

*Indicates required field



City of Flagstaff Police Department Support Services Supervisor Evaluation

Overall Performance Evaluation Rating

Rating: Not Rated

Personnel Action

Name:	<input type="text"/>	Employee ID:	<input type="text"/>
Job Title:	<input type="text"/>	Department:	<input type="text"/>
Division:	<input type="text"/>	Section:	<input type="text"/>
Manager Name:	<input type="text"/>		
Evaluation Type:	<input type="text"/>	Effective Date:	<input type="text"/>
Evaluation Period Beginning:	<input type="text"/>	Evaluation Period Ending:	<input type="text"/>

Performance Evaluation Purpose

- **Inform** - The supervisor and employee communicates openly about performance. This should happen throughout the year and not only at this time. Issues discussed now should not be unexpected to the employee.
- **Set Goals** - The supervisor and employee mutually establish goals for progress. Goals should be realistic, measurable, and obtainable within six months to one year.
- **Develop** - The supervisor and employee identify actions that can be taken to enhance development and performance.
- **Evaluate** - The supervisor and employee evaluate results based on previously established goals and performance standards.
- **Provide** - The decisions on merit and/or tenure advances as applicable.
- **Reminders** - For those employees that have a [zone change checklist](#) and/or an [alternate work schedule](#), those documents should be revisited during the annual evaluation process.

Definition of Ratings

Exceptional: Employee consistently exceeds all relevant performance standards. Provides leadership, fosters teamwork, is highly productive, innovative, responsive and generates top quality work. Active in industry-related professional and/or community groups.

Exceeds Expectations: Employee consistently meets and often exceeds all relevant performance standards. Shows initiative and versatility, works collaboratively, has strong technical and interpersonal skills or has achieved significant improvements in these areas.

Meets Expectations: Employee meets all relevant performance standards. Seldom exceeds or falls short of desired results or objectives.

Below Expectations: Employee's performance sometimes meets the performance standards. Seldom exceeds and often falls short of desired results. Lacks appropriate level of skills or is inexperienced/still learning the scope of the job. Performance has declined significantly or employee has not sustained adequate improvement, as required since the last performance review or performance improvement plan.

Needs Improvement: Consistently falls short of performance standards.

1. Employee Pre-Review Input Section

A. Previous Year's Goal

Were your previous year's goals met? Please comment on the status of your previous year's goals.

For employees in their probationary period, refer to tasks and/or training assigned during the onboarding period.

Self: N/A

Comments:



 [Attach Feedback](#)

B. Other Accomplishments

Describe other work related accomplishments outside of the established goals.

For employees in their probationary period, refer to other work related accomplishments outside of the assigned tasks and/or training established during the onboarding period.

Self: N/A

Comments:



 [Attach Feedback](#)

C. New Goals

Please list goals you would like to complete in the next review period.

Self: N/A

Comments:



Attach Feedback

2. Job Description Acknowledgement

Job Description Acknowledgement

The job description is intended to describe the general nature and level of work being performed by individuals assigned to this job. They are not intended to be an exhaustive list of all responsibilities, duties, and skills required of personnel classified in this position. This job description is subject to change as the needs and requirements of the job change.

If there needs to be modifications to the existing job description, select, "This job description needs updating" below. Then the employee and supervisor will update the existing job description through track changes and submit the recommended changes through the chain of command to HR.

City of Flagstaff job descriptions can be found [here](#).

Manager	Self
<input type="radio"/> This job description does not need updating.	<input type="radio"/>
<input type="radio"/> This job description needs updating.	<input type="radio"/>

Self: N/A

Comments:



Attach Feedback

3. Harassment/Sexual Harassment Policy Advisory and Review

The City of Flagstaff and the Flagstaff Police Department is committed to creating a work environment free from all forms of harassment. It is understood that all employees need to be able to work in security and with dignity. The City of Flagstaff and the Flagstaff Police Department will enforce all policies and procedures to ensure this requirement is met. Keeping in mind, as a valued member of our organization, please review the following statements and discuss them with your supervisor. This section of your Performance Appraisal Report is meant to ensure you are familiar with your rights and the expectations of you concerning incidents of harassment or sexual harassment in the work place.

Harassment Policy Acknowledgement

I am familiar with the City of Flagstaff's policy concerning harassment/sexual harassment and the Flagstaff Police Department policy which clearly define harassment and sexual harassment as unacceptable behavior in the workplace.

Manager

Self

- I agree with the above statement.
- I disagree with the above statement.

-
-

Self: N/A

Comments:



[Attach Feedback](#)

Grievance Procedures Acknowledgement

I am familiar with the grievance procedure and how to report incidents of harassment and/or sexual harassment.

Manager

Self

- I agree with the above statement.
- I disagree with the above statement.

-
-

Self: N/A

Comments:



[Attach Feedback](#)

Incidents of Harassment or Sexual Harassment

I am unaware of any incidents of harassment or sexual harassment, either reported to me by a fellow employee, witnessed by me, or that I myself have experienced.

Manager

Self

- I agree with the above statement.
- I disagree with the above statement and will report incidents to my supervisor or Human Resources.

-
-

Self: N/A

Comments:



 [Attach Feedback](#)

4. Performance Evaluation Section

Please complete all sections.

A. Core Competencies

Teamwork

Openly shares information; contributes valuable ideas, demonstrates integrity by providing honest opinions, and feedback; and can be counted upon to fulfill commitments made to others on the team. Establishes and encourages a team environment while eliminating barriers. Contributes to project successes which leads to overall team excellence. For example: provides clear expectations, articulates common goals, communicates how individual roles contribute to team success, provides both clear direction and sufficient resources while removing or reducing obstacles to team success. Seeks input from the team before making larger decisions. Listens to team members' ideas for improvement and helps to implement.

- Routinely shares information and fulfills commitments made to others on the team. Demonstrates the ability to build strong teams, with minimal barriers to success. This supervisor motivates team members to work together and ensures that roles and responsibilities are understood and has a positive impact on project success.
- Often shares information and fulfills commitments made to others on the team. Demonstrates effective teambuilding, eliminating barriers to success. Often motivates team members to work together, and ensures that roles and responsibilities are understood and has a positive impact on project success.
- Occasionally shares information and fulfills commitments made to others on the team. This supervisor builds strong teams and motivates team members to work together. Ensures that roles and responsibilities are understood and has a positive impact on project success.
- Rarely shares information and fulfills commitments made to others on the team. Demonstrates the ability to build a team or promote a team environment. This supervisor has difficulty motivating team members to work together and has a limited role in clarifying roles and responsibilities to team members and sometimes does not have a positive impact on project success.
- Routinely lacks the ability to share information and fulfill commitments made to others on the team. Demonstrates an inability to build a team or create a team environment. This supervisor is ineffective at motivating team members to work together and has not clarified roles and responsibilities and struggles to make a positive contribution to project success.

Comments:



 [Attach Feedback](#)

 [Add Development Plan](#)

Accountability

Demonstrates and appropriate level of knowledge, skills and abilities, is resourceful, and establishes integrity by taking responsibility for his or her actions and is willing to remedy issues. Demonstrates excellence in the pursuit of expertise in their field. This supervisor ensures that employees understand their level of

responsibility, safety practices, expectations of their positions, and the City's mission, vision and values. Assists and supports direct reports while holding them accountable. Employees are confident about how much support they will receive when they accept ownership of projects and issues.

- Routinely exceeds expectations in terms of resourcefulness, knowledge, skills and abilities in the pursuit of excellence in their field. Employees normally understand their level of responsibility and take ownership of projects, safety practices, or issues. Regularly shows excellent judgment as to the level of accountability to allow, provides an appropriate level of support, and holds employees accountable for their work.
- Often above expectations in terms of resourcefulness, knowledge, skills and abilities in the pursuit of excellence in their field. Employees understand in many instances their level of responsibility and take ownership of projects, safety practices, or issues. Shows very good judgment as to the level of accountability to allow. Frequently provides an appropriate level of support and holds employees accountable for their work.
- Meets expectations in terms of resourcefulness, knowledge, skills, and abilities in the pursuit of excellence in their field. This supervisor works with employees to understand their level of responsibility and take ownership of projects, safety or issues. Shows good judgment as to the level of accountability to allow and works to hold employees accountable.
- Slightly below expectations in terms of resourcefulness, knowledge, skills, and abilities. Does not always demonstrate excellence or expertise in their field. Employees rarely understand their level of responsibility or take ownership of projects, safety, or issues. This supervisor lacks good judgment as to the appropriate level of support or accountability.
- Routinely below expectations in terms of resourcefulness, knowledge, skills, and abilities. Does not demonstrate excellence or expertise in their field. This supervisor does not work to ensure employees understand their level of responsibility, take ownership, or hold employees accountable. Regularly does not provide an appropriate level of support.

Comments:



Attach Feedback



Add Development Plan

Communication

Communicates transparently and effectively both internally and externally. Communicates appropriately verbally, in writing, and online. Uses good judgment when communicating and demonstrates skills that lead to results. Fosters a work environment that encourages others to communicate in an open and inclusive manner and share information. Engages in two-way conversations throughout the year by communicating clearly and actively listening. Able to listen respectfully and consider alternate positions while being receptive to feedback.

- Routinely communicates transparently and effectively and fosters a work environment that encourages other to openly communicate and share information. Normally works closely with employees exhibiting how to communicate clearly, actively listen, and be receptive to feedback. Maintains an excellent working relationship with employees, and engages in two-way conversations on an ongoing basis.
- Often communicates transparently and effectively and fosters a work environment that encourages others to openly communicate and share information. Frequently works with employees exhibiting

how to communicate clearly, actively listen, and be receptive to feedback. Maintains a very good working relationship with employees, and in many instances, engages in two-way conversations.

- Works to communicate transparently and effectively and foster a work environment that encourages others to openly communicate and share information. Works with employees on how to communicate clearly, actively listen, and be receptive to feedback. Maintains a good working relationship with employees, and engages in two-way conversations.
- Slightly below expectations in transparent and effective communication and fostering a work environment that encourages others to openly communicate and share information. At times, employees are unclear about how to communicate clearly, actively listen, and be receptive to feedback. This supervisor struggles to maintain a working relationship with employees and engage in two-way conversations.
- Routinely below expectations in transparent and effective communication and fostering a work environment that encourages others to openly communicate and share information. Most often the employees are unclear about how to communicate clearly, actively listen, and be receptive to feedback. This supervisor lacks the ability to maintain a working relationship with employees and engage in two-way conversations.

Comments:



Attach Feedback



Add Development Plan

Quality

Creates a work environment where employees can be responsive, creative, highly accurate, thorough, displays pride in their work and commitment to the City's high level of excellence in customer service and professionalism. Conveys that customers are the highest priority and the importance of meeting their expectations. Publicly recognizes those who provide a high level of quality and deliver excellent customer service.

- Routinely produces quality work and encourages employees to produce the highest level of quality work, be responsive, creative, thorough, and take pride in a job well done. Normally recognizes employees who achieve excellence in a high level of quality, professionalism, and deliver excellent customer service.
- Often produces quality work and encourages employees to produce the highest level of quality work, be responsive, creative, thorough, and take pride in a job well done. In many instances recognizes employees who achieve excellence in a high level of quality, professionalism, and deliver excellent customer service.
- Demonstrates the ability to produce quality work and encourages employees to produce the highest level of quality work, be responsive, creative, thorough, and take pride in a job well done. This supervisor is committed to recognizing employees who achieve excellence in a high level of quality, professionalism, and deliver excellent customer service.
- Slightly below expectations for producing quality work. Rarely encourages employees to produce the highest level of quality work, be responsive, creative, thorough, and take pride in a job well done. Infrequently recognizes employees who achieve excellence in a high level of quality, professionalism, and deliver excellent customer service.
- Routinely below expectations for producing quality work. Most often does not encourage employees to produce the highest level of quality work, be responsive, creative, thorough, and take

pride in a job well done. Does not usually recognize employees who achieve excellence in a high level of quality, professionalism, and deliver excellent customer service.

Comments:



Attach Feedback



Add Development Plan

Leadership

Communicates a vision that others choose to follow. Models behaviors expected of others and inspires and empowers others to undertake challenging tasks and projects. Values employees and their contributions to the team, tasks, and projects. Effectively coaches and leads employees to be successful. Encourages employees to take initiative, problem solve, and build collaborative relationships.

- Routinely models behaviors expected of others and consistently inspires others to undertake challenging tasks and projects. Is extremely effective at leading and articulating a vision that others choose to follow. Is clearly the kind of leader who attracts and engages loyal followers.
- Often models behaviors expected of others and routinely inspires others to undertake challenging tasks and projects. Is very effective at leading and articulating a vision that others choose to follow. Is the kind of leader who routinely attracts and engages loyal followers.
- Is effective at leading and articulating a vision that others choose to follow. Models behaviors expected of others and usually inspires others to undertake challenging tasks and projects. Attracts and engages loyal followers.
- Slightly below expectation for demonstrating and articulating a clear vision, or that vision is not compelling enough to generate enthusiasm or commitment from followers. Expects specific behavior from others, yet does not exemplify those behaviors. Struggles to motivate followers to voluntarily take on enough challenging assignments to make a significant impact.
- Routinely below expectations when leading or articulating a clear or compelling vision. Too often, expects specific behavior from others but is unwilling to model those behaviors. Has failed to convince followers to voluntarily take on challenging assignments.

Comments:



Attach Feedback



Add Development Plan

B. Job Skills and Knowledge

Productivity

The employee is an effective leader in producing large amounts of high quality work. The employee sets the standard for productivity with other team members and inspires team to work towards common goal.

- The employee routinely produces a remarkable amount of high quality and accurate work. Finishes projects or tasks ahead of schedule and regards productivity as a top priority. Monitors productivity and implements new procedures or steps to enhance output.
- Often exceeds expectations for deadlines or projects. The employee provides suggestions to increase productivity and works directly with others to enhance team output. Incorporates new knowledge into tasks in order to complete projects ahead of schedule.
- Meets expectations in terms of productivity. The employee produces expected quantity and quality of work. Meets deadlines and works with team to complete projects. Shares insight to improve productivity when needed but does not usually initiate change unless required to complete the project or task by the deadline.
- The employee is slightly below expectations for productivity and can be inconsistent in execution and completion. Tends to spend too much time on low-priority tasks and works reactively rather than proactively. Completes projects at deadline or slightly after deadline.
- Routinely below expectations for productivity and meeting deadlines. The employee is disruptive to others productivity and often interferes with task completion. Does not focus time or skills to complete the work that needs to be done before moving on.

Comments:



Attach Feedback



Add Development Plan

Professionalism

The employee demonstrates and maintains standards of professional ethics, demonstrates commitment and concern for the team, work place, and community. Is fair and impartial. Accountable to the community and co-workers. Committed to excellence.

- The employee goes above and beyond to demonstrate professional conduct and ethics. Routinely holds the team and co-workers accountable for their actions and has established a baseline for credibility within the organization.
- The employee maintains professional demeanor regardless of the situation. Often demonstrates expertise in professional conduct, attitude, and appearance. Works with others to elevate level of professional conduct on the team.
- Meets expectations for displaying a professional attitude and behavior. The employee is neutral in comments or responses but compliant with policies, procedures, and expectations. Is aware and supports organizations standards, expectations, and values when needed. Maintains professional appearance, work station, and language.
- The employee has been advised of unprofessional behavior and still has a tendency to repeat them. Makes negative comments but seldom works to take action when issues arise. Will follow procedures and policies but tries to avoid solving problems in a positive and proactive manner.
- The employee is routinely below expectations with other employee's or employer's concerns. Often voices negative opinions and does little to advance projects forwards. Quick to point out what is wrong but does not work to find a solution. Does not follow policies and procedures outlined for employee expectations.

Comments:



Attach Feedback



Add Development Plan

C. Personal Factors

Maintains Proper Work Schedule

Is an effective leader in punctuality and presence. Employee is consistently reporting to work and is prepared and ready to work prior to the start of shift.

- Consistent fully prepared at the start of their shift. Gives plenty of notice for time off requests. Volunteers to cover shifts, is flexible with the schedule and is accountable for their schedule, often putting the needs of the department and team first. Consistently limits the amount of time spent out of service.
- Frequently exceeds expectations for work schedule and performance. Highly reliable, is never late, and always arrives to work in time to prepare for the start of shift. Gives plenty of notice for time off requests and is flexible with the schedule. Frequently limits the amount of time spent out of service.
- Maintains work schedule in accordance with department requirements. Only on very infrequent occasions is the individual late and always has a legitimate excuse. Arrives at work in time to prepare for start of shift. Remains out of service for reasonable periods of time.
- Inconsistent in reliability of work schedule. Arrives at start of shift but does not give enough time to prepare equipment or receive information between shifts. Occasionally gives last minute notice for time off. On occasion stays out of service for unreasonable amounts of time.
- Is inconsistent with maintaining proper work schedule and is habitually late. Often gives last minute notice for time off. Stays out of service for unreasonable periods of time.

Comments:



Attach Feedback



Add Development Plan

Obeyes Laws, Ordinances, Rules, Regulations, G.O.'s

Employee is aware of and consistently follows department rules to the letter. Employee is compliant with rules and safety practices and ensures other members of the team are compliant as well.

- Strong leader on team that is keenly aware of rules, regulations, and general orders. Ensures that they are holding themselves and other members of the team accountable to department rules and regulations. Is able to perform and share knowledge of laws, ordinances, regulations, and general rules. No formal complaints or disciplinary action has been received.

- Demonstrates very good knowledge of department rules and regulations. Regularly obeys laws and rules. Is able to perform and occasionally instruct others on laws, ordinances, regulations, and general orders. Has not received any formal complaints or disciplinary action.
- Demonstrates sufficient knowledge of rules, regulations, and ordinances. Understands and obeys all laws, rules, and regulations for the department. Rarely guilty of any infractions and has not received formal disciplinary action.
- Does not demonstrate knowledge of laws, ordinances, rules, regulations or general orders on an ongoing basis. Occasionally violates rules and regulations or has received documented incidents or disciplinary action during the review period.
- Employee is unable follow or demonstrate knowledge of laws, ordinances, rules, and regulations. Ongoing or repeated violations have occurred and formal disciplinary action has been received during review period. Employee has not learned from past mistakes and has been resistant to improvement in this area.

Comments:



Attach Feedback



Add Development Plan

Effectiveness Under Stress

Exhibits and maintains professional and calm demeanor during stressful situations. Able to think clearly under difficult situations and perform all job duties and skills without hesitation.

- Consistently demonstrates professional and calm demeanor. Able to always think clearly, provide clear direction, and diffuse or maintain situations that are escalating. Holds team accountable and is able to assist others with maintaining effectiveness under stress.
- Maintains calm demeanor during all situations. Is able to perform skills under stress and provide guidance to others when asked to do so. Exhibits a controlled attitude and maintains professional conduct during situations.
- Regularly exhibits calm and controlled attitude during most situations. Does not allow emotions to hinder the job performance. Maintains a regular method of stress mitigation.
- Occasionally is unable to maintain calm and controlled attitude or allows the stress of the situation to impact job performance. Allows other employees or stressors to impact performance and skills. Has taken steps to improve stress management but still needs to continue to improve.
- Frequently loses composure and becomes emotional. Unable to perform job duties due to level of stress or lack of control. Fails to recognize the importance of stress management and lack of composure is leading to additional stress and work for co-workers.

Comments:



Attach Feedback



Work Attitude

Exhibits and maintains professional and positive attitude at work. Demonstrates the importance of maintaining an encouraging attitude. The employee understands how stress may impact output but works hard to ensure an optimistic and infectious attitude that promotes teamwork and enthusiasm. This supervisor leads by example and encourages positive behavior and attitude from their team.

- Routinely displays enthusiastic and uplifting attitude. The employee is cheerful, a pleasure to be around, and shows contagious enthusiasm. Does not create tension through arguments or blaming team members. This supervisor routinely recognizes staff for their positive outlook and performance.
- Often comes to work rested and ready to assist. This employee is positive in their output and strives to improve. Supportive of department goals and other team members through positive interactions and conversations.
- Demonstrates and expresses active interest towards the job and strives to improve and maintain a consistently positive attitude. Supports the goals of the department.
- Slightly below expectations for maintaining a consistent and positive attitude. Occasionally struggles to remain optimistic and take corrective action. Some times blames others rather than taking ownership of situation.
- Routinely below expectations for accepting criticism or taking corrective action. The employee is often negative, tends to blame others, refuses to make corrections, and is argumentative during conversation. This supervisor continues to fall short of leading with a positive and enthusiastic attitude.

Comments:



Attach Feedback

Add Development Plan

5. Goals & Objectives Section

Goals agreed upon by employee and supervisor for next rating period.

Goals



Title:

Due:

Measured Goal

Supervisor Support of Accomplishment

 [Attach Feedback](#)



Title:

Due:

Measured Goal

Supervisor Support of Accomplishment

 [Attach Feedback](#)



Title:

Due:

Measured Goal

Supervisor Support of Accomplishment

 [Attach Feedback](#)

 [Add New Goal](#)



Supervisor Comments

Overall Comments

Direct Supervisor



Employee Comments

Overall Comments

- I agree with this evaluation
- I do not agree with this evaluation

Employee

