

H. Vela 5/5/94



# City of Miami PERFORMANCE APPRAISAL FORM

NAME: <b>VILLARD, PAULE</b>		IBM #7263	SOCIAL SECURITY NO: ██████████
TITLE: <b>POLICE OFFICER</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>FIELD OPERATIONS</b>	UNIT: <b>PATROL (CENTRAL)</b>	
PERIOD COVERED (Dates): FROM: <b>2/1/94</b> TO: <b>2/28/94</b>		TYPE OF REVIEW: <input type="checkbox"/> ANNUAL <input type="checkbox"/> TRANSFER <input type="checkbox"/> FEEDBACK/DEVELOPMENT <input type="checkbox"/> PROMOTION <input checked="" type="checkbox"/> OTHER (Explain): <b>PROB/EVALUATION</b>	

REPORT NUMBER 10 OF 18

### 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.

**RECEIVED**  
MAY 25 1994  
MIAMI POLICE DEPT  
PERSONNEL UNIT

**RECEIVED**  
MAY 9 1994  
**RECEIVED**

THE EMPLOYEE WILL BE RATED 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.

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MAY 18 1994  
MIAMI POLICE  
CENTRAL PATROL DISTRICT

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MAR 9 1994

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MIAMI POLICE  
CENTRAL PATROL DISTRICT

**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):** 2.85

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 EVALUATION IS A COMPILATION OF INFORMATION FROM OFFICER VILLARD'S WEEKLY OBSERVATION REPORTS AND A CONFERENCE WITH HER F.T.O.

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: \_\_\_\_\_

Position Objectives: \_\_\_\_\_

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MAY 12 1994

MIAMI POLICE  
CENTRAL PATROL DISTRICT

**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: Sgt. Judith B. Buhmaster Date: 4/16/94

Print Name: JUDITH B. BUHMASTER Title: SGT.

**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: Paul Villard Date: 05/04/94

**DEPARTMENT DIRECTOR ONLY**

I have reviewed this evaluation and concur/d\_\_\_\_\_ with the appraisal.

Department Director/Designee: Maj. Ed Buff Date: 05/13/94

JOB KNOWLEDGE:

Officer Villard has difficulty taking control of situations where assertiveness and voice commands are crucial. She received supplementary training (4 hours) during this rating period in order to sharpen this deficient and extremely critical area.

PRODUCTIVITY:

Officer Villard uses the appropriate amount of time to finish reports (no arrest forms).

QUALITY OF RESULTS:

Officer Villard's written work product is satisfactory.

INITIATIVE:

At this early stage, looking for criminal activity was not noted by the F.T.O. (Also see judgement)

INTERPERSONAL SKILLS:

Officer Villard is congenial; she gets along with her co-workers and public.

DISCIPLINE:

Officer Villard has never been late to roll-call and conforms to Departmental Orders and Rules and Regulations.

JUDGEMENT:

As it is her first month on the street, Officer Villard was not faced with any unusual problem-solving situations.

COMMENDATIONS: 0

REPRIMANDS: 0

ACCIDENTS: 0

I- TIME: 0