



## Performance Appraisal Managerial/Executive Employees

Employee Name: \_\_\_\_\_ Employee Number: \_\_\_\_\_

Job Title: \_\_\_\_\_ Department: \_\_\_\_\_

Division: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor: \_\_\_\_\_ Payroll Acct #: \_\_\_\_\_  
(ex. 101-1400-411.01-10)

Appraisal Period Start Date: \_\_\_\_\_ End Date: \_\_\_\_\_

One of the most challenging areas in any manager/employee relationship centers on discussing an employee's performance, whether it be coaching, counseling, reinforcing positive actions, or discussing career goals.

Feedback on performance is necessary to reflect actual performance in comparison to expectations. Additionally, it speaks to the employee's role in meeting the challenges of the City's mission. This form exists to assist in providing continuous and systematic feedback as a basis for enhanced employee development and contributions to City goals. As a reminder, performance issues are addressed as they arise, these discussions are not postponed to the annual performance appraisal.

The flow chart below outlines the steps in the City of San Angelo's 30-day performance appraisal process:



As you complete each item below, select the corresponding number to your performance rating. The rating definitions listed below are prescribed throughout this form.

Number Rating	Description	Definition
N/A	Not Applicable	This area of the evaluation is not applicable to the employee being appraised.
1	Below Expectations	Consistently fails to meet expectations related to performance quality, efficiency, and output; significant additional experience and development is necessary.
2	Improvement Needed	Inconsistently demonstrates solid performance; does not consistently meet expectations related to performance quality, efficiency, and output.
3	Meets Expectations	Consistently demonstrates solid performance and meets expectations related to performance quality, efficiency, and output.
4	Exceeds Expectations	Consistently demonstrates a higher level of performance; performance quality, efficiency, and output are routinely greater than the defined expectations.
5	Outstanding/Leader	Consistently demonstrates the highest level of performance; work and behavior serve as an example to others; consistently excels beyond expectations related to performance quality, efficiency, and output; routinely demonstrates an ability to excel in a large variety of assignments.



## Performance Appraisal Managerial/Executive Employees

**Understanding (Job Knowledge, Competence, and Expertise):** The demonstration of the employee in meeting the purpose of the position, understanding the job duties, and meeting the quality standards for work performance.

	n/a	1	2	3	4	5
1. Possesses, demonstrates, and maintains skills and knowledge to perform job competently.						
2. Produces quality work with accuracy and thoroughness.						
3. Ensures that one's own work and responsibilities are complete and accurate within established timelines. Inspires, motivates, and guides others toward organizational, departmental, and work team goals.						
4. Exhibits ability to learn and apply new skills effectively.						
5. Requires minimal supervision to perform work.						
6. Demonstrates flexibility and adaptability to changing work environment.						
7. Understands the position's purpose and provides value to the work.						
8. Meets performance goals and demonstrates accountability for results (employee knows the job, how well they need to perform it, and provides any necessary documentation of work completion and quality).						
9. Coaches employees in the understanding of their jobs, performance quality, and how to increase their competency areas, and quality level.						
10. Effectively uses resources in the execution of the duties and responsibilities of the position.						
Overall Rating						

Comments:

---

---

---

---

---

---

---

---

---



## Performance Appraisal Managerial/Executive Employees

**Teamwork (Relational Skills and Effectiveness):** The demonstration of the employee in building successful, collaborative, and hospitable relationships that contribute to both the employee's individual effectiveness and group effectiveness.

	n/a	1	2	3	4	5
1. Builds and maintains successful working relationships with colleagues.						
2. Communicates effectively with supervisor, peers, and/or customers.						
3. Understands the interests and important concerns of others, and offers assistance and support to coworkers.						
4. Accepts responsibility for effectively managing and resolving conflicts, confrontations, and disagreements in a positive and constructive manner to minimize adverse impact.						
5. Keeps promises and commitments made to others.						
6. Displays positive outlook and pleasant manner.						
7. Establishes personal credibility to be perceived as responsible, reliable, and trustworthy.						
8. Avoids situations and actions considered inappropriate or that are generally considered offensive.						
9. Contributes to a work atmosphere of trust, is truthful, and does not gossip or participate in actions that are destructive to staff morale or welfare.						
Overall Rating						

Comments:

---

---

---

---

---

---

---

---

---

---



## Performance Appraisal Managerial/Executive Employees

**Innovation (Critical Thinking, Problem Solving, Initiative and Results Orientation):** The demonstration of the employee's ability to take empowered action to solve routine problems within policy guidelines, and to seek creative solutions to non-routine challenges.

	n/a	1	2	3	4	5
1. Analyzes problems, makes any necessary decisions, and executes them effectively without prompting.						
2. Proactively pursues new and more effective ways of doing things.						
3. Works to remedy problems without being directed by a peer or supervisor.						
4. Seeks development opportunities and/or feedback to improve performance.						
5. Maintains commitment to assigned tasks/goals in the face of obstacles.						
Overall Rating						

Comments:

---

---

---

---

---

---

---

---

---

---



## Performance Appraisal Managerial/Executive Employees

**Conscientiousness (Awareness and efficient use of Resources and Safety Measures):** The demonstration of the employee's attention to using resources including funds, materials, equipment, and working hours in an efficient way that results in high quality products or services. The demonstration of the employee's attention to all safety measures engaged by the position.

	n/a	1	2	3	4	5
1. Conserves City resources and uses them efficiently (e.g., supplies, equipment, vehicles, technology, work time, and uniforms). Effective at managing a diverse workforce.						
2. Completes all assigned projects consistent with established safety and quality standards, within budget, and gains approval if project will exceed budget. Performance reviews, employee work goals, and development plans are complete, relevant, and submitted by due dates.						
3. Looks for most cost effective ways to achieve results.						
4. Utilizes technology resources according to established guidelines.						
5. Demonstrates ability to learn and maintain proficiency in software, tools, and equipment needed for the position.						
6. Demonstrates attendance and punctuality to work assignments (e.g., on time to work and meetings).						
7. Monitors budget, provides accurate and timely budget status reports, and effectively accounts for all expenses.						
8. Uses vehicles, personal protective equipment, and materials according to established regulations and/or policies.						
9. Demonstrates safety awareness by recognizing, addressing, and/or reporting safety or security concerns.						
Overall Rating						

Comments:

---

---

---

---

---

---

---

---

---

---



## Performance Appraisal Managerial/Executive Employees

**Service (Customer Focus):** The ability to demonstrate concern for satisfying both employee's external and internal customers.

	n/a	1	2	3	4	5
1. Demonstrates the ability to provide needed information and resolve customer service issues.						
2. Demonstrates ownership of customer issues and takes action to provide prompt and satisfactory resolutions.						
3. Solves customer problems quickly and effectively or refers to the appropriate level.						
4. Demonstrates friendly, polite, kind, and helpful manner.						
5. Seeks ways to improve service delivery.						
6. Demonstrates the ability to work with customers in order to meet their needs and do what is right for the organization, and the community.						
Overall Rating						

Comments:

---

---

---

---

---

---

---

---

---

---

## Performance Appraisal Managerial/Executive Employees



## Performance Appraisal Managerial/Executive Employees

**Employee completes this section:**

Has this performance appraisal been explained to you? **Yes** ☐ or **No** ☐

**Employee Comments:**

---

---

---

---

---

---

---

---

---

---

**The contents of this appraisal have been reviewed and discussed with me by the appraiser and I am aware of my overall rating.**

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

**I have reviewed the contents of the assessment and have discussed it with the employee.**

\_\_\_\_\_  
Appraiser's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Division Head Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Department Director's Signature

\_\_\_\_\_  
Date

Employee's Initials \_\_\_\_\_ Supervisor's Initials \_\_\_\_\_ Performance Appraisal/Managerial-Executive