

LA. Harms 2-139



City of Miami PERFORMANCE APPRAISAL FORM

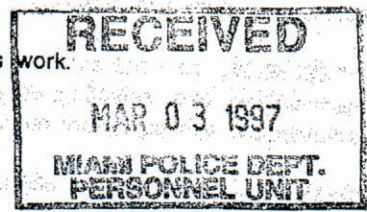
NAME: VILLARD, PAULE		SOCIAL SECURITY NO: ██████████	
TITLE: POLICE OFFICER		IBM# 7263	
DEPARTMENT: POLICE		DIVISION: FIELD OPERATIONS	UNIT: PATROL (NORTH)
PERIOD COVERED (Dates): FROM: 12/21/95 TO: 12/21/96		STATUS: <input type="checkbox"/> CIVIL SERVICE PROBATIONARY <input type="checkbox"/> TEMPORARY <input type="checkbox"/> CIVIL SERVICE PERMANENT <input type="checkbox"/> PART-TIME <input checked="" type="checkbox"/> UNCLASSIFIED	
		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): ANNUAL EVALUATION	

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:

OUTSTANDING:	5 POINTS	Performance for the evaluation period far exceed job requirements.
ABOVE AVERAGE:	4 POINTS	Performance for the evaluation period exceeded job requirements.
SATISFACTORY:	3 POINTS	Performance for the evaluation period met job requirements.
NEEDS IMPROVEMENT:	2 POINTS	Performance for the evaluation period did not fully meet job requirements and needs improvement.
UNSATISFACTORY:	1 POINT	Performance for the evaluation period did not meet job requirements and is unacceptable.
NOT APPLICABLE:	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

JOB KNOWLEDGE: To what extent did employee demonstrate the knowledge and skills needed to perform his/her job?	1	2	3	4	5	
PRODUCTIVITY: To what extent did employee use time efficiently, complete assignments and meet deadlines?	1	2	3	4	5	
QUALITY OF RESULTS: To what extent did employee's work reflect accuracy, effectiveness and quality?	1	2	3	4	5	
INITIATIVE: To what extent did employee act independently without the need for specific instructions or prompting?	1	2	3	4	5	
INTERPERSONAL SKILLS: To what extent did employee work cooperatively with the public and other employees?	1	2	3	4	5	
DISCIPLINE: To what extent did employee comply with observance of work hours, regulations, policies and directives?	1	2	3	4	5	
JUDGEMENT: To what extent did employee make sound decisions and solve problems using good judgement?	1	2	3	4	5	
ORGANIZATIONAL PLANNING: To what extent did employee arrange his/her job activities to provide effective courses of action?	1	2	3	4	5	NA
ACHIEVEMENT OF OBJECTIVES: To what extent did employee meet specific goals or objectives assigned to him/her?	1	2	3	4	5	NA
SUPERVISION: 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
OTHER: May include special skills, knowledges and abilities; special job requirements or temporary assignments. DEFINITION: _____	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: In the latter months of Officer Villard
evaluation period, she displayed some deficiencies in some areas.
However, her overall annual work performance was satisfactory,
therefore, I recommend that she receives her annual salary increase.

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. Lawanica Lamb Date: 2/11/97
Print Name: Lawanica Lamb Title: Sergeant

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: 03/01/97

DEPARTMENT DIRECTOR ONLY

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

Department Director/Designee: [Signature] Date: 3/3/97

JOB KNOWLEDGE: Officer Villard overall job knowledge is satisfactory.

PRODUCTIVITY: Officer Villard used her time satisfactorily and has produced a satisfactory level of productivity.

QUALITY OF RESULTS: Officer Villard has received several report kick-backs due to lack of information or missing reports in the latter months of her evaluating period. She was counselled and advised improvement is needed.

INITIATIVE: When Officer Villard is not handling calls for service, she is eagerly seeking out traffic violators in her patrol area.

INTERPERSONAL SKILLS: Officer Villard has a satisfactory rapport with her supervisor, peers, and outside agencies.

DISCIPLINE: Officer Villard is always neat and well groomed. Officer Villard received (1) reprimand 3/2/96, (1) deficiency 11/19/96, (1) deficiency 10/16/96, and (1) late to roll call slip 11/2/96.

JUDGEMENT: Officer Villard decision making in the latter months of her evaluating period showed numerous improper judgement decisions by this officer, where in some incidents it placed herself and other officer's safety at risk. On 10/12/96 City cs# 2861862V, Officer Villard and her partner allowed a 6 month pregnant female to escape from their custody due to improper judgement by Officer Villard, she was counselled on this incident. On 11/19/96, Officer Villard recovered an out-of-town stolen vehicle and failed to notify C.I.S. desk on this date. She waited until 11/21/96, to remove this felony message from the system, advising this supervisor that her work day became too busy, therefore, she forgot.

ORGANIZATIONAL PLANNING: See comments reference Judgement, Productivity, and Quality of Results.

ACHIEVEMENTS OF OBJECTIVES: See comments for Quality of Results and Judgement.

REPRIMANDS- 1

3/2/96 reprimand Being absent from duty without permission.

DEFICIENCIES- 2

10/16/96 deficiency Court Related Incident (failure to notify State regarding her absence).

11/19/96 deficiency Failure to contact CIS desk reference cancelling stolen vehicle message.

COMMENDATIONS- 1

9/2/96 commendation Assist in the apprehension of Robbery offender

CONTROL OF PERSONS- 1

10/22/96 control Battery on P.O., Resisting Arrest w/violence

"I" TIME PROFILE

3/13/96 "IF" child sick

"I" TIME- 0

"IF" Time- 10hrs

ACCIDENTS -0

MISSED COURT- 0