

## 2017 Executive & Director Performance Evaluation

There are three performance evaluation forms designed to address three employee performance levels: 1) Executives and Directors; 2) Managers and Supervisors; and 3) All other employees, including professional and paraprofessional employees.

THIS FORM IS FOR EXECUTIVE AND DIRECTOR LEVEL EVALUATIONS. This form is for Executives and Directors who have completed the probationary period.

This form is comprised of four sections:

Section I – Employee Information

Section II – Universal Behavioral Competency Review and Ratings

Section III – Performance Results and Ratings. Goals and Results ratings based on the employee's technical competence and performance results.

Section IV – An Overall Performance Rating comprised of 50/50 competency and performance results ratings.

If you should have any questions, please contact the Office of Talent Development and Performance Management at (313) 224-9418 or by email at [talentdevelopment@detroitmi.gov](mailto:talentdevelopment@detroitmi.gov).

### Section I: Employee Information

Executive/Director Name \*

Title	First	Last	Suffix

Employee Number – Oracle/Workbrain \*

Email Address \*

Position/Title \*

Department/Division \*

Date of Hire \*

Please use the drop-down menu to select the length of time in your current position: \*

Name of Rater \*

Rater Position/Title \*

Rater Email Address \*

Today's Date \*

 /  /    
MM DD YYYY

Performance Evaluation Status (Check One) \*

- ☐ Initial Goal Setting
- ☐ Mid-Year Review
- ☐ Annual Performance Evaluation

## Section II: Executive and Director Behavioral Competency Review and Rating

### Rating Scale and Definitions

Please rate the employee using the following performance rating scale:

**Achieved Excellence – 5:** The executive is truly one of the department and city's most outstanding executives. The executive demonstrates exceptional performance, fosters a climate that sustains excellence and optimizes results. This level represents the highest level of executive performance, as evidenced by the extraordinary impact on the achievement of the mission of the department and city. The executive is an inspirational leader and is considered a role model by the department and city's leadership, peers and employees.

**Exceeded Expectations – 4:** Core leadership competencies and performance exceed what is normally expected. The executive demonstrates a very high level of performance beyond that required for successful performance. The executive is a proven, highly effective leader who builds trust and instills confidence in department and city leadership, peers and employees. The executive consistently exceeds established performance expectations.

**Achieved Expectations – 3:** The executive satisfactorily achieved performance expectations. The executive demonstrates the high level of performance expected and the executive's actions and leadership contribute positively toward the achievement of strategic goals and meaningful results for the department and city. The executive is an effective, solid, and dependable leader who delivers high-quality results based on measures of quality, quantity, efficiency, and/or effectiveness within agreed upon timelines. The executive meets and often exceeds challenging performances expectations established.

**Minimally Satisfactory – 2:** Core leadership competencies are below expectations. The executive's contributions to the department and city are acceptable in the short term but do not appreciably advance the department and city towards achievement of its goals and objectives. While the executive

**Unacceptable – 1:** Significant performance failures resulting in serious negative impact to operations and/or programs are evident in one or more objectives. Core leadership competencies are below expectations and one or

more Employee-Specific Performance Objectives were not met, resulting in negative impact to operations and/or programs.

## Section II: Behavioral Competency Review and Rating

These universal leadership competencies are core executive and director competencies. Review each competency definition and rate the executive or director using the rating scale.

1. **LEADING CHANGE** – Brings about strategic change, both within and outside the organization, to meet organizational goals. Establish an organizational vision and implements it in a continuously changing environment. \*

	Unacceptable	Minimally Satisfactory	Achieved Expectations	Exceeded Expectations	Achieved Excellence
Leading Change	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Leading Change Comments: \*

Maximum Allowed: 1500 words. *Currently Used: 0 words.*

2. **LEADING PEOPLE** – Leads people toward meeting the organization's vision, mission, and goals. Provides an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts. \*

	Unacceptable	Minimally Satisfactory	Achieved Expectations	Exceeded Expectations	Achieved Excellence
Leading People	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Leading People Comments: \*

Maximum Allowed: 1500 words. *Currently Used: 0 words.*

3. **BUSINESS ACUMEN** – Manages human, financial, and information resources strategically and effectively communicates expectations, goals and objectives to all stakeholders. \*

	Unacceptable	Minimally Satisfactory	Achieved Expectations	Exceeded Expectations	Achieved Excellence
Business Acumen	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Business Acumen Comments: \*



Maximum Allowed: 1500 words. *Currently Used: 0 words.*

4. Building Coalitions – Builds coalitions internally and with other city, county, state and federal departments and agencies, non-profits and private organizations to achieve common goals. \*

	Unacceptable	Minimally Satisfactory	Achieved Expectations	Exceeded Expectations	Achieved Excellence
Building Coalitions	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Building Coalitions Comments: \*

Maximum Allowed: 1500 words. *Currently Used: 0 words.*

5. Results Driven – Meets organizational goals and customer expectations. Makes decisions that produce high-quality results by applying technical knowledge, analyzing problems and calculating risk. \*

	Unacceptable	Minimally Satisfactory	Achieved Expectations	Exceeded Expectations	Achieved Excellence
Results Driven	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Results Driven Comments: \*

Maximum Allowed: 1500 words. *Currently Used: 0 words.*

### Section III: Specific Performance Results and Accomplishment Ratings

Please list 3–5 performance objectives accomplished by the executive/director during the 2016–2017 performance year. List results and accomplishments that represent the key, measurable expectations which were met by the executive/director during the rating period. Please provide an explanation to support your rating. A minimum of three (3) Goals and Key Results are required.

SMART Goal/Objective #1: \*

Maximum Allowed: 200 words. *Currently Used: 0 words.*

Goal #1 Accomplishments/Key Results: \*

Maximum Allowed: 1500 words. *Currently Used: 0 words.*

\*

	Unacceptable	Minimally Satisfactory	Achieved Expectations	Exceeded Expectations	Achieved Excellence	N/A
Goal #1 Rating	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> -

SMART Goal/Objective #2: \*

Maximum Allowed: 200 words. *Currently Used: 0 words.*

Goal #2 Accomplishments/Key Results: \*

Maximum Allowed: 1500 words. *Currently Used: 0 words.*

\*

	Unacceptable	Minimally Satisfactory	Achieved Expectations	Exceeded Expectations	Achieved Excellence	N/A
Goal #2 Rating	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> -

SMART Goal/Objective #3: \*

Maximum Allowed: 200 words. *Currently Used: 0 words.*

Goal #3 Accomplishments/Key Results: \*

Maximum Allowed: 1500 words. *Currently Used: 0 words.*

\*

	Unacceptable	Minimally Satisfactory	Achieved Expectations	Exceeded Expectations	Achieved Excellence	N/A
Goal #3 Rating	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> -

SMART Goal/Objective #4:

Maximum Allowed: 200 words. *Currently Used: 0 words.*

Goal #4 Accomplishments/Key Results:

Maximum Allowed: 1500 words. *Currently Used: 0 words.*

	Unacceptable	Minimally Satisfactory	Achieved Expectations	Exceeded Expectations	Achieved Excellence	N/A
Goal #4 Rating	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> -

SMART Goal/Objective #5:

Maximum Allowed: 200 words. *Currently Used: 0 words.*

Goal #5 Accomplishments/Key Results:

Maximum Allowed: 1500 words. *Currently Used: 0 words.*

	Unacceptable	Average	Achieved Expectations	Excellent	Achieved Excellence	N/A
Goal #5 Rating	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> -

#### Section IV: OVERALL PERFORMANCE EVALUATION RATING

The executive/director's overall rating is determined by a 50/50 contribution of the overall competency rating and overall results rating.

1. Provide an overall rating for the executive/director's competencies;
2. Provide an overall rating for the executive/director's results rating;
3. Use the average of the two to determine the executive/director's overall 2016–2017 Performance Evaluation Rating.

ANNUAL PERFORMANCE EVALUATION RATING: Please provide an overall rating based on the executive leadership competencies, performance results ratings. \*

	Unacceptable	Minimally Satisfactory	Achieved Expectations	Exceeded Expectations	Achieved Excellence
Section II: Overall Behavioral Competency Rating (50%)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Section III: Overall Specific Performance Results and Accomplishment Rating (50%)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
= ANNUAL PERFORMANCE EVALUATION RATING (100%)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

In your opinion, what are the main strengths of the employee? \*

Maximum Allowed: 1500 words. *Currently Used: 0 words.*

In your opinion, what are the main areas of improvement that the employee should concentrate on? \*

Maximum Allowed: 1500 words. *Currently Used: 0 words.*

Supervisor Signature/Date

Employee Comments (Optional):

Maximum Allowed: 200 words. *Currently Used: 0 words.*

Employee Signature/Date



