



City of Miami  
**PERFORMANCE APPRAISAL FORM**

*Handwritten signature and date: 6/25/94*

NAME: <b>VILLARD, PAULE</b>		SOCIAL SECURITY NO: <b>IBM #7263</b>
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>5/1/94</b> TO: <b>5/31/94</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>	

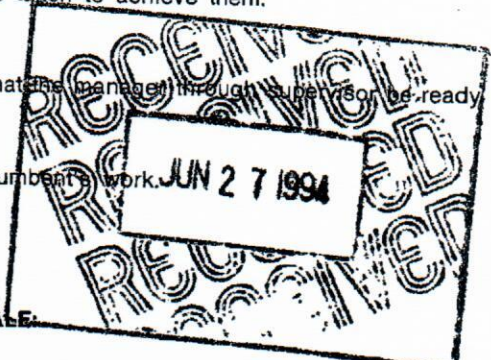
**REPORT NUMBER 13 OF 18**

**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.

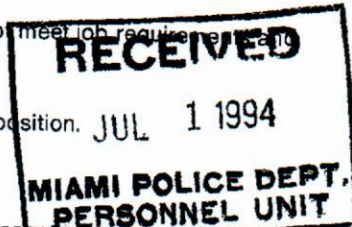
In the Development Plan on page 3, the supervisor should do the following:

- (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.



**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, 10a)



## 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):** 3.0

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: THIS EVALUATION IS A COMPILATION OF INFORMATION FROM OFFICER VILHARD'S WEEKLY OBSERVATION REPORTS AND A CONFERENCE WITH HRC F.T.D.

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: \_\_\_\_\_

**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. Buhner #0726 Date: 6/17/94

Print Name: JUDITH B. BUHNER 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: 06/24/94

**DEPARTMENT DIRECTOR ONLY**

I have reviewed this evaluation and concur with with the appraisal.

Department Director/Designee: Capt. Joylett E. Harris Date: 6/28/94



JOB KNOWLEDGE- Officer Villard has a sufficient working foundation of State Statutes, City/County Ordinances, and Departmental Orders.

PRODUCTIVITY- Officer Villard completes her reports in a timely fashion.

QUALITY OF RESULTS- According to her current F.T.O., Officer Villard's written work product requires few, if any, corrections.

INITIATIVE- Officer Villard observes criminal activity without prompting and takes appropriate action.

INTERPERSONAL SKILLS- Officer Villard gets along well with her F.T.O. and the public she serves.

DISCIPLINE- Officer Villard has reported to work on time and has conformed to Departmental Orders and Rules and Regulations.

JUDGEMENT- For her short tenure on the Department, Officer Villard has demonstrated adequate decision-making skills.

ACCIDENTS: 0

REPRIMANDS: 0

COMMENDATIONS: 0

"I" TIME: 0