

Mid Manager/Supervisor Performance Development

Name: Lucy ChristianDepartment: Utility Department

Position Billing Supervisor

Date: 6/17/26

Guidelines

1. **Enter Rating:** Score each competency from **1** (Needs Significant Improvement) to **5** (Exceptional) based on the employee's performance.
2. **Enter Rationale/Evidence:** In the comments section, provide specific examples or situations that justify the score given (e.g., completed xyz projects, attendance records, data points).
3. **Process:** The manager and employee will complete the evaluation, submit it for Director's approval and then route it to the employee
4. **Co-create:** Individual development plans according to priorities

Metrics

Scale	Description	Priorities for Individual Development Plan
1 Needs Significant Improvement	The employee is not meeting basic expectations	Remediation
2 Developing	The employee is showing minimal improvement	Remediation
3 Proficient	The employee is meeting basic expectations	Set strong development goals
4 Exceeds Expectations	The employee sometimes exceeds expectations for role	Set up new tasks and challenges
5 Exceptional	The employee always exceeds expectations and sets new standards for roles.	Set up leadership pathway

Alignments

City Core Values	Competency	Related Training Series
People-Centered, Professionalism, Exceptional Service, Accountability	Interpersonal Skills & Self-Growth	Personal Effectiveness
Professionalism, Accountability, Innovation	Occupational Skills & Knowledge (Customize)	Internal to Department
Professionalism, Accountability, Exceptional Service	Operational Efficiency	Technical and Operational Efficiency
Innovation, Accountability	Problem Solving	Problem Solving and Innovation
People-Centered, Equity, Accountability	Team Leadership	Leadership and Teamwork

Rubric

Competency	Needs Significant Improvement (1)	Developing (2)	Proficient (3)	Exceeds Expectations (4)	Exceptional (5)	Rating	Provide evidence/ rationale for rating
Interpersonal Skills & Self-Growth	Communicates disrespectfully; has negative outlook; avoids feedback and training.	Struggles with clear communication; shows willingness to improve with feedback and training.	Communicates clearly in a positive manner; willingly accepts feedback, attends training and applies subject matter to improve.	Communicates at a high level; actively seeks feedback and continuously develops new skills by leveraging training and growth opportunities.	Effectively influences others through strong communication skills; consistently reflects on actions, and proactively anticipates growth opportunities.	3	Maintains positive working relationships with co-workers and customers. Communicates effectively, accepts feedback professionally, applies guidance daily responsibilities. Demonstrates a willingness to learn and participate in training opportunities.
Occupational Skills & Knowledge (Customize)	Lacks job knowledge or key skills for position, impacts team performance negatively.	Developing necessary skills but still requires regular support and close supervision.	Demonstrates required skills and knowledge for position; applies them consistently in day-to-day operations with minimal oversight.	Proactively improves expertise; seeks learning opportunities and stays updated with trends to improve competency.	Viewed as an industry expert; continuously seeks to improve, shares knowledge, and drives innovative practices within the department.	4	Demonstrates the knowledge and skills necessary to perform assigned duties effectively. Applies departmental procedures accurately and requires minimal supervision in daily operations.
Operational Efficiency	Struggles to manage operations; frequently misses deadlines and disrupts workflow.	Needs frequent support and close supervision to maintain workflow; does not consistently meet deadlines.	Manages operations effectively with minimal supervision; meets most deadlines reliably.	Streamlines operations, maintains efficiency, and consistently meets deadlines even under pressure.	Continuously improves processes, prioritizes tasks effectively, and delivers projects with exceptional quality.	3	Consistently completes assigned responsibilities within established deadlines and maintains dependable workflow and service levels.
Problem Solving	Does not identify or avoids addressing problems; lacks initiative.	Identifies problems but needs assistance to solve them effectively.	Resolves most issues independently and appropriately; demonstrates sound judgment.	Proactively anticipates challenges; sometimes comes up with new solutions and implements them successfully.	Provides innovative solutions to complex problems, leads initiatives that enhance team or department performance.	3	Employee performs assigned duties effectively and demonstrates initiative by identifying opportunities for improvement.
Team Leadership	Fails to motivate or guide team members; team is not in alignment with department goals.	Leadership is inconsistent; team results vary; goals are understood but needs high levels of supervision to achieve them effectively.	Provides reliable leadership allowing teams to achieve goals consistently; goals are in alignment with department priorities.	Inspires high performance; fosters teamwork and ensures alignment between individual and department goals.	A highly effective leader, team performs at a very high level, mentors future leaders, and strives to exceed departmental goals.	2	Employee demonstrates strong technical knowledge and effectively manages daily operations. Continued focus is needed on cross-training and delegation to ensure staff can independently perform critical billing functions during employee absences and support the department's future operational needs.

Supervisor Comments:

Overall, the employee performs her duties effectively and demonstrates a strong commitment to the Utility Billing Division. She maintains daily operations, responds to citizens appropriately, successfully completed training, and has successfully completed several special projects throughout the evaluation period.

Goal 1- Cross Training and Staff Development- Progress has been made toward cross-training staff to perform the billing process from start to finish. While the employee has provided training opportunities, additional delegation is needed to allow staff to fully develop their skills and independently perform assigned functions. Continued focus should be placed on transferring operational knowledge and empowering staff to assume greater responsibility.

Goal 2 Operational Improvement and Best Practices- The employee was tasked with researching operational structures and identifying improvement opportunities through engagement with peer organizations and municipalities. While progress has been limited due to workload and staffing constraints, this remains an important area of focus. Additional support through staff development and workload redistribution should provide greater opportunity to pursue process improvements and customer service enhancements.

Goal 3 – Leadership Development- The employee successfully completed supervisory training and demonstrated a willingness to invest in professional growth. Going forward, emphasis should be placed on applying leadership skills by coaching staff, encouraging employee development, and ensuring training opportunities are provided to all team members.

Throughout the year, the employee successfully led efforts to bring utility meter information up to date and completed several research and reporting assignments requested by management and other departments in a timely and thorough manner. The employee consistently demonstrates professionalism, reliability, and dedication to departmental operations.

Development Focus for Next Evaluation Period: Continue cross-training staff to independently complete billing functions,, Increase delegation of operational responsibilities to support employee development. Implement process improvement initiatives identified through research and peer networking, and continue developing supervisory and leadership skills through coaching and staff mentoring.

Employee Comments:

Supervisor's Signature:

7/1/24

Employee's Signature:

7/1/24