page

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

Approved By:	Chapter No.	PAI No.	Page No.
Dianne Randall Foster, Director – Human Resources	4	1	14
Revision Date: September 1, 2007			