[ms-0348.026.018.001]

PERFORMANCE REVIEW

(Rev 1-91)

Employee: Tony Young

DIRECTIONS

On each of the following scales, please check the category that best represents your rating of this individual.

ADAPTABILITY	Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
• Able to quickly and effectively adapt to meet needed results.			✓			

Comments: Needs to pursue / to conclusion strategies to gain information and organize the information to respond to changing issues and policy concerns

---

ATTITUDE	Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
• Sustains interest in the face of discouragement.		✓				
• Keeps looking for a way around obstacles.						
• Maintains optimism out of confidence a solution will be found.						
• Eases tensions with humor.						
• Fiscally conservative; seeks solutions other than addition of resources.						

Comments: needs to greatly intensify efforts to complete in a timely fashion policy analysis tasks. needs to use time much more effectively needs to take the responsibilities and dedication to achieving results more seriously and professionally

	Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
COMMUNICATION / SELF EXPRESSION	___	___ ✓	___	___	___	___

- Able to orally transmit ideas, instructions, and information so that they are clearly understood by others.
- Able to summarize complex information to people outside your field of expertise. ⊗
- Adjusts communication style to fit audience.
- Listens carefully to others; seeks clarification of others' perceptions and problems.
- Able to abstract, conceptualize, organize and integrate data. ⊗

Comments: more thorough/and analytical staff work required
more indepth communication with departments/documented probing

	Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
ENERGY / EFFORT		✓				

- Consistently high energy level. (X)
- Doesn't seem to run out of steam. (X)
- Not limited to a 40 hour work week. Willingly puts in the hours necessary. (X)
- Displays hard work that yields results. (X)

Comments: Arrives late / leaves early – more observable dedication to work assignments sometimes late for meetings

	Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
INTEGRITY			✓			

- Possesses high standards. Struggles with ethical gray areas.
- Usually comes down on the prudent side, doesn't shade decisions. (X)
- Beyond reproach.
- Loyal. Carries out policy directions without resentment or disparagement.

Comments: needs to develop the capacity to clearly represent the philsophy of the supervisor and limit personal biases in recommendations or quality of follow thru

JUDGMENT

Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
	✓				

- Knows when to act. (X)
- Sees the whole picture. (X)
- Makes few vital mistakes over the years.
- Understands and appreciates the consequences of one's actions. (X)
- Draws well on a reservoir of experience.

Comments: needs to demonstrate assertive efforts to be proactive/ comprehensive in undertaking all tasks and complete them in a timely and thorough manner. Plans work activities more prudently

LEADERSHIP

Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
	(✓)	✓			

- Able to describe the department's vision and ensures that it is consistent with organizational values and needs.
- Sets a good example. (X)
- Allocates serious continuing time to field visits. Has finger on the pulse of the organization.

Comments: use work time more effectively

	Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
LIAISON FUNCTION		✓				

- Able to build sound working relationships with other departments and outside agencies.
- Develops informal information networks to assure cooperation and communication between departments, outside agencies and the public. (X)
- Passes and receives information above, below and laterally within the organization. (X)

Comments: Provides data and proactive positions for the supervisor needs to. Needs to approach potential difficult or controversial issues or projects more assertively

	Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
MANAGING RESOURCES			✓ (✓)			

- Able to assess present and future needs.
- Always considers the best use of resources. (X)
- Able to anticipate potential problems. (X)

Comments: Time management and work on tasks and activities need to be greatly improved.

Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
____	✓	____	____	____	____

MATURITY

- Able to objectively articulate both sides of an issue. ⊗
- Able to recognize and control personal biases which may influence a decision. ⊗
- Willing to postpone personal rewards or needs to meet the organization's goals, and to see the organization's goals as one's own.
- Derives internal satisfaction from one's work; needs limited external approval to maintain one's morale.

Comments: _____

_____

_____

Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
____	✓	____	✓	____	____

NEGOTIATION

- Actively seeks out potential sources of conflict and involves oneself in its resolution. ⊗
- Senses feelings, anticipates them and takes them seriously.

Comments: _____

_____

_____

OWNERSHIP

Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
____	✓ ____	✓ ____	____	____	____

- Takes and accepts responsibility for successes and failures.
- Takes initiative to ensure that the critical and substantial things are accomplished. X
- Holds oneself accountable for the consequences of one's actions.
- Senses appropriate times to act in his/her manager's absence in the face of controversial matters. X
- Demonstrates dedication to the entire organization; sees the organization's problems as one's own.

Comments: _____

POLITICAL ACUMEN

Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
____	✓ ____	? ✓ ____	____	____	____

- Sensitive to both formal and informal practices.
- Has an appreciation for the political interests of others. X
- Able to execute projects and proposals that respect and consider political realities.

Comments: _____

	Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
RISK TAKING	___	___	___	___	___	___

- Devising and championing new ideas and ways to apply existing resources.
- Withholds criticism of others for attempting to do things in a new way.

Comments: _____

	Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
SERVICE PERSPECTIVE	___	___	___	___	___	___

- Going the "extra mile" in interaction with customers.
- Surveying client needs on a regular basis.
- Immediately responding to requests and complaints.

Comments: _____

	Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
TECHNICAL AND PROFESSIONAL COMPETENCE	____	____	✓	____	____	____

This area can be used by departments to include specialized skills required by a particular job or project.

- Professional competence.
- Contributions to the profession.

Comments: _____

_____

_____

OVERALL RATING

Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	T Ra Perfo
___	✓	✓	___	___	___

Reviewing Authority's Comments:

Employee's Comments:

SIGNATURES

Employee: _____

Reviewing Authority: _____

Date: _____

PERFORMANCE REVIEW

(Rev 1-91)

Employee: Vickie Robinson

DIRECTIONS

On each of the following scales, please check the category that best represents your rating of this individual.

ADAPTABILITY

	Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
• Able to quickly and effectively adapt to meet needed results. (X)		✓				

Comments: Enability to be Flexible to decisions / issues

ATTITUDE

	Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
• Sustains interest in the face of discouragement. (X)		✓	✓			
• Keeps looking for a way around obstacles. (X)						
• Maintains optimism out of confidence a solution will be found.						
• Eases tensions with humor. (X)						
• Fiscally conservative; seeks solutions other than addition of resources.						

Comments: - Personal perspective takes priority of office decisions
- sometimes does not look for ways to compromise & support a decision

	Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
COMMUNICATION / SELF EXPRESSION	____	____	✓	____	____	____

- Able to orally transmit ideas, instructions, and information so that they are clearly understood by others.
- Able to summarize complex information to people outside your field of expertise.
- Adjusts communication style to fit audience. X
- Listens carefully to others; seeks clarification of others' perceptions and problems. X
- Able to abstract, conceptualize, organize and integrate data.

Comments: _____

_____

_____

	Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
ENERGY / EFFORT	___	✓	✓	___	___	___

- Consistently high energy level.
- Doesn't seem to run out of steam.
- Not limited to a 40 hour work week. Willingly puts in the hours necessary. (X)
- Displays hard work that yields results. (X)

Comments: - Does not provide timely completion of tasks

	Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
INTEGRITY	___	___	(✓) ✓	___	___	___

- Possesses high standards. Struggles with ethical gray areas.
- Usually comes down on the prudent side, doesn't shade decisions. (X)
- Beyond reproach.
- Loyal. Carries out policy directions without resentment or disparagement. (X)

Comments: _____

JUDGMENT

Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
____	____	✓	____	____	____

- Knows when to act. (x)
- Sees the whole picture. (x)
- Makes few vital mistakes over the years.
- Understands and appreciates the consequences of one's actions. (x)
- Draws well on a reservoir of experience.

Comments: _____

LEADERSHIP

Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
____	____	✓	____	____	____

- Able to describe the department's vision and ensures that it is consistent with organizational values and needs. (x)
- Sets a good example. (x)
- Allocates serious continuing time to field visits. Has finger on the pulse of the organization.

Comments: _____

	Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
LIAISON FUNCTION			✓			

- Able to build sound working relationships with other departments and outside agencies.
- Develops informal information networks to assure cooperation and communication between departments, outside agencies and the public. (X) sometimes not with staff
- Passes and receives information above, below and laterally within the organization. (X)

Comments: Joint certification

community Agencies MWBE S.F. Sub forum

	Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
MANAGING RESOURCES			✓	✓		

- Able to assess present and future needs.
- Always considers the best use of resources. (X)
- Able to anticipate potential problems. (X)

Comments:

	Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
MATURITY	✓		✓			

- Able to objectively articulate both sides of an issue. ✓
- Able to recognize and control personal biases which may influence a decision. ✓
- Willing to postpone personal rewards or needs to meet the organization's goals, and to see the organization's goals as one's own. ✓
- Derives internal satisfaction from one's work; needs limited external approval to maintain one's morale.

Comments: _____

	Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
NEGOTIATION		✓				

- Actively seeks out potential sources of conflict and involves oneself in its resolution. ✓
- Senses feelings, anticipates them and takes them seriously. ✓

Comments: _____

OWNERSHIP

Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
✓		✓			

- Takes and accepts responsibility for successes and failures.
- Takes initiative to ensure that the critical and substantial things are accomplished. (X)
- Holds oneself accountable for the consequences of one's actions. (X)
- Senses appropriate times to act in his/her manager's absence in the face of controversial matters.
- Demonstrates dedication to the entire organization; sees the organization's problems as one's own.

Comments: Promotes success, community Paper Reviews
Leadership role in office
- Press Releases
- Recognizing Constituents in the community
Taking responsibility for activities

POLITICAL ACUMEN

Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Perform
		✓			

- Sensitive to both formal and informal practices. (X)
- Has an appreciation for the political interests of others. (X)
- Able to execute projects and proposals that respect and consider political realities.

Comments:

	Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
RISK TAKING	___	✓	___	___	___	___

- Devising and championing new ideas and ways to apply existing resources.
- Withholds criticism of others for attempting to do things in a new way. (X)

Comments: _____

	Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
SERVICE PERSPECTIVE	___	___	✓ (✓)	___	___	___

- Going the "extra mile" in interaction with customers.
- Surveying client needs on a regular basis.
- Immediately responding to requests and complaints.

Comments: - Address community Agencies
- Real estate Agencies / Industry / Hotel Motel Association /

	Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	Top Rated Performer
TECHNICAL AND PROFESSIONAL COMPETENCE	____	✓	____	____	____	____

This area can be used by departments to include specialized skills required by a particular job or project.

- Professional competence.
- Contributions to the profession.

Comments: _____

_____

_____

OVERALL RATING

Unacceptable	Needs Improvement	Satisfactory Performer	High Performer	Outstanding Performer	R Perf
___	✓ ___	✓ ___	___	___	___

Reviewing Authority's Comments:

Employee's Comments:

SIGNATURES

Employee: _____

Reviewing Authority: _____

Date: _____