

# PERFORMANCE EVALUATION

## SELF-EVALUATION FORM

CONFIDENTIAL

### Employee Information

\_\_\_\_\_  
Name

\_\_\_\_\_  
Department/Division

\_\_\_\_\_  
Classification/Position

\_\_\_\_\_  
Immediate Supervisor

\_\_\_\_\_  
Classification/Position

\_\_\_\_\_  
Evaluation Period From

\_\_\_\_\_  
To

### Rating Scale

Score	Rating	Description
1	Not Meeting Performance Expectations	Performance falls below the expectations of the role. Does not meet the objectives of their role.
2	Developing Performance	Sometimes meets the expectations and objectives of their role, but is not consistent
3	Successful Performance	Consistently fulfills the expectations and objectives of their role. At times, exceeds standards.
4	Exceptional Performance	Delivers outstanding results and consistently exceeds expectations and objectives.
N/A	Did not manage people this year	

## Accountability & Responsibility

The employee consistently takes ownership of their work, striving to complete assignments on time and with integrity. The employee follows through on commitments, admits to mistakes and offers a solution, and remains honest even when it is difficult or may result in unpleasant consequences.

Evaluation Prompts:

- Does the employee take ownership of their responsibilities and the outcome of their work?
- Does the employee respect rules and guidelines set by the City and their supervisor? Does the employee accept responsibility for their errors and provide solutions to correct them?
- Does the employee meet deadlines, show up to work on time, and communicate about expected changes to their supervisor?
- Do they have the ability to see how their work and actions affect and influence their program and department?
- Is the employee reliable and can be counted on?
- Does the employee seek and accept feedback and coaching in a positive manner?

**Comments:**

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**Check your rating:**

1 =

Not Meeting Expectations

2 =

Developing Performance

3 =

Successful Performance

4 =

Exceptional Performance

## Adaptability & Flexibility

The employee is open to change and new information and rapidly adapts to changing conditions and unexpected obstacles. The employee can adjust to multiple demands, shifting priorities, and ambiguity and is resilient. They have the ability to stretch beyond current responsibilities as conditions change. The employee effectively deals with pressure, and remains optimistic and persistent even under adversity.

Evaluation Prompts:

- Does the employee have a positive and “can-do” attitude?
- Is the employee able to “bounce back” from difficult situations?
- Can the employee manage change effectively?

**Comments:**

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**Check your rating:**

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1 =	2 =	3 =	4 =
Not Meeting Expectations	Developing Performance	Successful Performance	Exceptional Performance

**Collaboration**

The employee strives to work collaboratively with other employees, both within and outside of their department, to achieve the best results. They recognize the value that teamwork and diverse opinions have when solving a problem.

Evaluation Prompts:

- Does the employee seek out others' opinions?
- Does the employee proactively identify and reach out to stakeholders?
- Can the employee work through or manage the conflict that can arise when working with groups?
- Do they actively share their knowledge with others and learn from others?

**Comments:**

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**Check your rating:**

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1 =	2 =	3 =	4 =
Not Meeting Expectations	Developing Performance	Successful Performance	Exceptional Performance

## Creativity & Innovation

The employee questions conventional approaches and encourages new ideas and innovations within reasonable parameters. Employee positions the department for future success by identifying new opportunities and developing or improving services.

Evaluation Prompts:

- Does the employee seek to find new ways to approach their work?
- Does the employee look for new solutions to old problems?
- Does the employee try to identify new processes or ideas that aid in the development of the department for future success?

**Comments:**

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1 =

Not Meeting Expectations

2 =

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Successful Performance

4 =

Exceptional Performance

## Drives Results

The employee makes decisions that produce high quality results by applying technical knowledge, analyzing problems, and calculating risks. The employee is willing to take calculated risks but does not make reckless decisions. The employee takes action without being directed and goes above and beyond the call of duty to resolve problems. Uses explanations, logic, and factual evidence to influence the thoughts and behaviors of others.

Evaluation Prompts:

- Does the employee prioritize their work based on the needs of the organization and its customers?
- Does the employee identify and overcome obstacles and hurdles?
- Does the employee use all available resources to produce the best result?
- Does the employee understand the need to involve and engage others at all levels in decision making and the development of shared solutions?

**Comments:**

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<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1 =	2 =	3 =	4 =
Not Meeting Expectations	Developing Performance	Successful Performance	Exceptional Performance

**Effective Communication**

The employee strives to understand and be understood in their written and oral communication. The employees emotional intelligence, active listening, conflict management skills are tailored to the situation and audience.

Evaluation Prompts:

- Does the employee actively listen?
- Does the employee choose the appropriate method of communication for the situation and audience?
- Does the employee look for ways to manage and resolve conflict while not avoiding difficult conversations?
- Is this employee aware of the impact of their non-verbal communication?
- Can the employee effectively articulate their message in conversation, meetings, and presentations?

**Comments:**

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Not Meeting Expectations	Developing Performance	Successful Performance	Exceptional Performance

## Knowledge, Skills, & Abilities (KSAs)

The employee has the knowledge, skills, and abilities to effectively do their job. They understand and pursue the best practices in their professional field.

Evaluation Prompts:

- Has the employee mastered the KSAs of their position?
- Does the employee continue to seek out opportunities to grow their knowledge, skills, and abilities?
- Does the employee apply their knowledge in an effective way?
- Does the employee appropriately prioritize and complete their work?
- What is the quality and timeliness of their work?

**Comments:**

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Exceptional Performance

## Leadership

The employee demonstrates the ability to bring about change. The employee gathers appropriate information to make decisions and has the courage to make unpopular decisions when needed. The employee works to create a motivating atmosphere and encourages commitment to group goals. Takes corrective action before a problem arises rather than reacting after a problem has already occurred.

Evaluation Prompts:

- Do they exhibit a strong ability to motivate others?
- Does the employee find a balance between taking initiative and waiting for guidance?
- Does the employee give originators credit for their work?
- Can the employee perceive the need for change and bring about necessary changes?
- Does the employee choose to do the right thing even if it is not the popular thing to do?

**Comments:**

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**Public & Customer Service**

The employee treats both internal and external customers and colleagues with respect, even during times of stress and conflict. The employee is committed to serving their community and understands that public servants are held to the highest standards.

Evaluation Prompts:

- Does the employee show a commitment to continuous improvement of service delivery?
- Is the employee responsive to requests for service?
- Does the employee maintain composure in stressful situations?
- Does the employee model the competencies and values of the City of Oxnard at all times?
- Does the employee anticipate the needs of their customers and act accordingly?
- Does the employee display integrity and respect while performing their job function?

**Comments:**

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## Values Diversity & Inclusion

The employee fosters an inclusive workplace where diversity and individual differences are valued. They appreciate diversity of thought and work effectively with others from different backgrounds (age, education, race, gender, etc.). The employee understands that a diverse and inclusive workplace enables stronger teams and helps us serve the public better.

Evaluation Prompts:

- Does the employee seek out and include different voices and opinions in their work?
- Does the employee give originators credit for their work?
- Does the employee treat others with respect and speak up when others are not being respectful?
- Does the employee consider ways to make the workplace more equitable?
- Is the employee sensitive to cultural differences?
- Does the employee show a willingness to identify and address their own and the organization's biases?

**Comments:**

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## Manager-Only Competencies

### Business Acumen

The supervisor/manager sets clear objectives to define successful performance for their teams as it aligns with department and City goals. They consider the financial implications of decisions, impact on other departments, work effectively under budgetary constraints, and make effective use of limited resources. They follow City process and best practices for contracting, purchasing, budgeting, and HR-related tasks. They consider the larger environment and seek out examples from other jurisdictions when needed.

Evaluation Prompts:

- Does the supervisor/manager set clear goals to ensure successful completion of projects or tasks?
- Does the supervisor/manager make sound decisions based on available information?

- Does the supervisor/manager effectively monitor organizational resources for their Department or Division?
- Does the supervisor/manager seek out a variety of resources and information to ensure the best decision is made?

**Comments:**

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<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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**Hiring & Developing Talent**

The supervisor/manager provides direction, support, and feedback to enable others to meet their full potential. They make hiring decisions that lead to a stronger team. They perform evaluations of employees to ensure those objectives are being met. They provide feedback with specific examples to help others improve their performance and coach them toward success. They provide opportunities to learn through formal and informal methods. They ensure employees have the resources and tools they need.

Evaluation Prompts:

- Does the supervisor/manager provide specific constructive feedback about employee's job performance on a consistent basis?
- Does the supervisor/manager seek to hire individuals that possess both the technical skills and City's established competencies that further the organization's mission?
- Does the supervisor/manager dedicate time to assist in the professional development of the employees they oversee?
- Does the supervisor/manager create an atmosphere of growth and development within the team?

**Comments:**

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## Team Performance

The supervisor/manager effectively leads people to meeting the organization's vision, mission and goals. They establish trust with their employees through effective communication and leadership skills. They provide an inclusive workplace that facilitates cooperation and teamwork and supports constructive resolution of conflicts. They keep others informed of upcoming changes and clearly explain how changes will affect various processes and systems. They delegate appropriately and ensure that tasks are completed.

Evaluation Prompts:

- Does the supervisor/manager communicate departmental or organizational changes in a clear, supportive, and empathetic manner?
- Does the supervisor/manager use diplomacy and tact when addressing and mediating conflict when it arises?
- Does the supervisor/manager give clear task instructions and timelines to ensure that tasks are completed effectively?
- Does the supervisor/manager look for ways to improve team efficacy?
- Does the supervisor/manager encourage and value input and feedback from the team?

**Comments:**

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Expectations

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Successful  
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Exceptional  
Performance

N/A =  
Did not manage  
people this year

## Safety

Employee performs his/her work using sound safety practices.

**Comments:**

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**Check your rating:**

**Pass**

**Fail**

### **Overall Rating**

**Comments:**

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**Check your rating:**

**1 =**

**Not Meeting Expectations**

**2 =**

**Developing Performance**

**3 =**

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**Exceptional Performance**