

2025 Director 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.	Identify legacy leadership opportunities

Alignments

City Core Values	Competency	Related Training Series
Accountability, Professionalism, Exceptional Service	Personal Accountability & Adaptability	Personal Effectiveness
Accountability, Innovation and Professionalism	Operational Expertise & Resources Management	Technical and Operational Efficiency
Innovation and Exceptional Service	Innovation & Problem Solving	Problem Solving and Innovation
People Centered, Equity and Accountability	Team Management & Partnerships	Leadership and Team Work
Innovation, Accountability	Strategic Leadership	Leadership and Team Work

Rubric

Competency	Needs Significant Improvement (1)	Developing (2)	Proficient (3)	Exceeds Expectations (4)	Exceptional (5)	Rating	Comments/Rationale
Personal Accountability & Adaptability	Avoids responsibility and resists change. Disregards feedback related to strengths and areas of necessary development.	Sometimes takes ownership of actions; struggles with change. Aware of strengths, but not of necessary development areas or weaknesses.	Owns their actions and adapts effectively to change. Aware of strengths and takes remedial steps to address developmental needs.	Consistently takes initiative, thrives in challenging environments. Leverages their strengths and actively works to develop in areas of weakness.	Models accountability, seeks to drive change initiatives, proactively adapts and mentors others.		
Operational Expertise & Resource Management	Misses deliverables and deadlines, lacks expertise necessary to perform role, mismanages resources.	Sometimes delivers results but needs support to manage operations; struggles with efficient resource allocation.	Manages operations efficiently, meets deadlines. Allocates necessary resources as required.	Consistently exceeds operational goals with high efficiency, optimizes resource use.	Delivers exceptional results ahead of schedule, employs innovative resource management, and sets new standards for operational efficiency.		
Innovation & Problem Solving	Fails to identify or avoids challenges, lacks initiative, and typically escalates issues.	Sometimes identifies and addresses problems but requires heavy support to find solutions.	Effectively identifies and resolves problems. Escalates issues appropriately.	Anticipates challenges and proactively implements innovative solutions.	Pioneers new problem-solving approaches, transforming outcomes and drives continuous innovation.		
Team Management & Partnerships	Fails to inspire or lead their team, operates in a silo, and disrupts workflow.	Team management is inconsistent, requires support to foster teamwork. Builds weak relationships with shareholders but fails to maintain them consistently.	Leads their teams effectively, fosters positive collaboration, and builds and maintains partnerships that contribute to success.	Inspires high team performance, builds strong internal and external partnerships, and supports a positive team culture.	Mentors staff, and leads a high-performing, collaborative team culture. Creates strategic partnerships that lead to positive outcomes.		
Strategic Leadership	Lacks clear direction or alignment with City goals. Struggles with long-term planning.	Inconsistent strategic planning, partially aligned with goals. Requires support to create a long-term vision for department.	Sets clear goals aligned with city objectives, demonstrates strategic thinking and has a plan for the long term.	Leads with vision, aligns individuals and department fully with city goals, and plans effectively for the long term in collaboration with all stakeholders.	Shapes the long-term vision for the city, drives organization-wide success, and aligns strategy with both immediate and future city goals.		

Employee Comments:

Supervisor's Signature: _____ Date: _____

Employee's Signature: _____ 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

