

# PROBATIONARY EMPLOYEE PERFORMANCE EVALUATION REPORT

DEPARTMENT OF POLICE  
CITY OF MIAMI, FLORIDA

PROBATION REPORT NUMBER 4  
OF 12

VILLARD, Paule PSA I.B.M.# 7263 FOR PERIOD FROM 1 June 1987

Security & Reception/Information Management  
UNIT DETAIL TO 30 June 1987

	OUTSTANDING	VERY GOOD	SATISFACTORY	LITTLE IMPROVEMENT NEEDED	UNSATISFACTORY
A. JUDGMENT	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. DEPENDABILITY	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. WORK INITIATIVE	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. QUALITY OF WORK	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
E. APPEARANCE	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. CO-OPERATION	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. KNOWLEDGE OF WORK	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. PUBLIC CONTACTS	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Use only when rating supervisors:</i>					
I. SUPERVISORY ABILITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J. OVERALL EVALUATION	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**RECEIVED**  
JUL 17 1987  
MIAMI POLICE DEPARTMENT  
PERSONNEL UNIT

REMARKS: ( COMMENTS BY THE RATER ARE REQUIRED ) Although PSA Villard performed satisfactorily this rating period she needs to show improvement in the area of report writing.

*Each report must be read by and discussed with the employee. Employee's signature will acknowledge receipt of his copy.*

Paule Villard 07/08/87 Sgt. D. Sisson - 6475  
EMPLOYEE'S SIGNATURE RATER

Immediate Commanding Officer's Comments RECEIVED  
JUL 16 1987  
ASSISTANT CHIEF  
ADMINISTRATION DIV.

COPIES TO:  
EMPLOYEE  
EMPLOYEE'S UNIT FILE  
POLICE PERSONNEL OFFICE (ORIGINAL)

Sgt. Harold L. Sisson - 6475  
Immediate Commanding Officer  
Sgt. Arthur Bush  
Unit/Platoon C/O  
Major Robert M. 71387  
Section Commander  
W. B. Boemler JUL 16 1987  
DEPUTY/ASSISTANT CHIEF OF POLICE

FOR PERSONNEL OFFICE USE ONLY

- A) JUDGEMENT Exercises satisfactory judgement.
- B) DEPENDABILITY Reports to work on time. Used no I or IF time this rating period.
- C) WORK INITIATIVE Completes her share of the work-load. Completed 191 incident reports this rating period.
- D) QUALITY OF WORK Improvement needed. Reports usually contain improper sentence structure, and spelling errors. Has been advised to obtain a dictionary.
- E) APPEARANCE Neat and well groomed. Height and weight are within guidelines.
- F) COOPERATION Gets along well with Supervisors and fellow employees.
- G) KNOWLEDGE OF WORK Obtains new job knowledge each day.
- H) PUBLIC CONTACT Always polite when assisting the public.
- I) SUPERVISORY ABILITY N/A
- J) OVERALL EVALUATION Performed satisfactorily.

REMARKS CONTINUED \_\_\_\_\_

\* \* \* \* \*

AGE 27      WEIGHT 144      HEIGHT 5'4"      "I" AND/OR "IF" TIME USED THIS PERIOD 0

ACCIDENTS 0      COMMENDATIONS 0      REPRIMANDS 0

COURT/DEPOSITION APPEARANCES MISSED FOR THIS RATING PERIOD 0

CITIZEN COMPLAINTS 0      PREVENTABLE ACCIDENTS 0      NON-PREVENTABLE ACCIDENTS 0

\* \* \* \* \*

# EMPLOYEE PERFORMANCE EVALUATION REPORT

DEPARTMENT OF POLICE  
CITY OF MIAMI, FLORIDA

PROBATION REPORT NUMBER<sup>5</sup>  
OF 12

VILLARD, PAULE PSA I.B.M.# 7263 FOR PERIOD FROM 1 July 87  
NAME

Security & Reception/Information Management TO 31 July 87  
UNIT DETAIL

	DETAIL				
	OUTSTANDING	VERY GOOD	SATISFACTORY	LITTLE IMPROVE- MENT NEEDED	UNSATISFACTORY
A. JUDGMENT	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. DEPENDABILITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
C. WORK INITIATIVE	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. QUALITY OF WORK	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. APPEARANCE	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. CO-OPERATION	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. KNOWLEDGE OF WORK	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. PUBLIC CONTACTS	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Use only when rating supervisors:</i>					
I. SUPERVISORY ABILITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J. OVERALL EVALUATION	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

REMARKS: ( COMMENTS BY THE RATER ARE REQUIRED ) PSA Villard performed in a satisfactory manner this rating period. She received a deficiency for neglecting to make a security check of the station after being told (OVER

*Each report must be read by and discussed with the employee. Employee's signature will acknowledge receipt of his copy.*

Paule Villard  
EMPLOYEE'S SIGNATURE

Scott Ronald L. Sutton - 6875  
RATER

Immediate Commanding Officer's Comments

RECEIVED

AUG 18 1987

ASSISTANT CHIEF  
ADMINISTRATION DIV.

RECEIVED  
AUG 18 1987

COPIES TO:  
EMPLOYEE  
EMPLOYEE'S UNIT  
POLICE PERSONNEL OFFICE (ORIGINAL)

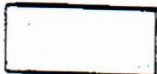
Scott Ronald L. Sutton - 6875  
Immediate Commanding Officer

W. J. [Signature]  
Unit/Platoon C/O

[Signature]  
Section Commander

[Signature]  
AUG 18 1987  
DEPUTY/ASSISTANT CHIEF OF POLICE

FOR PERSONNEL OFFICE USE ONLY



JUDGEMENT Exercises satisfactory judgement.

DEPENDABILITY Reports to work on time. Did not call in sick this rating period. Received a deficiency for neglecting to make a security check after being told to do so.

WORK INITIATIVE Completed 253 incident reports this rating period for a daily average of 11.0 incident reports, one of the top producers in this area.

QUALITY OF WORK Report writing skills have improved to the satisfactory level.

APPEARANCE Uniform is always neat. Height and weight are within guidelines.

COOPERATION Gets along well with everyone.

KNOWLEDGE OF WORK Continues to learn more each day. As of now she possesses satisfactory knowledge.

PUBLIC CONTACT Polite when assisting the public.

SUPERVISORY ABILITY N/A

OVERALL EVALUATION Performed satisfactory.

MARKS CONTINUED to do so.

\* \* \* \* \*

27 WEIGHT 144 HEIGHT 5'3" "I" AND/OR "IP" TIME USED THIS PERIOD 0

ACCIDENTS 0 COMMENDATIONS 0 REPRIMANDS 0

COURT/DEPOSITION APPEARANCES MISSED FOR THIS RATING PERIOD 0

TIZEN COMPLAINTS 0 PREVENTABLE ACCIDENTS 0 NON-PREVENTABLE ACCIDENTS 0

# EMPLOYEE PERFORMANCE EVALUATION REPORT

DEPARTMENT OF POLICE  
CITY OF MIAMI, FLORIDA

PROBATION REPORT NUMBER  
OF 12

VILLARD, Paule PSA I.B.M.# 7263 FOR PERIOD FROM 1 Aug 1987  
NAME

Security & Reception/Information Management TO 31 Aug 1987  
UNIT DETAIL

	OUTSTANDING	VERY GOOD	SATISFACTORY	LITTLE IMPROVE- MENT NEEDED	UNSATISFACTORY
A. JUDGMENT	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. DEPENDABILITY	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. WORK INITIATIVE	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. QUALITY OF WORK	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. APPEARANCE	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. CO-OPERATION	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. KNOWLEDGE OF WORK	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
H. PUBLIC CONTACTS	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Use only when rating supervisors:</i>					
I. SUPERVISORY ABILITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J. OVERALL EVALUATION	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

REMARKS: (COMMENTS BY THE RATER ARE REQUIRED) Although this writer  
feels PSA Villard performed in a satisfactory manner this rating  
period, she did receive a deficiency for answering the phone in (OVER)

*Each report must be read by and discussed with the employee. Employee's signature will acknowledge receipt of his copy.*

PSA Paule Villard 7263 EMPLOYEE'S SIGNATURE      Sgt. Ronald L. Sutton RATER 9-2-87

Immediate Commanding Officer's Comments \_\_\_\_\_

**RECEIVED**  
SEP - 3 1987

**RECEIVED**  
SEP 08 1987

ASSISTANT CHIEF  
ADMINISTRATION DIV.

COPIES TO:  
EMPLOYEE  
EMPLOYEE'S UNIT FILE  
POLICE PERSONNEL OFFICE (ORIGINAL)

Sgt. Ronald L. Sutton MIAMI POLICE DEPARTMENT  
Immediate Commanding Officer

Sgt. Catharine Bush  
Unit/Platoon C/O

Miss [Signature] Section Commander

[Signature] DEPUTY/ASSISTANT CHIEF OF POLICE

SEP - 3 1987

FOR PERSONNEL OFFICE USE ONLY



JUDGEMENT Exercises satisfactory judgement.

DEPENDABILITY Reports to work on time. Used no I time this rating period.

WORK INITIATIVE Completed 226 incident reports this rating period.

QUALITY OF WORK Report writing continues to be satisfactory.

APPEARANCE Uniform is always neat. Height and weight are within guidelines.

COOPERATION Gets along well with Supervisors and fellow employees.

KNOWLEDGE OF WORK Received a deficiency this rating period for answering the phone improperly which is a violation of the Standard Operating Procedures.

PUBLIC CONTACT Polite when conversing with the public.

SUPERVISORY ABILITY N/A

OVERALL EVALUATION Performed in a satisfactory manner.

MARKS CONTINUED an improper manner.

\* \* \* \* \*

AGE	<u>27</u>	WEIGHT	<u>144</u>	HEIGHT	<u>5'4"</u>	"I" AND/OR "IP" TIME USED THIS PERIOD	<u>0</u>
ACCIDENTS	<u>0</u>	COMMENDATIONS	<u>0</u>	REPRIMANDS	<u>0</u>		
COURT/DEPOSITION APPEARANCES MISSED FOR THIS RATING PERIOD							<u>0</u>
TENZEN COMPLAINTS	<u>0</u>	PREVENTABLE ACCIDENTS	<u>0</u>	NON-PREVENTABLE ACCIDENTS	<u>0</u>		

# PROBATIONARY EMPLOYEE PERFORMANCE EVALUATION REPORT

DEPARTMENT OF POLICE  
CITY OF MIAMI, FLORIDA

PROBATION REPORT NUMBER 9  
OF 12

PSA PAULE VILLARD  
NAME

I.B.M.# 0019 FOR PERIOD FROM Nov. 1 19 87

Security & Reception Information Management  
UNIT DETAIL

TO Nov. 2 19 87

	OUTSTANDING	VERY GOOD	SATISFACTORY	LITTLE IMPROVE- MENT NEEDED	UNSATISFACTORY
A. JUDGMENT	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. DEPENDABILITY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. WORK INITIATIVE	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. QUALITY OF WORK	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
E. APPEARANCE	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. CO-OPERATION	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. KNOWLEDGE OF WORK	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. PUBLIC CONTACTS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Use only when rating supervisors:</i>					
I. SUPERVISORY ABILITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J. OVERALL EVALUATION	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

RECEIVED  
DEC 29 1987  
Miami Police Department  
Personnel Unit

REMARKS: (COMMENTS BY THE RATER ARE REQUIRED) PSA Villard is a concerned employee with a minor deficiency in the quality of her work. She should attempt to remedy this deficiency by taking training courses, she has

Each report must be read by and discussed with the employee. Employee's signature will acknowledge receipt of his copy.

Paule Villard  
EMPLOYEE'S SIGNATURE

Sgt. Isidra Cortez #0019  
RATER 12/1/87

Immediate Commanding Officer's Comments \_\_\_\_\_

[Signature] 12/16/87  
Immediate Commanding Officer

COPIES TO:  
EMPLOYEE  
EMPLOYEE'S UNIT FILE  
POLICE PERSONNEL OFFICE (ORIGINAL)

Maria P. [Signature] 12.24.87  
Unit/Platoon C/O  
Section Commander  
[Signature]  
DEPUTY/ASSISTANT CHIEF OF POLICE  
DEC 28 1987

FOR PERSONNEL OFFICE USE ONLY

- A) **JUDGEMENT** PSA Villard works well with little supervision.
- B) **DEPENDABILITY** PSA Villard used no "I" or "IF" time this rating period. She tends to stay past her quitting time in order to complete work that has to be turned in.
- C) **WORK INITIATIVE** PSA Villard ALWAYS does more than her share of work, completing it in a timely manner.
- D) **QUALITY OF WORK** PSA Villard needs to improve her handwriting skills. She needs to take a few more minutes in writing reports so they are legible. PSA Villard needs to enhance her English writing skills. It would be a benefit to her to take free English courses offered to city employees.
- E) **APPEARANCE** PSA Villard takes pride in her appearance and always shows the public a good image of the department's professionalism.
- F) **COOPERATION** PSA Villard shows an above average effort in cooperation with peers and this supervisor. She is always eager to assist with work and takes on unassigned tasks without having to be asked for assistance.
- G) **KNOWLEDGE OF WORK** PSA Villard has an average knowledge of her job responsibilities and laws governing our citizens. She has a potential to improve in this area with time.
- H) **PUBLIC CONTACT** I have observed PSA Villard dealing with citizens that come to our desk or phone us for assistance, dealing with them in a polite and courteous way. She does the translating for the citizens of the Haitian community in an efficient manner.
- I) **SUPERVISORY ABILITY** N/A
- J) **OVERALL EVALUATION** PSA Villard is helpful, courteous and a very hard working employee who cares about assisting her fellow co-workers and supervisors, striving to effectively be a liaison between the Haitian community and the department.
- REMARKS CONTINUED the ability of reaching her fullest potential

\* \* \* \* \*

AGE 27      WEIGHT 141      HEIGHT 5'1"      "I" AND/OR "IF" TIME USED THIS PERIOD 0

ACCIDENTS 0      COMMENDATIONS 0      REPRIMANDS 0

COURT/DEPOSITION APPEARANCES MISSED FOR THIS RATING PERIOD 0

CITIZEN COMPLAINTS 0      PREVENTABLE ACCIDENTS 0      NON-PREVENTABLE ACCIDENTS 0

\* \* \* \* \*



**PROBATIONARY  
EMPLOYEE PERFORMANCE EVALUATION REPORT**

DEPARTMENT OF POLICE  
CITY OF MIAMI, FLORIDA

PROBATION REPORT NUMBER 16  
OF 12

VILLARD, PAULE

I.B.M.# 7263

FOR PERIOD FROM Dec. 1 1987

Security & Reception/Information Management  
UNIT DETAIL

TO Dec. 31 1987

	OUTSTANDING	VERY GOOD	SATISFACTORY	LITTLE IMPROVEMENT NEEDED	UNSATISFACTORY
A. JUDGMENT	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/> <i>20%</i>	<input checked="" type="checkbox"/> <i>80%</i>	<input type="checkbox"/>
B. DEPENDABILITY	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/> <i>20%</i>	<input checked="" type="checkbox"/> <i>80%</i>	<input type="checkbox"/>
C. WORK INITIATIVE	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. QUALITY OF WORK	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. APPEARANCE	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. CO-OPERATION	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. KNOWLEDGE OF WORK	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. PUBLIC CONTACTS	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Use only when rating supervisors:</i>					
I. SUPERVISORY ABILITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J. OVERALL EVALUATION	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

RECEIVED

FEB 04 1988

Miami Police Department  
Personnel Unit

REMARKS: ( COMMENTS BY THE RATER ARE REQUIRED ) ASA Villard needs improvement in two key categories that impact on her job responsibilities.

*Each report must be read by and discussed with the employee. Employee's signature will acknowledge receipt of his copy.*

Paule Villard  
EMPLOYEE'S SIGNATURE

Sgt. Isidra Acosta #0019  
RATER 12/31/87

Immediate Commanding Officer's Comments \_\_\_\_\_

COPIES TO:  
EMPLOYEE  
EMPLOYEE'S UNIT FILE  
POLICE PERSONNEL OFFICE (ORIGINAL)

Major [Signature] 12/31/87  
Immediate Commanding Officer  
1.21.88  
Unit/Platoon C/O

FOR PERSONNEL OFFICE USE ONLY

[Signature]  
Section Commander

JAN 28 1988

- A) **JUDGEMENT** PSA Villard received a deficiency on Dec. 10/170, for leaving her post without advising this supervisor and being gone for 1/2 hour. On Dec. 4, 1987 she received a deficiency for looking at merchandise that was for sale while on duty behind the counter.
- B) **DEPENDABILITY** PSA Villard is always prompt when reporting for duty. However, the 2 deficiencies she received this rating period show her lack of concern for other employees and their having to carry her workload.
- C) **WORK INITIATIVE** PSA Villard received one commendation on 12/15/87 for her professionalism and work done while a personnel shortage was experienced.
- D) **QUALITY OF WORK** PSA Villard has improved in the area of grammar usage, However, she has had several kickbacked reports due to incomplete information.
- E) **APPEARANCE** PSA Villard is always neat and well groomed. She is within departmental guidelines for weight and height.
- F) **COOPERATION** PSA Villard is always willing to assist this supervisor and her fellow co-workers. PSA Villard is always willing to pitch in when necessary to relieve the others work load.
- G) **KNOWLEDGE OF WORK** PSA Villard has a basic understanding of her job responsibilities and laws and regulations dealing with her field of work.
- H) **PUBLIC CONTACT** PSA Villard has been observed being polite and courteous to members of our community when assisting them.
- I) **SUPERVISORY ABILITY** N/A
- J) **OVERALL EVALUATION** PSA Villard needs to pay closer attention to the her work in order to achieve optimum results. Her minor deficiencies in the area of judgement and dependability can be improved on by more careful thinking.

REMARKS CONTINUED

\* \* \* \* \*

AGE 27      WEIGHT 141      HEIGHT 5'11"      "I" AND/OR "IF" TIME USED THIS PERIOD 0

ACCIDENTS 0      COMMENDATIONS 1      REPRIMANDS 0

COURT/DEPOSITION APPEARANCES MISSED FOR THIS RATING PERIOD 0

CITIZEN COMPLAINTS 0      PREVENTABLE ACCIDENTS 0      NON-PREVENTABLE ACCIDENTS 0

\* \* \* \* \*

**PROBATIONARY  
EMPLOYEE PERFORMANCE EVALUATION REPORT**

Public Service Aide

DEPARTMENT OF POLICE  
CITY OF MIAMI, FLORIDA

PROBATION REPORT NUMBER  
OF \_\_\_\_\_

Paule Villard

I.B.M.# 7263

FOR PERIOD FROM Jan 1 1988

Security & Reception

UNIT

DETAIL

TO Jan 31 1988

	OUTSTANDING	VERY GOOD	SATISFACTORY	LITTLE IMPROVEMENT NEEDED	UNSATISFACTORY
A. JUDGMENT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
B. DEPENDABILITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
C. WORK INITIATIVE	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. QUALITY OF WORK	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. APPEARANCE	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. CO-OPERATION	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. KNOWLEDGE OF WORK	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. PUBLIC CONTACTS	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Use only when rating supervisors:</i>					
I. SUPERVISORY ABILITY	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/>	<input type="checkbox"/>
J. OVERALL EVALUATION	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

RECEIVED

FEB 04 1988

Miami Police Department  
Personnel Unit

REMARKS: (COMMENTS BY THE RATER ARE REQUIRED) no. Villard needs to be more careful with property entrusted to her. This cited incident under the heading of "judgment"

*Each report must be read by and discussed with the employee. Employee's signature will acknowledge receipt of his copy.*

Paule Villard  
EMPLOYEE'S SIGNATURE

Sgt Ron Loin  
RATER

Immediate Commanding Officer's Comments: This employee has been cancelled on those areas which they performed unsatisfactory

[Signature]  
Immediate Commanding Officer

COPIES TO:  
EMPLOYEE  
EMPLOYEE'S UNIT FILE  
POLICE PERSONNEL FILE  
**RECEIVED**  
FEB 2 1988 (ORIGINAL)  
ASSISTANT CHIEF  
ADMINISTRATION DIV.  
FOR PERSONNEL OFFICE USE ONLY

Major [Signature] 2-2-88  
Unit/Platoon C/O  
Section Commander  
Cpl Mary Ann [Signature] 2-3-88  
DEPUTY/ASSISTANT CHIEF OF POLICE

- A) JUDGEMENT *On Jan 15, 1988, Ms. Villard failed to place a black purse into the property bureau after completing the proper report. This shows very poor judgment on her part. The purse was placed into property several days later.*
- B) DEPENDABILITY *The incident above shows that Ms. Villard was not concerned for the safe keeping of items trusted to her care. She rationalized this by stating she asked a fellow employee to place it into the Property Unit.*
- C) WORK INITIATIVE *normally works very hard at her assigned tasks*
- D) QUALITY OF WORK *always prepares neat reports but should be careful to include all the necessary information within the narrative portion of the report*
- E) APPEARANCE *always very neat and clean*
- F) COOPERATION *works well with fellow employees*
- G) KNOWLEDGE OF WORK *understands her job well*
- H) PUBLIC CONTACT *very polite with the public and fellow employees*
- I) SUPERVISORY ABILITY *N/A*
- J) OVERALL EVALUATION *Unsatisfactory for month. If she would have done her job properly this incident would not have occurred.*
- REMARKS CONTINUED *should never have happened if she would have done her job properly.*

\* \* \* \* \*

AGE \_\_\_\_\_ WEIGHT \_\_\_\_\_ HEIGHT \_\_\_\_\_ "I" AND/OR "IF" TIME USED THIS PERIOD \_\_\_\_\_

ACCIDENTS \_\_\_\_\_ COMMENDATIONS \_\_\_\_\_ REPRIMANDS \_\_\_\_\_

COURT/DEPOSITION APPEARANCES MISSED FOR THIS RATING PERIOD \_\_\_\_\_

CITIZEN COMPLAINTS \_\_\_\_\_ PREVENTABLE ACCIDENTS \_\_\_\_\_ NON-PREVENTABLE ACCIDENTS \_\_\_\_\_

\* \* \* \* \*

POLICE DEPARTMENT  
SEMI-ANNUAL EVALUATION

PERIOD ENDING  
June 30, 1988

NAME/RANK Villard, Paule PSA P.D.# 7263 SECTION Inf/Mgmt UNIT/PLATOON Records

OUTSTANDING [1] VERY GOOD [2] AVERAGE [3] IMPROVEMENT NEEDED [4] UNSATISFACTORY [5]

JUDGMENT  
Comments [3] Understands her job well but needs to organize priorities.

DEPENDABILITY  
Comments [4] (See reverse)

WORK INITIATIVE  
Comments [2] Excellent; high producing worker monthly.

QUALITY OF WORK  
Comments [2] Always prepares neat and concise reports.

APPEARANCE  
Comments [2] Always neat and clean.

CO-OPERATION  
Comments [2] Works well with others.

KNOWLEDGE OF WORK  
Comments [2] Understands her tasks well.

PUBLIC CONTACTS  
Comments [2] Always very courteous to public.

SUPERVISORY ABILITY  
Comments [ ] N/A

OVERALL EVALUATION  
[2] Exceeds normal expectations.

RECEIVED

OCT 24 1988

Miami Police Department  
Personnel Unit

Mandatory Comments Ms. Villard is a highly motivated employee. She works very hard at any given task. She is always a high producer.

Accidents: Preventable 0 Immediate Supervisor's Signature [Signature]  
Non-Preventable 0 Employee's Signature PSA Paule Villard

Immediate Commanding Officer's Comments Improvement expected in the area of dependability. High Defog 9/28/88

Immediate Commanding Officer

DATE OF MANDATORY CONFERENCE BETWEEN INDIVIDUAL AND SUPERVISOR  
July 14, 1988

Unit/Platoon C/O

Section C/O

Bureau Chief

Division Asst. Chief

Copies to:  
Employee  
Employee's Unit File  
Police Personnel Office (Original)  
Civil Service

RECEIVED

SEP 28 1988

ASSISTANT CHIEF  
ADMINISTRATION DIV.

[Signature] FOR: P. LaSala  
[Signature] Dec 20 Aug 9/28/88  
[Signature] 10/20/88

Dependability:

1. Received a reprimand for failing to turn in evidence promptly on Jan. 15, 1988.
2. Received a reprimand for failing to return to work after a week in Haiti. The reprimand was issued on April 19, 1988.

RECEIVED

NOT RECORDED  
Miami Police Department  
Personnel File

POLICE DEPARTMENT  
SEMI-ANNUAL EVALUATION

PERIOD ENDING  
December 31, 1988

NAME/RANK Paule Villard PSA 7263 P.D.# 7263 SECTION Support Services UNIT/PLATOON Records

OUTSTANDING  1 VERY GOOD  2 AVERAGE  3 IMPROVEMENT NEEDED  4 UNSATISFACTORY  5

JUDGMENT

Comments  4 (OVER)

DEPENDABILITY

Comments  5 (OVER)

WORK INITIATIVE

Comments  3 Average work output. Could do more.

QUALITY OF WORK

Comments  2 Produces a neat clean work product.

APPEARANCE

Comments  2 Always neat and clean.

**RECEIVED**  
JUL 27 1989  
MIAMI POLICE DEPT.  
PERSONNEL UNIT

CO-OPERATION

Comments  4 (OVER)

KNOWLEDGE OF WORK

Comments  2 Knows her job well. Has a complete understanding.

PUBLIC CONTACTS

Comments  2 Always polite when dealing with the public.

SUPERVISORY ABILITY

Comments  N/A

OVERALL EVALUATION

4 P.S.A. Villard must improve in the noted areas.

Mandatory Comments P.S.A. Villard has fallen below expectations this rating period. She doesn't appear to have grasped the requirements of her job in the noted areas. (OVER)

Accidents: Preventable 0  
Non-Preventable 0

Immediate Supervisor's Signature [Signature] 12-29-88  
Employee's Signature [Signature] 12/29/88

Immediate Commanding Officer's Comments \_\_\_\_\_

**RECEIVED**

DATE OF MANDATORY CONFERENCE  
BETWEEN INDIVIDUAL AND SUPERVISOR  
12-29-88 1605

Immediate Commanding Officer  
MAR 28 1989  
ASSISTANT CHIEF  
ADMINISTRATION DIV.

Copies to:  
Employee  
Employee's Unit File  
Police Personnel Office (Original)  
Civil Service

Unit/Platoon C/O [Signature] 4 Jan 89  
Section C/O [Signature] 1/9/89  
Bureau Chief  
Division Asst. Chief [Signature] 01/9

JUDGEMENT:

On two occasions this rating period. P.S.A. Villard has used unsatisfactory judgement in the following:

1. handling administrative paperwork;
2. accepting responsibility for her assignments;
3. following directions of a superior.

DEPENDABILITY:

On Dec. 25, 1988, P.S.A. Villard came into work 2 hrs. and 10 min. late, and after being directed to complete her tour of duty by a superior, she left her assignment approximately 3 hours early. In addition to this incident, P.S.A. Villard made no effort to correct ticklers, leaving them in her mail box over five months.

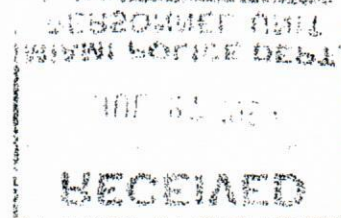
She has used 8 hrs. "W" and 4 hrs. "IW".

COOPERATION:

P.S.A. Villard has failed, in the areas cited above, to complete assigned tasks as directed, and oral. Despite directions given and previous counseling, she seems to proceed in the direction she chooses.

MANDATORY COMMENTS (cont.):

This is evident in her lack of cooperation and in her following written and oral directions.





POLICE DEPARTMENT  
SEMI-ANNUAL EVALUATION

PERIOD ENDING  
June 30, 1989

NAME/RANK Paule Villard PSA P.D.# 7263 SECTION Support Services UNIT/PLATOON Records

OUTSTANDING 1 VERY GOOD 2 AVERAGE 3 IMPROVEMENT NEEDED 4 UNSATISFACTORY 5

JUDGMENT

Comments 4 Used poor judgement this rating period, which resulted in - (Over)

DEPENDABILITY

Comments 4 P.S.A. Villard has a documented problem with getting - (over)

WORK INITIATIVE

Comments 4 Counseled on two occasions for her lack of productivity.

QUALITY OF WORK

Comments 4 (OVER) (OVER)

APPEARANCE

Comments 2 PROJECTS A NEAT clean, professional image.

CO-OPERATION

Comments 4 - OVER -

KNOWLEDGE OF WORK

Comments 2 Has A complete understanding of her assignment.

PUBLIC CONTACTS

Comments 2 Polite with the public.

SUPERVISORY ABILITY

Comments 1/2

OVERALL EVALUATION

4 P.S.A. Villard must improve in the noted areas.

RECEIVED

JUL 21 1989

ASSISTANT CHIEF  
ADMINISTRATION DIV.

Mandatory Comments PSA Villard has fallen below expectations during this rating period. Improvement is expected.

Accidents: Preventable 0  
Non-Preventable 0

Immediate Supervisor's Signature [Signature] 1307-219-89

Employee's Signature UNABLE TO SIGN. ON LEAVE OF ABSENCE

Immediate Commanding Officer's Comments Note that PSA Villard has requested a two month leave of absence due to an anticipated problem with the first trimester of her current pregnancy.

CONFERENCE  
L AND SUPERVISOR

RECEIVED  
AUG 14 1989  
MIAMI-POLICE DEPT  
PERSONNEL UNIT

Commanding Officer

Unit/Platoon C/O

Section C/O

Bureau Chief

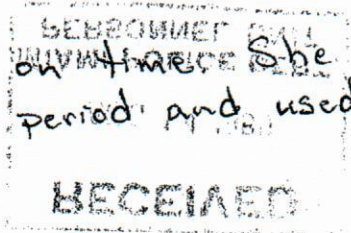
Division Asst. Chief

[Signatures]  
7/21/89  
D. O. Mary 93075/0/17

1st File  
incl Office (Original)

Judgement - A reprimand, a suspension, and numerous memos to her file.

Dependability - To work on this rating period and used 46.7 hrs 'I' time. She was late 4 times.



Quality of Work - P.S.A. Villard received a reprimand with a two-day suspension during this rating period for neglect of duty. She also has a memo in her file for being disruptive and for failing to follow directions. She was commended during this rating period for her contributions during the civil disturbance.

Co-Operation - P.S.A. Villard has a tendency to be argumentative and defiant with Supervisors and fellow employees.



CITY OF MIAMI, FLORIDA  
REQUEST FOR PERSONNEL ACTION

RECEIVED

JUL 5 - 1988

DEPT. OF PERSONNEL MGMT  
RECORDS SECTION

1. Name of Employee

VILLARD, Paule  
(Last) (First) (M)

1a. Social Security No. \_\_\_\_\_

1b. Employee No. 82601

1c. Prior Service   
If checked give termination date \_\_\_\_\_

2. Sex  M  F

- White (not of Hispanic Origin) (1)
- Black (not of Hispanic Origin) (2)
- Hispanic (3)
- Asian or Pacific Islander (4)
- American Indian or Alaskan Native (5)

3. CHECK ACTION DESIRED

- a  Appointment
- b  Permanent Appt.
- c  Promotion
- d  Advancement
- e  Salary Change
- f  Change of Classification
- g  Ext. of Temp. Appt.
- h  Anniversary Increase
- i  \_\_\_\_\_ Longevity Increase
- j  Leave of absence w/o pay
- k  Return to duty
- l  Suspension  
From \_\_\_\_\_ Thru \_\_\_\_\_
- m  Resignation
- n  Dismissal
- o  Retirement
- p  Lay-Off
- q  End of Temp. Appt.
- r  Other (Specify) \_\_\_\_\_

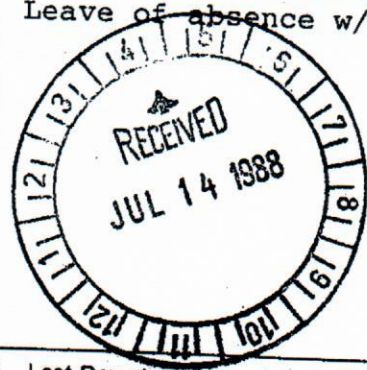
4. DISPOSITION CODE 97  
(DPM USE ONLY)

SEQUENCE NO. 1  
(PAYROLL USE ONLY)

FROM: \_\_\_\_\_ TO: \_\_\_\_\_

5. Position No. 3256  
6. Occupation Code/Title 9600/ Public Service Aide  
7. Pay Step/Hourly Step 1/ 7.16 hr.  
8. Base Step Step 1  
9. Status (1. Prob., 2. Perm., 3. Temp., 4. Uncl., 5. Exec.) 3-Temp  
10. Std. Hrs.-Biweekly (Hrs. or JB) 80  
11. Home Department & No. 2900 Police  
12. Roster Location No. 3572  
a. Division \_\_\_\_\_

Leave of absence w/o pay



13A. Action Effective Date 3/25/88

13B. PROJECTED  
Anniversary Review Date \_\_\_\_\_ Longevity Date \_\_\_\_\_

14A. Last Day at work \_\_\_\_\_  
B. Delayed due to \_\_\_\_\_ days lost w/o pay suspension or "U" rating.

REMARKS:

Leave of absence without pay for seven (7) days on 3/25/88, 4/8/88, 4/9/88, 4/10/88, 4/11/88 (Discipline 4/25/88, 5/17/88 according with form 923-A dated 6/9/88 (Illness))

Resignation Signature: [Signature] Witness: \_\_\_\_\_  
Approved (for) Chief of Police 6/29/88  
Department Head Date

Approved [Signature] 7/14/88  
City Manager Date

Transfer only: Signature of Appointing authority of Department from which transfer is made.

Certified by Director of Personnel Management [Signature]  
JUL 14 1988

Expenditure Index 290201.001 Request # 290201.631 Date of Request 6/16/88



CITY OF MIAMI, FLORIDA  
REQUEST FOR PERSONNEL ACTION

RECEIVED

APR 13 1989

DEPT. OF PERSONNEL MGMT.  
PERSONNEL SECTION

1. Name of Employee

VILLARD, Paule  
(Last) (First) (M)

1a. Social Security No. \_\_\_\_\_  
1b. Employee No. 82601

2. Sex  M  F

1c. Prior Service   
If checked give termination date \_\_\_\_\_

- White (not of Hispanic Origin) (1)  Hispanic (3)  
 Black (not of Hispanic Origin) (2)  Asian or Pacific Islander (4)  
 American Indian or Alaskan Native (5)

3. CHECK ACTION DESIRED

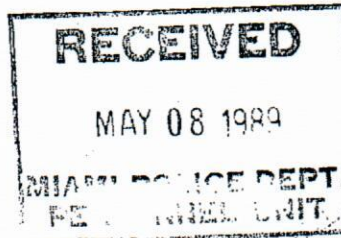
- |   |  |  |
|---|--|--|
| a <input type="checkbox"/> Appointment              | g <input type="checkbox"/> Ext. of Temp. Appt.       | m <input type="checkbox"/> Resignation           |
| b <input type="checkbox"/> Permanent Appt.          | h <input type="checkbox"/> Anniversary Increase      | n <input type="checkbox"/> Dismissal             |
| c <input type="checkbox"/> Promotion                | i <input type="checkbox"/> _____ Longevity Increase  | o <input type="checkbox"/> Retirement            |
| d <input type="checkbox"/> Advancement              | j <input type="checkbox"/> Leave of absence w/o pay  | p <input type="checkbox"/> Lay-Off               |
| e <input type="checkbox"/> Salary Change            | k <input checked="" type="checkbox"/> Return to duty | q <input type="checkbox"/> End of Temp. Appt.    |
| f <input type="checkbox"/> Change of Classification | l <input type="checkbox"/> Suspension                | r <input type="checkbox"/> Other (Specify) _____ |
- From \_\_\_\_\_ Thru \_\_\_\_\_

4. DISPOSITION CODE 115  
(DPM USE ONLY)

SEQUENCE No. \_\_\_\_\_  
(PAYROLL USE ONLY)

5. Position No.  
6. Occupation Code/Title  
7. Pay Step/Hourly  
8. Base Step  
9. Status (1. Prob., 2. Perm., 3. Temp., 4. Uncl., 5. Exec.)  
10. Std. Hrs.-Bwklly (Hrs. or JB)  
11. Home Department & No.  
12. Roster Location No.  
a. Division

SUSPENSION



FROM: \_\_\_\_\_ TO: \_\_\_\_\_  
3256  
9600/ Public Service Aide  
67I/ 7.70/ 01/ 16,016.00  
01/ Tier 1  
3-Temp  
80  
2900 Police  
3571

13A. Action Effective Date 3/3/89

13B. PROJECTED  
Anniversary Review Date Same Longevity Date Same

14A. Last Day at work \_\_\_\_\_  
B. Delayed due to \_\_\_\_\_ days lost w/o pay suspension or "U" rating.

REMARKS:

Return to duty from suspension for two (2) days, (sixteen (16) hours), from 3/1/89 to 3/2/89.

Resignation Signature: \_\_\_\_\_  
Approved (for) Chief of Police 4/12/89  
Department Head Date

Witness: \_\_\_\_\_  
Approved M. J. Aquino 4-24-89  
City Manager Date

Transfer only: Signature of Appointing authority of Department from which transfer is made.

Certified by Director of Personnel Management [Signature]

APR 24 1989

Expenditure Index 290201.001 Request # 290201.372 Date of Request 4/6/89

*File to date 26 June 91*



# City of Miami PERFORMANCE APPRAISAL FORM

NAME: <b>VILLARD, PAULE</b>		IBM #7263	SOCIAL SECURITY NO: ██████████
TITLE: <b>CLERK I</b>	STATUS:	<input checked="" type="checkbox"/> CIVIL SERVICE PROBATIONARY <input type="checkbox"/> CIVIL SERVICE PERMANENT <input type="checkbox"/> UNCLASSIFIED	<input type="checkbox"/> TEMPORARY <input type="checkbox"/> PART-TIME
DEPARTMENT: <b>POLICE</b>	DIVISION: <b>ADMINISTRATION</b>	UNIT: <b>RECORDS</b>	
PERIOD COVERED (Dates): FROM: <b>6/1/91</b> TO: <b>6/30/91</b>	TYPE OF REVIEW: <input type="checkbox"/> ANNUAL <input type="checkbox"/> PROMOTION <input type="checkbox"/> TRANSFER <input checked="" type="checkbox"/> OTHER (Explain):		<input type="checkbox"/> FEEDBACK/DEVELOPMENT <b>PROB/EVALUATION</b>

REPORT NUMBER 6 OF 12

### PERFORMANCE APPRAISAL GUIDELINES

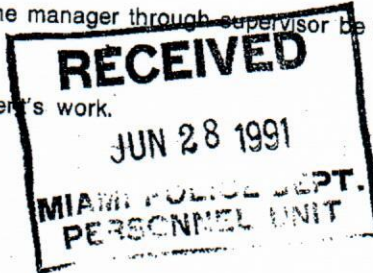
The operational effectiveness of this process depends on management's ability to define goals of positions in relation to the overall goals of the department and on the employee's performance with regard to achieving them.

In the Development Plan on page 3, the supervisor should do the following:

- (1) Identify specific results desired (goals) and actions (objectives) to be taken to achieve them.
- (2) Establish deadlines.
- (3) Allow flexibility.

(4) Make goals realistic, attainable and measurable. It is very important that the manager through supervisor be ready to:

- (a) Assist incumbents in planning ways to accomplish set goals.
- (b) Define specific courses of action (objectives) to support the incumbent's work.



### THE EMPLOYEE WILL BE RATED ACCORDING TO THE FOLLOWING SCALE:

<b>OUTSTANDING:</b>	5 POINTS	Performance for the evaluation period far exceed job requirements.
<b>ABOVE AVERAGE:</b>	4 POINTS	Performance for the evaluation period exceeded job requirements.
<b>SATISFACTORY:</b>	3 POINTS	Performance for the evaluation period met job requirements.
<b>NEEDS IMPROVEMENT:</b>	2 POINTS	Performance for the evaluation period did not fully meet job requirements and needs improvement.
<b>UNSATISFACTORY:</b>	1 POINT	Performance for the evaluation period did not meet job requirements and is unacceptable.
<b>NOT APPLICABLE:</b>	N/A	Category is not applicable to employee's position.

**NOTE:** Anniversary increases are not automatic. A department head may withhold anniversary increases until such time as, in his judgement, the employee's services within the classification meets the standards of competence for the position. Employees in such cases shall be notified of the reasons for the action being taken. (Ref. APM-5-78, 10.a)

## DIMENSION AND OVERALL PERFORMANCE RATING

### DIMENSIONS

<b>JOB KNOWLEDGE:</b> To what extent did employee demonstrate the knowledge and skills needed to perform his/her job?	1	2	3	4	5	
<b>PRODUCTIVITY:</b> To what extent did employee use time efficiently, complete assignments and meet deadlines?	1	2	3	4	5	
<b>QUALITY OF RESULTS:</b> To what extent did employee's work reflect accuracy, effectiveness and quality?	1	2	3	4	5	
<b>INITIATIVE:</b> To what extent did employee act independently without the need for specific instructions or prompting?	1	2	3	4	5	
<b>INTERPERSONAL SKILLS:</b> To what extent did employee work cooperatively with the public and other employees?	1	2	3	4	5	
<b>DISCIPLINE:</b> To what extent did employee comply with observance of work hours, regulations, policies and directives?	1	2	3	4	5	
<b>JUDGEMENT:</b> To what extent did employee make sound decisions and solve problems using good judgement?	1	2	3	4	5	
<b>ORGANIZATIONAL PLANNING:</b> To what extent did employee arrange his/her job activities to provide effective courses of action?	1	2	3	4	5	NA
<b>ACHIEVEMENT OF OBJECTIVES:</b> To what extent did employee meet specific goals or objectives assigned to him/her?	1	2	3	4	5	NA
<b>SUPERVISION:</b> To what extent did employee perform all necessary supervisory responsibilities (e.g., selecting, developing and motivating employees; EEO commitments, administrative and budgetary responsibilities)?	1	2	3	4	5	NA
<b>OTHER:</b> May include special skills, knowledges and abilities; special job requirements or temporary assignments. <b>DEFINITION:</b> _____	1	2	3	4	5	NA

**OVERALL RATING (See Below):** 3.77

OVERALL RATING will be based on the average of the dimension ratings. To obtain this average, add up all the ratings and divide by the number of dimensions that were rated. PAY INCREASES will be based on the overall rating as indicated below.

Overall Rating	Increase
1.00 - 1.49	No increase recommended. Unsatisfactory performance. Refer to Civil Service Board for action under rule 13.2.
1.50 - 2.49	No increase recommended; needs improvement.
2.50 - 2.99	5.0% increase at the discretion of the department director.
3.00 - 5.00	5.0% increase recommended.

APPRAISER'S COMMENTS/SUGGESTIONS:

This employee's overall performance rating is at the above average level except for in the area of discipline. It was pointed out by this supervisor that all employees must be at their assigned position and ready to work at the appointed time scheduled.

DEVELOPMENTAL PLAN: Either the supervisor or the supervisor in conjunction with the employee should define the goals of the position and outline ways (objectives) in which to achieve them. Objectives may be achieved within a 3, 6, 9 or 12 month period.

Position Goals:

A copy of the records' handbook was given to Ms. Villard to answer any questions she might have in this area. Ms. Villard also has a copy of the Departmental Orders. Ms Villard will be monitored closely in order that the rules are kept.

Position Objectives:

APPRAISER ONLY

The evaluation is based on my observations and review of applicable information. It represents my best judgement of the employee's performance.

Appraiser's Signature: Paula C Williams

Date: 6/27/91

Print Name: PAULA C WILLIAMS

Title: CLERK III

EMPLOYEE ONLY

I have had an opportunity to discuss this evaluation with my supervisor and have received a copy. In signing this evaluation, I do not necessarily agree with the conclusions.

Employee's Signature: Paula Villard

Date: 06/27/91

DEPARTMENT DIRECTOR ONLY

I have reviewed this evaluation and concur do not concur with the appraisal.

Department Director/Designee: Mary DeJoy

Date: 6/29/91

*Handwritten: Lisa La Sala 3 July 91*



**RECEIVED**

City of Miami

**PERFORMANCE APPRAISAL FORM**

AUG 05 1991

NAME: ASSISTANT CHIEF VILLARD, PAULE ADMINISTRATION DIV

IBM #7263

SOCIAL SECURITY NO: [REDACTED]

TITLE: CLERK I

STATUS:  CIVIL SERVICE PROBATIONARY  CIVIL SERVICE PERMANENT  UNCLASSIFIED

TEMPORARY  PART-TIME

DEPARTMENT: POLICE

DIVISION: ADMINISTRATION

UNIT: RECORDS

PERIOD COVERED (Dates): FROM: 7/1/91 TO: 7/31/91

TYPE OF REVIEW:  ANNUAL  TRANSFER  FEEDBACK/DEVELOPMENT  PROMOTION  OTHER (Explain): PROB/EVALUATION

REPORT NUMBER 7 OF 12

**PERFORMANCE APPRAISAL GUIDELINES**

The operational effectiveness of this process depends on management's ability to define goals of positions in relation to the overall goals of the department and on the employee's performance with regard to achieving them.

In the Development Plan on page 3, the supervisor should do the following:

- (1) Identify specific results desired (goals) and actions (objectives) to be taken to achieve them.
- (2) Establish deadlines.
- (3) Allow flexibility.
- (4) Make goals realistic, attainable and measurable. It is very important that the manager through supervisor be ready to:
  - (a) Assist incumbents in planning ways to accomplish set goals.
  - (b) Define specific courses of action (objectives) to support the incumbents work.

**RECEIVED**  
AUG 5 1991  
MIAMI POLICE DEPT.  
PERSONNEL UNIT

**THE EMPLOYEE WILL BE RATED ACCORDING TO THE FOLLOWING SCALE:**

<b>OUTSTANDING:</b>	5 POINTS	Performance for the evaluation period far exceed job requirements.
<b>ABOVE AVERAGE:</b>	4 POINTS	Performance for the evaluation period exceeded job requirements.
<b>SATISFACTORY:</b>	3 POINTS	Performance for the evaluation period met job requirements.
<b>NEEDS IMPROVEMENT:</b>	2 POINTS	Performance for the evaluation period did not fully meet job requirements and needs improvement.
<b>UNSATISFACTORY:</b>	1 POINT	Performance for the evaluation period did not meet job requirements and is unacceptable.
<b>NOT APPLICABLE:</b>	N/A	Category is not applicable to employee's position.

**NOTE:** Anniversary increases are not automatic. A department head may withhold anniversary increases until such time as, in his judgement, the employee's services within the classification meets the standards of competence for the position. Employees in such cases shall be notified of the reasons for the action being taken. (Ref. APM-5-78, 10.a)



## DIMENSION AND OVERALL PERFORMANCE RATING

### DIMENSIONS

<b>JOB KNOWLEDGE:</b> To what extent did employee demonstrate the knowledge and skills needed to perform his/her job?	1	2	3	4	5	
<b>PRODUCTIVITY:</b> To what extent did employee use time efficiently, complete assignments and meet deadlines?	1	2	3	4	5	
<b>QUALITY OF RESULTS:</b> To what extent did employee's work reflect accuracy, effectiveness and quality?	1	2	3	4	5	
<b>INITIATIVE:</b> To what extent did employee act independently without the need for specific instructions or prompting?	1	2	3	4	5	
<b>INTERPERSONAL SKILLS:</b> To what extent did employee work cooperatively with the public and other employees?	1	2	3	4	5	
<b>DISCIPLINE:</b> To what extent did employee comply with observance of work hours, regulations, policies and directives?	1	2	3	4	5	
<b>JUDGEMENT:</b> To what extent did employee make sound decisions and solve problems using good judgement?	1	2	3	4	5	
<b>ORGANIZATIONAL PLANNING:</b> To what extent did employee arrange his/her job activities to provide effective courses of action?	1	2	3	4	5	NA
<b>ACHIEVEMENT OF OBJECTIVES:</b> To what extent did employee meet specific goals or objectives assigned to him/her?	1	2	3	4	5	NA
<b>SUPERVISION:</b> To what extent did employee perform all necessary supervisory responsibilities (e.g., selecting, developing and motivating employees; EEO commitments, administrative and budgetary responsibilities)?	1	2	3	4	5	NA
<b>OTHER:</b> May include special skills, knowledges and abilities; special job requirements or temporary assignments. <b>DEFINITION:</b> _____	1	2	3	4	5	NA

**OVERALL RATING (See Below):** 4.0

OVERALL RATING will be based on the average of the dimension ratings. To obtain this average, add up all the ratings and divide by the number of dimensions that were rated. PAY INCREASES will be based on the overall rating as indicated below. :

Overall Rating	Increase
1.00 - 1.49	No increase recommended. Unsatisfactory performance. Refer to Civil Service Board for action under rule 13.2.
1.50 - 2.49	No increase recommended; needs improvement.
2.50 - 2.99	5.0% increase at the discretion of the department director.
3.00 - 5.00	5.0% increase recommended.

APPRaiser's COMMENTS/SUGGESTIONS:

*Ms. Villard has shown some improvement since the last evaluation. She has been reporting for duty on time and has been carrying out all assignments effectively. During this rating period Ms. Villard has been partially assigned to work with others at the correspondence desk where her productivity is above average.*

DEVELOPMENTAL PLAN: Either the supervisor or the supervisor in conjunction with the employee should define the goals of the position and outline ways (objectives) in which to achieve them. Objectives may be achieved within a 3, 6, 9 or 12 month period.

Position Goals: *All goals and objectives are being met. There are no developmental plans at this time.*

Position Objectives:

APPRaiser ONLY

The evaluation is based on my observations and review of applicable information. It represents my best judgement of the employee's performance.

Appraiser's Signature: *Earle C. Williams* Date: *7/31/91*  
Print Name: *EARLE C. WILLIAMS* Title: *Clerk III*

EMPLOYEE ONLY

I have had an opportunity to discuss this evaluation with my supervisor and have received a copy. In signing this evaluation, I do not necessarily agree with the conclusions.

Employee's Signature: *Paula Villard* Date: *07/31/91*

DEPARTMENT DIRECTOR ONLY

I have reviewed this evaluation and concur do not concur with the appraisal.

Department Director/Designee: *Majors DeDe Jay* Date: *8/5/91*