

2025 Mid Manager/Supervisor Performance Development

Name:

Employee ID:

Position

Department:

Division:

Date:

Guidelines

1.

Enter Rating: Score each competency from **1** (Needs Significant Improvement) to **5** (Exceptional) based on the employee’s performance.
2.

Enter Rationale/Evidence: In the comments section, provide specific examples or situations that justify the score given (e.g., completed xyz projects, attendance records, data points).
3.

Process: The manager and employee will complete the evaluation, submit it for Director’s approval and then route it to the employee
4.

Co-create: Individual development plans according to priorities

Metrics

Scale	Description	Priorities for Individual Development Plan
1 Needs Significant Improvement	The employee is not meeting basic expectations	Remediation
2 Developing	The employee is showing minimal improvement	Remediation
3 Proficient	The employee is meeting basic expectations	Set strong development goals
4 Exceeds Expectations	The employee sometimes exceeds expectations for role	Set up new tasks and challenges
5 Exceptional	The employee always exceeds expectations and sets new standards for roles.	Set up leadership pathway

Alignments

City Core Values	Competency	Related Training Series
People-Centered, Professionalism, Exceptional Service, Accountability	Interpersonal Skills & Self-Growth	Personal Effectiveness
Professionalism, Accountability, Innovation	Occupational Skills & Knowledge (Customize)	<i>Internal to Department</i>
Professionalism, Accountability, Exceptional Service	Operational Efficiency	Technical and Operational Efficiency
Innovation, Accountability	Problem Solving	Problem Solving and Innovation
People-Centered, Equity, Accountability	Team Leadership	Leadership and Teamwork

Rubric

Competency	Needs Significant Improvement (1)	Developing (2)	Proficient (3)	Exceeds Expectations (4)	Exceptional (5)	Rating	Provide evidence/ rationale for rating
Interpersonal Skills & Self-Growth	Communicates disrespectfully; has negative outlook; avoids or resists feedback and training.	Struggles with clear communication; shows willingness to improve with feedback and training.	Communicates clearly in a positive manner; willingly accepts feedback, attends training and applies subject matter to improve.	Communicates at a high level; actively seeks feedback and continuously develops new skills by leveraging training and growth opportunities.	Effectively influences others through strong communication skills, consistently reflects on actions, and proactively anticipates growth opportunities.		
Occupational Skills & Knowledge (Customize)	Lacks job knowledge or key skills for position, impacts team performance negatively.	Developing necessary skills but still requires regular support and close supervision.	Demonstrates required skills and knowledge for position; applies them consistently in day-to-day operations with minimal oversight.	Proactively improves expertise; seeks learning opportunities and stays updated with trends to improve competency.	Viewed as an industry expert; continuously seeks to improve, shares knowledge, and drives innovative practices within the department.		
Operational Efficiency	Struggles to manage operations; frequently misses deadlines and disrupts workflow.	Needs frequent support and close supervision to maintain workflow; does not consistently meet deadlines.	Manages operations effectively with minimal supervision; meets most deadlines reliably.	Streamlines operations, maintains efficiency, and consistently meets deadlines even under pressure.	Continuously improves processes, prioritizes tasks effectively, and delivers projects with exceptional quality.		
Problem Solving	Does not identify or avoids addressing problems; lacks initiative.	Identifies problems but needs assistance to solve them effectively.	Resolves most issues independently and appropriately; demonstrates sound judgment.	Proactively anticipates challenges; sometimes comes up with new solutions and implements them successfully.	Provides innovative solutions to complex problems, leads initiatives that enhance team or department performance.		
Team Leadership	Fails to motivate or guide team members; team is not in alignment with department goals.	Leadership is inconsistent; team results vary; goals are understood but needs high levels of supervision to achieve them effectively.	Provides reliable leadership allowing teams to achieve goals consistently; goals are in alignment with department priorities.	Inspires high performance; fosters teamwork and ensures alignment between individual and department goals.	A highly effective leader, team performs at a very high level, mentors future leaders, and strives to exceed departmental goals.		

Employee Comments:

Supervisor's Signature: _____

Date: _____

Employee's Signature: _____

Date: _____

DH or Designee Initials: _____

Date: _____

2026 Individual Development Plan

Name: _____
Employee ID: _____
Position _____

Department: _____
Division: _____
Date: _____

Competency	Clearly define the goal with precise details about what is to be achieved.	Include criteria you will use to track progress and determine when goal is met.	Ensure the goal is realistic and attainable with available resources.	Align the goal with broader objectives or priorities.	Outline benchmarks and timeframe for achievement

