

MAP MANAGER PERFORMANCE EVALUATION - COVER SHEET

Employee: Steven R. Phillips

Job Title: PRCA Director

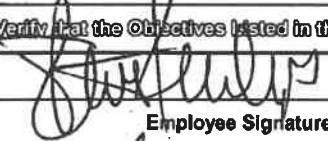

Emp. ID#: 8912 8921

Date: 12/5/2013

Dept. Name: Parks, Recreation & Cultural Affairs

EVALUATION PERIOD:		Is the employee being evaluated a direct report of a Charter Officer who has been instructed to complete a Diversity Workplan Objective OR a Director / Manager with oversight of 10 or more employees?	YES
From: <u>10/1/2012</u>	To: <u>9/30/2013</u>		

Mark Box for Review Class with an X			
X	Class I - Annual October Review, full 12 months (merit increase, if applicable)		Class III - Initial 12 Month Review, full 12 months (merit increase, if applicable)
	Class II - Probationary Review, less than 12 months (no merit increase)		Class IV - Initial Annual Review, Pro-rated (Pro-rated Merit Increase, if applicable)
			Class V - Other - Special Evaluation (not elsewhere classified)

I Verify that the Objectives listed in the Objectives Section of this Evaluation were Jointly Set and/or Revised by the Employee and Their Manager.			
	<u>12/18/13</u>		
Employee Signature	Original Date	Employee Signature	Revision Date, if applicable
	<u>12/18/13</u>		
Manager Signature	Original Date	Manager Signature	Revision Date, if applicable

0.94	SUBJECTIVE COMPONENT WEIGHTED SCORE
2.70	OBJECTIVE COMPONENT WEIGHTED SCORE
3.64	OVERALL PERFORMANCE SCORE



Human Resources
DEC 19 2013
 RECEIVED

MAP MANAGER PERFORMANCE EVALUATION - SUBJECTIVE FACTOR WORKSHEET

Employee: Steven R. Phillips

Employee	Evaluator	FACTOR 1 - MANAGEMENT SKILLS
Applying	Applying	MANAGEMENT: Appropriately directs and controls the use of all assigned resources; takes responsibility for all department/division activities; effectively and efficiently plans and organizes department/division activities. Complies with all business, technical and employment laws, rules, regulations, policies, procedures and standards.
Applying	Applying	STAFFING AND EMPLOYEE DEVELOPMENT: Effectively selects, develops, mentors and evaluates assigned staff; staffs department/division effectively to achieve objectives while maintaining high productivity; promotes employee development. Sets challenging performance expectations and gains buy-in to performance goals. Communicates development needs and their importance. Creates an atmosphere where others are recognized for their accomplishments.
Applying	Applying	SUPERVISION: Confronts issues in a timely manner and ensures that desired results are accomplished through assigned staff; appropriately and fairly counsels individual employees; applies workforce rules in a fair and consistent manner. Brings conflict and dissension into the open and actively participates in resolving issues in a productive manner that enhances the quality of decisions and the organizational environment, thus improving positive working relationships. Provides positive feedback and appropriate counseling when necessary; encourages employees to strive to improve; facilitates professional development. Knows when to involve others when making difficult decisions.
Applying	Applying	ORGANIZATIONAL: Meets goals and objectives in an orderly manner through efficient and effective use of all available resources and prepares contingencies. Formulates relevant goals and objectives while maintaining flexibility; provides for viable options. Seeks cross-departmental opportunities to enhance overall productivity and image of the organization. Prepares budgets based on prioritized needs and objectives that reflect desired results; implements cost reduction programs; appropriately monitors and controls budget expenditures.
Applying	Applying	EMPLOYEE RELATIONS: Properly administers provisions of collective bargaining agreements. Achieves appropriate balance between organizational and employee interest; properly balances administrative commitments and city personnel policies and procedures in the management of the workforce.
Applying	Applying	DELEGATION: Appropriately assigns responsibilities and tasks; establishes controls, ensuring employees have necessary resources and authority to carry out assignments. Makes clear and detailed assignments to appropriate personnel; makes assignments in a fair and impartial manner, considering the needs of the city, department, and the employee's capabilities.
Applying	Applying	Overall Factor Rating
Employee Comments:		The past year our department was successful in the development of the first PRCA Master Plan, the implementation of the majority of the Operational Assessment recommendations and the awarding of the PRCA Accreditation. This was done through delegation, close working relations and staffing development with the departmental staff top to bottom. We have address tough staffing issues through consistant and fair practices. We also are now fine tuning our organization based on existing staff and the redefined job
Evaluator Comments:		

Employee	Evaluator	FACTOR 2 - LEADERSHIP SKILLS
Applying	Applying	DECISIVENESS: Makes firm, fair, and conclusive decisions in a timely manner. Accepts full responsibility and accountability for decisions and actions; does not defer or avoid making difficult or unpleasant decisions; seeks to take a leadership role in the decision making process. When appropriate, explains rationale for decisions to staff and seeks staff input when making decisions.
Applying	Applying	JUDGMENT: Makes sound, reasonable decisions by evaluating alternatives. Makes decisions based on facts, data analysis, and consideration of other relevant variables; displays maturity in performance of responsibilities. Demonstrates ability to forecast implications of decisions. Follows up to determine the extent that a problem has been adequately addressed and adjusts solutions and uses sound judgment as appropriate. Protects confidential information.
Applying	Applying	RISK TAKING: Moves forward with innovative ideas and techniques, assessing risks associated with change and develops alternatives to take corrective action if necessary.
Applying	Applying	MOTIVATING OTHERS: Appropriately guides individuals or groups toward accomplishing objectives; maintains control; encourages others to offer opinions; is successful in getting ideas and suggestions accepted by others; develops and implements team/group leadership skills to promote broad employee involvement and commitment to achieve objectives. Demonstrates, commits to and encourages support during organizational change. Creates an atmosphere where subordinates and others are recognized for individual and/or group accomplishments; accepts and promotes employee involvement; motivates staff to complete assigned tasks in a timely and effective manner.
Applying	Applying	COMMUNICATION: Speaks and writes clearly, concisely, effectively and professionally using appropriate style, grammar, and tone; presents complex issues in a manner which is clear and understandable to the target audience; fields questions in a professional, concise manner resulting in the audience having a better understanding of the topic or issues. Demonstrates active listening skills in conversations, including when coaching/counseling. Actively shares information; keeps others informed of decisions, changes and other relevant information in a timely manner.

MAP MANAGER PERFORMANCE EVALUATION - SUBJECTIVE FACTOR WORKSHEET
Employee: Steven R. Phillips

Applying	Applying	INTERPERSONAL SKILLS: Sets an example by exhibiting a positive attitude and enthusiasm in generating and improving relationships between staff and others. Actively participates in resolving issues in a productive manner and strives to improve positive working relationships. Builds relationships and gathers support for ideas. Establishes open, trusting relationships, and is approachable for candid discussions. Understands how to develop teams by looking at the talents and interpersonal skills of others, adheres to the team's expectations and norms and demonstrates commitment to the team. Negotiates persuasively without creating negativity. Ensures his/her position addresses others' concerns or needs. Sets aside personal objectives when necessary to fulfill organizational goals.
Guiding	Guiding	COORDINATION WITH OTHER DEPARTMENTS: Willing to assist others within the organization to meet goals and objectives; effectively communicates decisions affecting other departments.
Applying	Applying	Overall Factor Rating
Employee Comments:		I am responsible for 75 FTE employees plus numerous part time staff, volunteers and interns. I have worked hard to open better communications with all staff and implemented a routine 1 on 1 meeting with all staff along with the quarterly, divisional, MAP and management team meetings. I feel I make sound judgement calls regarding the department and have implemented many of the recommendations made in the Operational Assessment. I have an excellent working relationship with the other City and GRU departments and have
Evaluator Comments:		

Employee	Evaluator	FACTOR 3 - EQUAL OPPORTUNITY / AFFIRMATIVE ACTION / DIVERSITY / ETHICS
Applying	Applying	EQUAL OPPORTUNITY: Demonstrates and ensures compliance with equal opportunity laws and policies; treats all employees, customers, vendors and others with fairness and impartiality; works to create an environment that is free of all inappropriate behavior.
Guiding	Applying	AFFIRMATIVE ACTION: Understands the concepts of affirmative action and demonstrates a commitment to the affirmative action policy and plan; proactive in developing a recruitment plan for future, as well as, current vacancies; develops tools to assist in development and upward mobility for current employees.
Guiding	Applying	DIVERSITY: Demonstrates and recognizes the value of a diverse work force, personalities, work styles and opinions. Displays an awareness and appreciation of the unique strengths and contributions of each individual; addresses diversity related organizational barriers and resistance to change..
Applying	Guiding	ETHICS: Adheres to the organization's code of conduct and ethical practices. Acts with integrity at all times.
Guiding	Applying	Overall Factor Rating
Employee Comments:		Over the past year, we have formed a team to address and develop a Departmental Action Plan. Furthermore we have spent hours of staff time and total dedication to developing an extensive recruitment plan for vacant positions. We have implemented interview panels for any vacant position that are as well diverse. We have implemented staff training on ethics above what the city requires. I have personally met with the majority of my staff to receive feedback on their impressions and suggestions regarding diversity in the department. I feel we
Evaluator Comments:		

Employee	Evaluator	FACTOR 4 - WORK KNOWLEDGE / APTITUDE
Applying	Applying	TECHNICAL EXPERTISE: Has mastered all technical and operational details and procedures; maintains general knowledge of related positions. Stays current with trends and developments in related areas of importance. Understands and uses appropriate policies, procedures, techniques, and management skills essential to the efficient functioning of the work team; knowledgeable of applicable laws, rules, and regulations and their effect on operations.
Applying	Applying	QUALITY OF WORK: Work products rarely contain errors and does not need revisions in content; credibility and accuracy of work products is of high quality and consistently withstands challenge and questions; work products are well presented and professional; assumes responsibility for ensuring work quality and excellence from assigned staff.
Guiding	Guiding	QUANTITY OF WORK: Consistently provides high volume output in response to service level demands; organizes and conscientiously completes all work in required time. Contributes maximum effort to work activities; demonstrates commitment to organizational goals/policies through work effort/accomplishment.
Applying	Applying	Overall Factor Rating
Employee Comments:		I have been in the director's position for several years. I am more than familiar of the work that is needed to get done at the departmental level. I am on top of the policies and procedures needed to get the work accomplished and strive to provide quality work. Because our department has historically been targeted as the go to department we tend to take on more that we have staffing and budget for but are able to produce what is needed

MAP MANAGER PERFORMANCE EVALUATION - SUBJECTIVE FACTOR WORKSHEET

Employee: Steven R. Phillips

Evaluator Comments:	
----------------------------	--

Employee	Evaluator	FACTOR 5 - INNOVATION / FLEXIBILITY
Applying	Applying	INITIATIVE: Becomes actively involved in situations and decisions; demonstrates an independent willingness to move forward with ideas and techniques. Is willing to assume new and challenging assignments.
Applying	Applying	INNOVATION: Develops, presents, and applies innovative ideas and concepts to improve the effective and efficient use of resources and techniques. Recommends suggestions for improvement that help position the organization for success.
Applying	Applying	CREATIVITY: Formulates new ideas, showing ingenuity in applying training and information, using inventive skill and imagination.
Applying	Applying	PERSONAL ADAPTABILITY: Appropriately modifies behavior to the ever changing demands of work challenges when confronted with change, ambiguity, adversity, or other pressures; accepts and welcomes alternative views; adjusts quickly to new concepts and procedures. Demonstrates a willingness to modify a strongly held position in the face of new evidence.
Applying	Applying	FLEXIBILITY: Facilitates the complexity associated with organizational change. Appropriately adapts to changing and unpredictable workflow. Effectively maintains focus while handling multiple assignments. Has the ability to work or manage jobs in parallel without impairing productivity.
Applying	Applying	Overall Factor Rating
Employee Comments:		Over the past several years our department has had to be creative, innovative and flexible in order to meet budgets, special assignments, as well as our set strategic initiatives. Part of the department's strength is that we are asked to meet these challenges which we do with positive attitudes. I believe we meet what is expected.
Evaluator Comments:		

Employee	Evaluator	FACTOR 6 - PROFESSIONAL / CONTINUING EDUCATION
Applying	Applying	PROFESSIONAL DEVELOPMENT: Continually seeks to develop into a recognized professional in his/her field. Generates professional contacts to serve as resources and support. Attends and actively participates in relevant professional organizations, workshops, and conferences to keep abreast of present trends and developments.
Applying	Applying	CONTINUING EDUCATION: Upgrades current knowledge of regulations and procedures within the public and private sectors to keep abreast of present trends and developments, as appropriate; furthers education by taking current courses at appropriate levels.
Applying	Applying	Overall Factor Rating
Employee Comments:		In attending the various City training, I feel that I met expectations in keeping up on the newest training issues and needs. I attend the NRPA conference and have established a network of peers in other municipal parks and recreation departments to assist in keeping up with trends and issues.
Evaluator Comments:		

MAP MANAGER PERFORMANCE EVALUATION - SUBJECTIVE FACTOR WORKSHEET
Employee: Steven R. Phillips

Employee	Evaluator	FACTOR 7 - SAFETY / HEALTH CONSCIOUSNESS
Guiding	Applying	JOB HAZARDS: Creates an environment where existing and potential job hazards are identified and mitigated before any unsafe condition is established or unsafe act is committed. Routinely demonstrates leading by personal example in so doing.
Guiding	Guiding	SAFETY POLICIES AND PROCEDURES: Assures that all safety policies and procedures are fully understood by all in the work group and are adopted as personal values by the workforce. Assures that any accident, injury, significant unsafe condition or policy violation is investigated, documented and that lessons learned are implemented.
Applying	Applying	HEALTH STANDARDS: Assures that applicable occupational health standards are complied with by all job task standards and that execution of the job task by the workforce is in accordance with the standard.
Guiding	Applying	Overall Factor Rating
Employee Comments:		Our department won an award by our safety team. The work we do in the field, in working with the public at our pools and centers as well as in our parks and facilities shows that we exceed what is standard and we are very aware of the hazards, health and safety issues we face.
Evaluator Comments:		

Employee	Evaluator	FACTOR 8 - CUSTOMER SERVICE
Guiding	Guiding	RESPONSIVENESS: Develops and maintains professional and effective relationships with internal and external customers. Recognizes and is responsive to individual, departmental and organizational customers (including co-workers) and their needs. Listens and responds to customer issues or ideas and always treats the customer with honesty, tact, courtesy and respect. Follows through with commitments to customers in a timely manner. Provides information to internal and external customers to encourage efficient use of our products and services.
Guiding	Guiding	PROFESSIONALISM: Seeks to improve and promote the image of the total organization to its customers and to promote its goals and objectives. Represents the organization in a professional manner to internal and external customers so that the employee and organization are viewed in a positive light. Maintains an acceptable standard of personal hygiene, dress and grooming as appropriate to job duties.
Guiding	Guiding	Overall Factor Rating
Employee Comments:		I take pride in the working relationship I have with the members of the Department, the City and the public. I feel that I and our departmental staff represents professionalism, quality customer service and a commitment to excellence.
Evaluator Comments:		

SCORING SUMMARY			
Employee	Evaluator		
3	3	Factor 1: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
3	3	Factor 2: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
4	3	Factor 3: Employee's Overall Rating = Guiding	Evaluator's Overall Rating = Applying
3	3	Factor 4: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
3	3	Factor 5: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
3	3	Factor 6: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
4	3	Factor 7: Employee's Overall Rating = Guiding	Evaluator's Overall Rating = Applying
4	4	Factor 8: Employee's Overall Rating = Guiding	Evaluator's Overall Rating = Guiding
27	25	Total Score	
40	40	Possible Score (# of factors times 5 points)	
3.38	3.13	Overall Subjective Component Score (Total Score divided by # of factors)	
30%		Overall Subjective Component Rating Weighting (select from drop-down list)	

MAP MANAGER PERFORMANCE EVALUATION - OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

<small>is the employee being evaluated a direct report of a Charter Officer or a Director/Manager with oversight of 10 or more employees? If so, employee must have an Objective for their Diversity Workplan (will be populated as Objective #1). For those employees, Subjective Factor 3 and the Diversity Workplan Objective will account for 10% of the overall performance evaluation weighting.</small>					YES	
OBJECTIVE #1 - DIVERSITY WORKPLAN, IF REQUIRED.						
Employee	Evaluator	Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Met Expectations	Met Expectations	8.93%	DIVERSITY WORKPLAN	Develop Departmental Diversity Workplan	30-Sep-13	Finalized and submitted the workplan.
Met Expectations						
Overall Objective Rating						
Met Expectations	Met Expectations	Based on all the work we have done over the past year to address diversity, the workplan was revised and submitted along with all the other divisions of the department.				
	Employee Comments					
	Evaluator Comments:					

MAP MANAGER PERFORMANCE EVALUATION - OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

If the employee being evaluated is a direct report of a Charter Officer or a Director/Manager with oversight of 10 or more employees, it so employee must have an Objective for their Diversity Workplan (will be populated as Objective #1). For these employees, Subjective Factor 3 and the Diversity Workplan Objective will account for 10% of the overall performance evaluation weighting.

YES

OBJECTIVE # 2

Employee	Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Fall Short	Met Expectations	20.00%	Develop & Implement an Action Plan for Recommendations in the PRCA Organizational Assessment	Fill existing Recreation positions	2 Recreation Supervisors; 1 Rec leader by July 2013	Are ready to interview once we receive approval to proceed.
Met Expectations	Met Expectations			Add capabilities to support entire Department in being more outcome driven and financially sustainable	Partnership-Sponsorship Development; grants Development; Promotions; Pending MAP Position funded and hired Sept. 2013	Sep-13
Met Expectations	Met Expectations			Pursue Urban Forestry Inspector to Planning & Development Services	Decision made by July, transfer by September 2013	Sep-13
Met Expectations	Met Expectations			Separate Nature and Culture Divisions	Emphasis is not to compromise the Department's ability to work as a team- July 2013	Sep-13
Met Expectations	Met Expectations			Evaluate operations to identify additional opportunities for increased efficiencies through contracting with emphasis on minimizing work outside the department's core functions	Sep-13	Sep-13
Met Expectations	Met Expectations			Enhance/expand the Department's Internship Program to achieve departmental goals (This Goal needs clarification thru HR)	Sep-13	Sep-13
Met Expectations	Met Expectations			Ensure adequate staffing resources to match expansion into new programs or facilities as recommended by the Master Plan	This component, as we go forward to the Commission for future funding, needs to be addressed through the budget - September 2013	Sep-13
Met Expectations	Met Expectations					

Overall Objective Rating

Due to constraints outside the Department's control we were unable to proceed with the interviews for these Recreation positions. The Partnership position was funded in the budget and we are in the process of hiring. For the Urban Forestry position we met with Planning, developed an interdepartmental agreement and the transfer occurred. The Manager position split occurred and we will be addressing the hiring of the Cultural Manager this next fiscal year. We developed a task force to address efficiencies and they have evaluated existing contractual services. Regarding with Internship training, we met with HR and was advised that training should not be targeted to one group. We are concentrating our training for departmental staff for growth and upward mobility. For core service work, we met with Public Works, SBAC, Airport, etc. and have successfully transferred many of the services of responsibility back to the most appropriate department.

Employee Comments:

Evaluator Comments:

MAP MANAGER PERFORMANCE EVALUATION - OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

is the employee being evaluated a direct report of a Charter Officer or a Department Manager with oversight of 10 or more employees? If so, employee must have an Objective for their Diversity Workplan will be populated as Objective #1. For these employees, Subjective Factor 3 and the Diversity Workplan Objective will account for 10% of the overall performance evaluation weighting.

YES

OBJECTIVE # 3

Employee	Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Met Expectations	Met Expectations	20.00%	Develop a Departmental Strategic Plan	Achieving City Commissions Strategic Initiatives 1. Human Potential (3.2 Senior Services & 3.2 Youth Services) and 2. Quality of Life (6.3 WSPP Land and Project completion, 6.5 PRCA Master Plan; and 6.6 Increase Cultural opportunities Implementation Plan for Master Plan: 1) proceed based on existing funds budgeted (\$30 million); and 2) additional funding pending City Commission approval	Ongoing	Sep-13
Met Expectations	Exceeded Expectations				Prioritize what we do - September 2013	Sep-03
Met Expectations	Exceeded Expectations			Diversity Action Plan	September 2013	Sep-03
Exceeded Expectations	Met Expectations			Achieving Accreditation	13-Dec-13	Sep-13
Met Expectations	Met Expectations			Address other Departmental Needs & Priorities including Division Goals and Objective; maintenance activities; operational assessment	ongoing	Sep-13

Overall Objective Rating

Met Expectations

For Metric 1, as reported in committee and to the commission we have reached each of these goals. For Metric 2, we have developed and had approved the Master Plan and have developed funding strategies that are currently in committee for review. For Metric 3, we formed the Departmental Task Force. The Task Force has met routinely throughout the year and developed the action plan for the department. For Metric 4, we not only achieved accreditation early (October) we met 142 standards out of 144. For Metric 5, we developed a Human Relations Team to address this. This Task Force is ongoing and has implemented many suggestions based on departmental staff input.

Evaluator Comments:

MAP MANAGER PERFORMANCE EVALUATION - OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

Is the employee being evaluated a direct report of a Charter Officer or a Director/Manager with one-eight of 10 or more employees? If so, employee must have an Objective for their Diversity Workplan (will be populated as Objective #1). For these employees, Subjective Factor 3 and the Diversity Workplan Objective will account for 10% of the overall performance evaluation weighting

YES

OBJECTIVE # 4

Employee	Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Met Expectations	Met Expectations	20.00%	Develop Appropriate Systems/Procedures for Routine Processes to Assure Quality Programs and Services and Adherence to Applicable Laws and Organizational/Departmental Policies	Identify, Record and Improve Routine Processes	Sep-13	Sep-13
Met Expectations	Met Expectations			Review Applicable Laws, Organizational/Departmental Policies and Procedures	Sep-13	Sep-13
Met Expectations	Met Expectations			Train Staff on Systems/Procedures for Routine Processes and Applicable Laws and Organizational/Departmental Policies	Sep-13	9/1/2013: ongoing
Met Expectations	Met Expectations			Monitor Compliance	Sep-13	9/1/2013 and ongoing
Met Expectations	Met Expectations			Harrassment Training	Work with EO for all employee training - ongoing	Attended all scheduled and required training.
Met Expectations	Met Expectations					
Met Expectations	Met Expectations					

Overall Objective Rating

This goal was addressed through our departmental Accreditation. Regarding Harrassment, I and my staff attend all scheduled trainings. We also have worked closely with EO to have specialized training to address past time and temp staff.

Employee Comments:

Evaluator Comments:

MAP MANAGER PERFORMANCE EVALUATION - OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

Is the employee being evaluated a direct report of a Charter Office or a District Manager with oversight of 10 or more employees? If so, employees must have an Objective for their Diversity Workplan (will be populated as Objective #1). For those employees, Subjective Factor 3 and the Diversity Workplan Objective will account for 10% of the overall performance evaluation weighting.

YES

OBJECTIVE # 5

Employee	Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Fail Short	Met Expectations	20.00%	Integrate and Align PRCA (Org. Structure, Processes, Culture - One Department)	Create and Maintain an Open Door Policy (Director, Asst. Director, Managers, Supervisors, etc.) and convey expectations	meet with all Regular employees by the end of the Fiscal Year - September 2013	ongoing
Met Expectations	Exceeded Expectations			Conduct quarterly Departmental meetings	Sept. 2013	ongoing
Met Expectations	Exceeded Expectations			Conduct Quarterly MAP meetings	Sept. 2013	ongoing
Met Expectations	Met Expectations			Departmental Teams: Marketing, Administration; Clerical, HR; Accreditation	Sep-13	ongoing
Met Expectations	Exceeded Expectations					

Overall Objective Rating

for the 1 on 1's I have met with 50 employees to date. For the departmental quarterly meetings, we have very interactive and successful quarterly meetings and conduct surveys that provide feedback, for the MAPs meetings, I meet 4 times a year with the Management and Professional staff. This helps promote open communication breaking down barriers. For the departmental teams, we have developed several active and success teams that work on both the Departmental and City Marketing, Administration, Human Relations and Accreditation.

Employee Comments:

Evaluator Comments:

Employee: Steven R. Phillips

YES

Over the past year, we have formed a team to address and develop a Departmental Action Plan. Furthermore we have spent hours of staff time and total dedication to developing an extensive recruitment plan for vacant positions. We have implemented interview panels for any vacant position that are well diverse. We have implemented staff training on ethics above what the city requires. I have personally met with the majority of my staff to receive feedback on their impressions and suggestions regarding diversity in the department. I feel we more that meet these factors.

MAP MANAGER PERFORMANCE EVALUATION - OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

YES

Is the employee being evaluated a direct report of a Charter Officer or a Director/Manager with oversight of 10 or more employees? If so, employee must have an Objective for their Diversity Workplan (will be populated as Objective #1). For these employees, Subjective Factor J and the Diversity Workplan Objective will account for 10% of the overall performance evaluation weighting.

SCORING SUMMARY			
Unweighted Employee Scoring	Unweighted Evaluator Scoring	Objective Weighting	Weighted Evaluator
2	2	8.93%	0.18
2	2	20.00%	0.40
2	2	20.00%	0.40
2	2	20.00%	0.40
2	3	20.00%	0.60
2	3	11.07%	0.33
		100.00%	2.31
Overall Objective Component Score			

Overall Objective Component Weighting (60% or 70% - automatically calculated based on % selected for Overall Subjective Component Weighting)

70%

MAP MANAGER PERFORMANCE EVALUATION - SCORING SUMMARY AND SIGNATURES

Employee: **Steven R. Phillips**
Employee ID#: **8912**

Date: **12/05/13**

Job Title: **PRCA Director**
Department Name: **Parks, Recreation & Cultural Affairs**

MANAGER SCORING	SUBJECTIVE FACTORS	DEVELOPMENT PLAN: ACTION AND DATES (Based on last prior performance evaluation)	RESULTS
Applying	FACTOR 1 - MANAGEMENT SKILLS		
Applying	FACTOR 2 - LEADERSHIP SKILLS		
Applying	FACTOR 3 - EQUAL OPPORTUNITY / AFFIRMATIVE ACTION / DIVERSITY / ETHICS		
Applying	FACTOR 4 - WORK KNOWLEDGE / APTITUDE		
Applying	FACTOR 5 - INNOVATION / FLEXIBILITY		
Applying	FACTOR 6 - PROFESSIONAL / CONTINUING EDUCATION		
Applying	FACTOR 7 - SAFETY / HEALTH CONSCIOUSNESS		
Guiding	FACTOR 8 - CUSTOMER SERVICE		
3.13	SUBJECTIVE COMPONENT TOTAL SCORE (Based on a 5 point scale)		
30%	SUBJECTIVE FACTOR WEIGHTING		
0.94	SUBJECTIVE COMPONENT WEIGHTED SCORE		

MAP MANAGER PERFORMANCE EVALUATION - SCORING SUMMARY AND SIGNATURES

Employee: **Steven R. Phillips** Job Title: **PRCA Director**
Employee ID#: **8912** Date: **12/05/13** Department Name: **Parks, Recreation & Cultural Affairs**

MANAGER SCORING	OBJECTIVES	COMMENTS
Met Expectations	OBJECTIVE 1 - DIVERSITY WORKPLAN	
Met Expectations	OBJECTIVE 2 - Develop & Implement an Action Plan for Recommendations in the PRCA Organizational Assessment	
Met Expectations	OBJECTIVE 3 - Develop a Departmental Strategic Plan	
Met Expectations	OBJECTIVE 4 - • Develop Appropriate Systems/Procedures for Routine Processes to Assure Quality Programs and Services and Adherence to Applicable Laws and Organizational/Departmental Policies	
Exceeded Expectations	OBJECTIVE 5 - Integrate and Align PRCA (Org. Structure, Processes, Culture – One Department)	
Exceeded Expectations	OBJECTIVE 6 - Diversity Action	
2.31	OBJECTIVE COMPONENT SCORE (Based on 3 point scale)	
3.85	3 POINT SCALE SCORE CONVERTED TO A 5 POINT SCALE SCORE	
70%	OBJECTIVE FACTOR WEIGHTING	
2.70	OBJECTIVE COMPONENT WEIGHTED SCORE	

MANAGER SCORING	OVERALL SCORING
0.94	SUBJECTIVE COMPONENT WEIGHTED SCORE
2.70	OBJECTIVE COMPONENT WEIGHTED SCORE
3.64	OVERALL PERFORMANCE SCORE

MAP MANAGER PERFORMANCE EVALUATION - SCORING SUMMARY AND SIGNATURES

Employee: **Steven R. Phillips**
Employee ID#: **8812**


Job Title: **PRCA Director**
Date: **12/05/13** Department Name: **Parks, Recreation & Cultural Affairs**

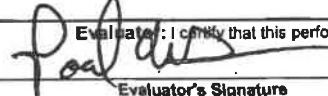
(Complete this section for New Probationary Employees Only)

I recommend that the appraisal period be extended for an additional days during which time the incumbent will be required to upgrade his/her performance to a satisfactory level.

For 6-month probationary employees, the extended probationary period shall not exceed ninety (90) days.

For 12-month probationary employees, the extended probationary period shall not exceed one hundred eighty (180) days.

Employee: I certify that this performance evaluation has been reviewed with me and I understand that my signature does not necessarily indicate agreement.		
	PRCA Director	12/18/13
Employee's Signature	Employee's Title	Date
Employee's Comments: I CONCUR WITH MY EVALUATION & LOOK FORWARD IN WORKING WITH MY SUPERVISOR AND THE CITY OVER THE NEXT YEAR.		

Evaluator: I certify that this performance evaluation has been reviewed with the employee and was performed using my best judgment.		
	Asst. City Manager	12/18/13
Evaluator's Signature	Evaluator's Title	Date
Evaluator's Comments: Steve has made strong progress over the last year and PRCA has achieved significant milestones including City Commission adoption of the PRCA Master Plan and accreditation of the department. PRCA has also made good progress in implementing the recommendations of the Operations Assessment. Steve has met individually with 34 of PRCA employees and gained valuable insights from doing so. The department sets a great example through its quarterly meetings and the agenda for these meetings have been excellent. The department comes across as a single department more than ever. Key areas of focus for the coming year include a follow-up on the Operations Assessment, an effort to review the organization and needs of Parks Maintenance, continued implementation of the Diversity Action Plan, finalization of the PRCA Strategic Plan (inclusive of PRCA Master Plan implementation) and continued improvement in the performance of Ironwood Golf Course. Steve has always demonstrated his commitment to PRCA and the City of Gainesville.		

Reviewer: I certify that I reviewed this performance evaluation and agree with the final performance rating and score.		
Reviewer's Signature	Reviewer's Title	Date
Reviewer's Comments:		

MAP MANAGER PERFORMANCE EVALUATION - COVER SHEET

Employee: Steven R. Phillips

Job Title: Parks, Recreation & Cultural Affairs Director

Emp. ID#: 8921

Date: 1/7/13

Dept. Name: Parks, Recreation & Cultural Affairs

EVALUATION PERIOD:		Is the employee being evaluated a direct report of a Charter Officer who has been instructed to complete a Diversity Workplan Objective OR a Director / Manager with oversight of 10 or more employees?	YES
From:	10/1/2011		

Mark Box for Review Class with an X

X	Class I - Annual October Review, full 12 months (merit increase, if applicable)			Class III - Initial 12 Month Review, full 12 months (merit increase, if applicable)
	Class II - Probationary Review, less than 12 months (no merit increase)			Class IV - Initial Annual Review, Pro-rated (Pro-rated Merit Increase, if applicable)
				Class V - Other - Special Evaluation (not elsewhere classified)

I Verify that the Objectives Listed in the Objectives Section of this Evaluation were Jointly Set and/or Revised by the Employee and Their Manager.

Employee Signature	Original Date	Employee Signature	Revision Date, if applicable
Manager Signature	Original Date	Manager Signature	Revision Date, if applicable

0.90	SUBJECTIVE COMPONENT WEIGHTED SCORE
2.16	OBJECTIVE COMPONENT WEIGHTED SCORE
3.06	OVERALL PERFORMANCE SCORE



MAP MANAGER PERFORMANCE EVALUATION - SUBJECTIVE FACTOR WORKSHEET

Employee: Steven R. Phillips

Employee	Evaluator	FACTOR 1 - MANAGEMENT SKILLS
Applying	Applying	MANAGEMENT: Appropriately directs and controls the use of all assigned resources; takes responsibility for all department/division activities; effectively and efficiently plans and organizes department/division activities. Complies with all business, technical and employment laws, rules, regulations, policies, procedures and standards.
Applying	Applying	STAFFING AND EMPLOYEE DEVELOPMENT: Effectively selects, develops, mentors and evaluates assigned staff; staffs department/division effectively to achieve objectives while maintaining high productivity; promotes employee development. Sets challenging performance expectations and gains buy-in to performance goals. Communicates development needs and their importance. Creates an atmosphere where others are recognized for their accomplishments.
Applying	Applying	SUPERVISION: Confronts issues in a timely manner and ensures that desired results are accomplished through assigned staff; appropriately and fairly counsels individual employees; applies workforce rules in a fair and consistent manner. Brings conflict and dissension into the open and actively participates in resolving issues in a productive manner that enhances the quality of decisions and the organizational environment, thus improving positive working relationships. Provides positive feedback and appropriate counseling when necessary; encourages employees to strive to improve; facilitates professional development. Knows when to involve others when making difficult decisions.
Applying	Applying	ORGANIZATIONAL: Meets goals and objectives in an orderly manner through efficient and effective use of all available resources and prepares contingencies. Formulates relevant goals and objectives while maintaining flexibility; provides for viable options. Seeks cross-departmental opportunities to enhance overall productivity and image of the organization. Prepares budgets based on prioritized needs and objectives that reflect desired results; implements cost reduction programs; appropriately monitors and controls budget expenditures.
Applying	Learning	EMPLOYEE RELATIONS: Properly administers provisions of collective bargaining agreements. Achieves appropriate balance between organizational and employee interest; properly balances administrative commitments and city personnel policies and procedures in the management of the workforce.
Applying	Applying	DELEGATION: Appropriately assigns responsibilities and tasks; establishes controls, ensuring employees have necessary resources and authority to carry out assignments. Makes clear and detailed assignments to appropriate personnel; makes assignments in a fair and impartial manner, considering the needs of the city, department, and the employee's capabilities.
Applying	Applying	Overall Factor Rating
Employee Comments:		i feel that over this past year there has been numerous challenges both internally and externally given to the Department. This includes personal issues, budget limitations, increased public pressures and demands, etc. Based on this i feel we are doing what can be expected with what we have to work with.
Evaluator Comments:		Steve is responsive and effective in addressing specific (tactical) issues that arise. An ongoing challenge continues to be for the department to be more proactive in identifying and addressing issues before they become problems and working to ensure appropriate and effective policies and processes are in place and being followed. Steve needs to create a department that is more strategic and system focused.

Employee	Evaluator	FACTOR 2 - LEADERSHIP SKILLS
Applying	Applying	DECISIVENESS: Makes firm, fair, and conclusive decisions in a timely manner. Accepts full responsibility and accountability for decisions and actions; does not defer or avoid making difficult or unpleasant decisions; seeks to take a leadership role in the decision making process. When appropriate, explains rationale for decisions to staff and seeks staff input when making decisions.
Applying	Applying	JUDGMENT: Makes sound, reasonable decisions by evaluating alternatives. Makes decisions based on facts, data analysis, and consideration of other relevant variables; displays maturity in performance of responsibilities. Demonstrates ability to forecast implications of decisions. Follows up to determine the extent that a problem has been adequately addressed and adjusts solutions and uses sound judgment as appropriate. Protects confidential information.
Applying	Applying	RISK TAKING: Moves forward with innovative ideas and techniques, assessing risks associated with change and develops alternatives to take corrective action if necessary.
Applying	Applying	MOTIVATING OTHERS: Appropriately guides individuals or groups toward accomplishing objectives; maintains control; encourages others to offer opinions; is successful in getting ideas and suggestions accepted by others; develops and implements team/group leadership skills to promote broad employee involvement and commitment to achieve objectives. Demonstrates, commits to and encourages support during organizational change. Creates an atmosphere where subordinates and others are recognized for individual and/or group accomplishments; accepts and promotes employee involvement; motivates staff to complete assigned tasks in a timely and effective manner.

MAP MANAGER PERFORMANCE EVALUATION - SUBJECTIVE FACTOR WORKSHEET

Employee: Steven R. Phillips

Applying	Applying	COMMUNICATION: Speaks and writes clearly, concisely, effectively and professionally using appropriate style, grammar, and tone; presents complex issues in a manner which is clear and understandable to the target audience; fields questions in a professional, concise manner resulting in the audience having a better understanding of the topic or issues. Demonstrates active listening skills in conversations, including when coaching/counseling. Actively shares information; keeps others informed of decisions, changes and other relevant information in a timely manner.
Applying	Applying	INTERPERSONAL SKILLS: Sets an example by exhibiting a positive attitude and enthusiasm in generating and improving relationships between staff and others. Actively participates in resolving issues in a productive manner and strives to improve positive working relationships. Builds relationships and gathers support for ideas. Establishes open, trusting relationships, and is approachable for candid discussions. Understands how to develop teams by looking at the talents and interpersonal skills of others; adheres to the team's expectations and norms and demonstrates commitment to the team. Negotiates persuasively without creating negativity. Ensures his/her position addresses others' concerns or needs. Sets aside personal objectives when necessary to fulfill organizational goals.
Applying	Guiding	COORDINATION WITH OTHER DEPARTMENTS: Willing to assist others within the organization to meet goals and objectives; effectively communicates decisions affecting other departments.
Applying	Applying	Overall Factor Rating
Employee Comments:		The repercussions of the budget cuts and same expectations has resulted in challenges for the department. Again, with the resources we have to work with I feel we are able to meet the requirements of the job.
Evaluator Comments:		Steve is a team player. Steve has been encouraged to find ways to further engage PRCA employees on workplace issues to assure employees feel supported and in return support management's efforts to lead and manage the department. The need for Steve's leadership and action in this area is evident in the results of the PRCA Operations Assessment.

Employee	Evaluator	FACTOR 3 - EQUAL OPPORTUNITY / AFFIRMATIVE ACTION / DIVERSITY / ETHICS
Applying	Applying	EQUAL OPPORTUNITY: Demonstrates and ensures compliance with equal opportunity laws and policies; treats all employees, customers, vendors and others with fairness and impartiality; works to create an environment that is free of all inappropriate behavior.
Applying	Learning	AFFIRMATIVE ACTION: Understands the concepts of affirmative action and demonstrates a commitment to the affirmative action policy and plan; proactive in developing a recruitment plan for future, as well as, current vacancies; develops tools to assist in development and upward mobility for current employees.
Applying	Learning	DIVERSITY: Demonstrates and recognizes the value of a diverse work force, personalities, work styles and opinions. Displays an awareness and appreciation of the unique strengths and contributions of each individual; addresses diversity related organizational barriers and resistance to change..
Applying	Applying	ETHICS: Adheres to the organization's code of conduct and ethical practices. Acts with integrity at all times.
Applying	Applying	Overall Factor Rating
Employee Comments:		I feel that the department meets expectations and understands all of the laws and regulations as well as the affirmative action goals. All keep supervisory staff has been trained and has worked closely with HR and EO on these issues. We meet expectations and plan to surpass them the following year.
Evaluator Comments:		Steve approaches issues in a fair and objective manner. An ongoing challenge for PRCA is the attraction of diverse applicant pools for hiring and promotional processes to help achieve greater diversity in PRCA management ranks. More effort is needed to attract greater diversity in PRCA applicant pools and to develop staff so they are prepared for advancement opportunities.

Employee	Evaluator	FACTOR 4 - WORK KNOWLEDGE / APTITUDE
Applying	Applying	TECHNICAL EXPERTISE: Has mastered all technical and operational details and procedures; maintains general knowledge of related positions. Stays current with trends and developments in related areas of importance. Understands and uses appropriate policies, procedures, techniques, and management skills essential to the efficient functioning of the work team; knowledgeable of applicable laws, rules, and regulations and their effect on operations.
Learning	Learning	QUALITY OF WORK: Work products rarely contain errors and does not need revisions in content; credibility and accuracy of work products is of high quality and consistently withstands challenge and questions; work products are well presented and professional; assumes responsibility for ensuring work quality and excellence from assigned staff.

MAP MANAGER PERFORMANCE EVALUATION - SUBJECTIVE FACTOR WORKSHEET

Employee: Steven R. Phillips

Guiding	Guiding	QUANTITY OF WORK: Consistently provides high volume output in response to service level demands; organizes and conscientiously completes all work in required time. Contributes maximum effort to work activities; demonstrates commitment to organizational goals/policies through work effort/accomplishment.
Applying	Applying	Overall Factor Rating
Employee Comments:		I have a well working knowlegde of the job requirements and expectations. I would like the time and opportunity to expand this knowledge. Due to the quantity of work expected by the department, there are too many instances of minor erros for my liking. With that said, with the filling of key vacnat positions and right sizing of jobs vs. expectations, I feel there will be improvements in the qualtiy of work.
Evaluator Comments:		Steve has good knowledge of departmental operations and works tirelessly to address issues. Steve does an excellent job of handling and processing referrals from the City Manager's Office. The PRCA Master Plan, Operations Assessment and Accreditation are critical to providing the department with future direction and confirming that current processes and policies are in place and being followed. PRCA will benefit from a systems approach assuring that correct systems, policies and people are in place

Employee	Evaluator	FACTOR 5 - INNOVATION / FLEXIBILITY
Applying	Applying	INITIATIVE: Becomes actively involved in situations and decisions; demonstrates an independent willingness to move forward with ideas and techniques. Is willing to assume new and challenging assignments.
Applying	Applying	INNOVATION: Develops, presents, and applies innovative ideas and concepts to improve the effective and efficient use of resources and techniques. Recommends suggestions for improvement that help position the organization for success.
Applying	Applying	CREATIVITY: Formulates new ideas, showing ingenuity in applying training and information, using inventive skill and imagination.
Applying	Applying	PERSONAL ADAPTABILITY: Appropriately modifies behavior to the ever changing demands of work challenges when confronted with change, ambiguity, adversity, or other pressures; accepts and welcomes alternative views; adjusts quickly to new concepts and procedures. Demonstrates a willingness to modify a strongly held position in the face of new evidence.
Applying	Applying	FLEXIBILITY: Facilitates the complexity associated with organizational change. Appropriately adapts to changing and unpredictable workflow. Effectively maintains focus while handling multiple assignments. Has the ability to work or manage jobs in parallel without impairing productivity.
Applying	Applying	Overall Factor Rating
Employee Comments:		Our department has gone through and continues to met with a wide variety of challenges throughout the various areas. We are flexible, creative and have adapted to this continuous change. I feel we met expectations.
Evaluator Comments:		

Employee	Evaluator	FACTOR 6 - PROFESSIONAL / CONTINUING EDUCATION
Applying	Learning	PROFESSIONAL DEVELOPMENT: Continually seeks to develop into a recognized professional in his/her field. Generates professional contacts to serve as resources and support. Attends and actively participates in relevant professional organizations, workshops, and conferences to keep abreast of present trends and developments.
Applying	Learning	CONTINUING EDUCATION: Upgrades current knowledge of regulations and procedures within the public and private sectors to keep abreast of present trends and developments, as appropriate; furthers education by taking current courses at appropriate levels.
Applying	Learning	Overall Factor Rating
Employee Comments:		i am limited by the training I feel comfortable taking outside the general government training or on-line. I hope to expand this next year.
Evaluator Comments:		Steve would benefit from a greater focus on professional development and continuing edication. As a department director Steve has no PRCA peers within his department. Most senior managers benefit by having peers within the profession they can interact with, learn from and seek guidance on issues. Steve would benefit from further professional development and networking with other PRCA directors.

MAP MANAGER PERFORMANCE EVALUATION - SUBJECTIVE FACTOR WORKSHEET

Employee: Steven R. Phillips

Employee	Evaluator	FACTOR 7 - SAFETY / HEALTH CONSCIOUSNESS
Applying	Applying	JOB HAZARDS: Creates an environment where existing and potential job hazards are identified and mitigated before any unsafe condition is established or unsafe act is committed. Routinely demonstrates leading by personal example in so doing.
Applying	Applying	SAFETY POLICIES AND PROCEDURES: Assures that all safety policies and procedures are fully understood by all in the work group and are adopted as personal values by the workforce. Assures that any accident, injury, significant unsafe condition or policy violation is investigated, documented and that lessons learned are implemented.
Applying	Applying	HEALTH STANDARDS: Assures that applicable occupational health standards are complied with by all job task standards and that execution of the job task by the workforce is in accordance with the standard.
Applying	Applying	Overall Factor Rating
Employee Comments:		Our department continues to send staff to safety training and has developed and maintained a departmental safety task force.
Evaluator Comments:		

Employee	Evaluator	FACTOR 8 - CUSTOMER SERVICE
Guiding	Guiding	RESPONSIVENESS: Develops and maintains professional and effective relationships with internal and external customers. Recognizes and is responsive to individual, departmental and organizational customers (including co-workers) and their needs. Listens and responds to customer issues or ideas and always treats the customer with honesty, tact, courtesy and respect. Follows through with commitments to customers in a timely manner. Provides information to internal and external customers to encourage efficient use of our products and services.
Guiding	Guiding	PROFESSIONALISM: Seeks to improve and promote the image of the total organization to its customers and to promote its goals and objectives. Represents the organization in a professional manner to internal and external customers so that the employee and organization are viewed in a positive light. Maintains an acceptable standard of personal hygiene, dress and grooming as appropriate to job duties.
Guiding	Guiding	Overall Factor Rating
Employee Comments:		Our department has a vast networking of professional relationships within the City as well as nationwide. I feel the department reflects positively on the community and represents excellent customer service.
Evaluator Comments:		

SCORING SUMMARY	
Employee	Evaluator
3	3
3	3
3	3
3	3
3	3
3	2
3	3
4	4
25	24
40	40
3.13	3.00

Factor 1: Employee's Overall Rating = Applying

Factor 2: Employee's Overall Rating = Applying

Factor 3: Employee's Overall Rating = Applying

Factor 4: Employee's Overall Rating = Applying

Factor 5: Employee's Overall Rating = Applying

Factor 6: Employee's Overall Rating = Applying

Factor 7: Employee's Overall Rating = Applying

Factor 8: Employee's Overall Rating = Guiding

Total Score

Possible Score (# of factors times 5 points)

Overall Subjective Component Score (Total Score divided by # of factors)

Evaluator's Overall Rating = Applying

Evaluator's Overall Rating = Applying

Evaluator's Overall Rating = Applying

Evaluator's Overall Rating = Applying

Evaluator's Overall Rating = Applying

Evaluator's Overall Rating = Learning

Evaluator's Overall Rating = Applying

Evaluator's Overall Rating = Guiding

30%

Overall Subjective Component Rating Weighting (select from drop-down list)

Employee: Steven R. Phillips

is the employee being evaluated a direct report of a Charter Officer or a Director/Manager, with oversight of 10 or more employees? If so, employee must have an Objective for their Diversity Workplan (will be populated as Subjective Factor 1). For those employees, Subjective Factor 2 and the Diversity Workplan Objective will account for 10% of the overall performance evaluation weighting.

SEI

OBJECTIVE #1 - DIVERSITY WORKPLAN, IF REQUIRED.

Employee	Evaluator	Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Met Expectations	Fell Short	8.93%	DIVERSITY WORKPLAN			
Met Expectations						
Met Expectations		Fell Short	Overall Objective Rating			
Employee Comments:		Although I feel the department has worked hard to adhere to what we outlined in our Diversity Workplan for this past year, through the assistance with HR and EO (plus additional steps we have implemented through the recruitment plans) this will enable us to be more successful in our Departmental Diversity.				
Evaluator Comments:		Diversity needs to be a priority area of focus for the department. Creation of the requested Diversity Action Plan should provide a good road map.				

Employee: Steven R. Phillips

YES

We have successfully hire consultants, conducted several workshops and public (Committee) meetings, and have developed a draft Master Plan that has been approved by the RCAPW Committee.

PRICA did a fine job with the Master Plan and worked well with the Consulting Team. Steve delegated leadership of the Master Plan to Michelle. I would have liked to have seen Steve be a little more personally engaged and visible in his leadership role on this project charting the future course for the department.

MAP MANAGER PERFORMANCE EVALUATION - OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

Is the employee being evaluated a direct report of a Charter Officer or a Director/Manager with oversight of 10 or more employees? If so, employees must have an Objective for their Diversity Workplan (will be populated as Objective #1). For these employees, Subjective Factor 3 and the Diversity Workplan Objective will account for 10% of the overall performance evaluation weighting.

YES

OBJECTIVE # 4

Employee	Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Fail Short	Fail Short	20.00%	Completion of the WSPP Projects and Land Acquisition	Substantial completion of Project renovations or development	100% by 09/30/12	75% by 09/30/12
Met Expectations	Met Expectations			Substantial completion of sensitive land acquisition of the WSPP funds	100% by 09/30/12	97% by 09/30/12
Met Expectations	Met Expectations					

Overall Objective Rating

many of the projects have been delayed due to factors outside the Departments control.

Employee Comments

Evaluator Comments:

Employee: Steven R. Phillips

Is the employee being evaluated a direct report of a Charter Officer or a Director/Manager with oversight of 10 or more employees? If so, employee must have an Objective for their Diversity Work-plan (will be populated as Subjective Factor #3 and the Diversity Work-plan Objective will account for 10% of the overall performance evaluation weighting for those employees. For those employees, Subjective Factor #3 and the Diversity Work-plan Objective will account for 10% of the overall performance evaluation weighting

YES

OBJECTIVE # 5						
Employee	Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Met Expectations	Fell Short	6.07%	Achieve NGF Goals	Implement the NFG recommendations based on the report and City Commission action	Evaluated and Implement 100% of the recommendations discussed and approved by the Golf Course Task Force	100%
Met Expectations	Fell Short					
Overall Objective Rating						
Met Expectations	Fell Short					
Employee Comments:						
Evaluator Comments:						

Employee: Steven R. Phillips

is the employee being evaluated a direct report of a Charter Officer or a Director/Manager with oversight of 10 or more employees? If so, employee must have an Objective for their Diversity Workplan (will be populated as Objective #1). For these employees, Subjective Factor 3 and the Diversity Workplan Objective will account for 10% of the overall performance evaluation weighting.

SEI

OBJECTIVE # 6						
Employee	Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
			Overall Objective Rating			
		Employee Comments:				
		Evaluator Comments:				

MAP MANAGER PERFORMANCE EVALUATION - OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

YES

Is the employee being evaluated a direct report of a Charter Officer or a Director/Manager with oversight of 10 or more employees? If so, employee must have an Objective for their Overall Workplan (will be populated as Objective #1). For these employees Subjective Factor 3 and the Diversity Workplan Objective will account for 10% of the overall performance evaluation weighting.

SCORING SUMMARY				
Unweighted Employee Scoring	Unweighted Evaluator Scoring	Objective Weighting	Weighted Evaluator	
2	1	8.93%	0.09	
2	2	40.00%	0.80	
2	2	25.00%	0.50	
2	2	20.00%	0.40	
2	1	6.07%	0.06	
		100.00%	1.85	Overall Objective Component Score

Objective 2: Employee's Overall Rating = Met Expectations / Evaluator's Overall Rating = Met Expectations
 Objective 3: Employee's Overall Rating = Met Expectations / Evaluator's Overall Rating = Met Expectations
 Objective 4: Employee's Overall Rating = Met Expectations / Evaluator's Overall Rating = Met Expectations
 Objective 5: Employee's Overall Rating = Met Expectations / Evaluator's Overall Rating = Fell Short

Overall Objective Component Weighting (60% or 70% - automatically calculated based on % selected for Overall Subjective Component Weighting)

70%

MAP MANAGER PERFORMANCE EVALUATION - SCORING SUMMARY AND SIGNATURES

Employee: **Steven R. Phillips**
Employee ID#: **8921**

Date: **01/00/00**

Job Title: **Parks, Recreation & Cultural Affairs Director**
Department Name: **Parks, Recreation & Cultural Affairs**

MANAGER SCORING	SUBJECTIVE FACTORS	DEVELOPMENT PLAN: ACTION AND DATES (Based on last prior performance evaluation)	RESULTS
Applying	FACTOR 1 - MANAGEMENT SKILLS		
Applying	FACTOR 2 - LEADERSHIP SKILLS		
Applying	FACTOR 3 - EQUAL OPPORTUNITY / AFFIRMATIVE ACTION / DIVERSITY / ETHICS		
Applying	FACTOR 4 - WORK KNOWLEDGE / APTITUDE		
Applying	FACTOR 5 - INNOVATION / FLEXIBILITY		
Learning	FACTOR 6 - PROFESSIONAL / CONTINUING EDUCATION		
Applying	FACTOR 7 - SAFETY / HEALTH CONSCIOUSNESS		
Guiding	FACTOR 8 - CUSTOMER SERVICE		
3.00	SUBJECTIVE COMPONENT TOTAL SCORE (Based on a 5 point scale)		
30%	SUBJECTIVE FACTOR WEIGHTING (pick from drop-down listing)		
0.90	SUBJECTIVE COMPONENT WEIGHTED SCORE		

MAP MANAGER PERFORMANCE EVALUATION - SCORING SUMMARY AND SIGNATURES

Employee: Steven R. Phillips

Job Title: Parks, Recreation & Cultural Affairs Director

Employee ID#: 8921

Date: 01/00/00

Department Name: Parks, Recreation & Cultural Affairs

MANAGER SCORING	OBJECTIVES	COMMENTS
Fell Short	OBJECTIVE 1 - DIVERSITY WORKPLAN	
Met Expectations	OBJECTIVE 2 - PRCA Master Plan	
Met Expectations	OBJECTIVE 3 -	
Met Expectations	OBJECTIVE 4 - Completion of the WSPP Projects and Land Acquisition	
Fell Short	OBJECTIVE 5 - Achieve NGF Goals	
1.85	OBJECTIVE COMPONENT SCORE (Based on 3 point scale)	
3.08	3 POINT SCALE SCORE CONVERTED TO A 5 POINT SCALE SCORE	
70%	OBJECTIVE FACTOR WEIGHTING	
2.16	OBJECTIVE COMPONENT WEIGHTED SCORE	

MANAGER SCORING

OVERALL SCORING

0.90

SUBJECTIVE COMPONENT WEIGHTED SCORE

2.16

OBJECTIVE COMPONENT WEIGHTED SCORE

3.06

OVERALL PERFORMANCE SCORE

MAP MANAGER PERFORMANCE EVALUATION - SCORING SUMMARY AND SIGNATURES

Employee: **Steven R. Phillips**
Employee ID#: **8921**

Date: **01/00/00**

Job Title: **Parks, Recreation & Cultural Affairs Director**
Department Name: **Parks, Recreation & Cultural Affairs**

(Complete this section for New Probationary Employees Only)

I recommend that the appraisal period be extended for an additional days during which time the incumbent will be required to upgrade his/her performance to a satisfactory level.

For 6-month probationary employees, the extended probationary period shall not exceed ninety (90) days.

For 12-month probationary employees, the extended probationary period shall not exceed one hundred eighty (180) days.

Employee: I certify that this performance evaluation has been reviewed with me and I understand that my signature does not necessarily indicate agreement.

Steven R. Phillips
Employee's Signature

Parks, Recreation & Cultural Affairs Director
Employee's Title

11/7/13
Date

Employee's Comments:

I agree with comments on the evaluation. With the development of an improvement plan, I feel I will be able to focus + prioritize on weaknesses and areas needing improvement. I look forward to the coming year!

Evaluator: I certify that this performance evaluation has been reviewed with the employee and was performed using my best judgment.

Paul [Signature]
Evaluator's Signature

Asst City Manager
Evaluator's Title

11/7/13
Date

Evaluator's Comments:

Steve has demonstrated his commitment to the City over the years, Steve is being asked to improve his leadership of the department. An improvement plan has been prepared and Steve is asked to address these issues.

Reviewer: I certify that I reviewed this performance evaluation and agree with the final performance rating and score.

Reviewer's Signature

Reviewer's Title

Date

Reviewer's Comments:

Steve Phillips Improvement Plan



- **Develop and Implement an Action Plan for Recommendations in the PRCA Organizational Assessment**
- **Develop a Departmental Strategic Plan that Focuses on:**
 1. **Departmental Involvement in Achieving City Commission Strategic Initiatives**
 2. **Serving as an Implementation Plan for the Master Plan Adopted by the City Commission**
 3. **Implementing the Diversity Action Plan**
 4. **Achieving Departmental Accreditation No Later than 2013**
 5. **Addressing Other Departmental Needs and Priorities Including Division Goals and Objectives**
- **Departmental Focus on Diversity - Per Organizational Assessment, Develop and Implement a Diversity Action Plan**
 1. **Create PRCA Diversity Team to Assist in Developing and Implementing the Diversity Action Plan**
 2. **Create Outreach Plans for Professional and Management Positions to Attract Diverse Pools of Qualified Applicants With Support of HR and EO**
 3. **Insure Equitable Hiring and Career Opportunities for All Employees**
 4. **Optimize Training and Education to Underscore the Value of Workforce Diversity and the Provision of Services to a Diverse Community**
 5. **Celebrate Diversity**
 6. **Monitor Departmental Performance**
- **Develop Appropriate Systems/Procedures for Routine Processes to Assure Quality Programs and Services and Adherence to Applicable Laws and Organizational/Departmental Policies**
 1. **Identify, Record and Improve Routine Processes**
 2. **Review Applicable Laws, Organizational/Departmental Policies and Procedures**
 3. **Train Staff on Systems/Procedures for Routine Processes and Applicable Laws and Organizational/Departmental Policies**
 4. **Monitor Compliance**
- **Integrate and Align PRCA (Org. Structure, Processes, Culture – One Department)**
- **Create and Maintain an Open Door Policy (Director, Asst. Director, Managers, Supervisors, etc.)**
- **Departmental Focus on Harassment Training (Training for all FT and PT Employees)**

MAP MANAGER PERFORMANCE EVALUATION - COVER SHEET

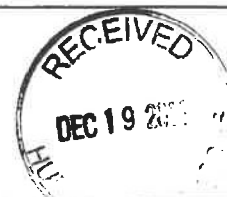
Employee: Steven R. Phillips

Job Title: Parks, Recreation & Cultural Affairs Director

Emp. ID#: 008921

Date: 11/29/2011

Dept. Name: Parks, Recreation & Cultural Affairs



EVALUATION PERIOD:

From: 10/1/2010

To: 9/30/2011

Mark Box for Review Class with an X

X	Class I - Annual October Review, full 12 months (merit increase, if applicable)			Class III - Initial 12 Month Review, full 12 months (merit increase, if applicable)
	Class II - Probationary Review, less than 12 months (no merit increase)			Class IV - Initial Annual Review, Pro-rated (Pro-rated Merit Increase, if applicable)
				Class V - Other - Special Evaluation (not elsewhere classified)

I Verify that the Objectives Listed in the Objectives Section of this Evaluation were Jointly Set and/or Revised by the Employee and Their Manager.

Employee Signature	Original Date	Employee Signature	Revision Date, if applicable
Manager Signature	Original Date	Manager Signature	Revision Date, if applicable

0.98	SUBJECTIVE COMPONENT WEIGHTED SCORE
2.57	OBJECTIVE COMPONENT WEIGHTED SCORE
3.55	OVERALL PERFORMANCE SCORE

12/15/11

MAP MANAGER PERFORMANCE EVALUATION - SUBJECTIVE FACTOR WORKSHEET

Employee: Steven R. Phillips

Employee	Evaluator	FACTOR 1 - MANAGEMENT SKILLS
Guiding	Applying	MANAGEMENT: Appropriately directs and controls the use of all assigned resources; takes responsibility for all department/division activities; effectively and efficiently plans and organizes department/division activities. Complies with all business, technical and employment laws, rules, regulations, policies, procedures and standards.
Applying	Applying	STAFFING AND EMPLOYEE DEVELOPMENT: Effectively selects, develops, mentors and evaluates assigned staff; staffs department/division effectively to achieve objectives while maintaining high productivity; promotes employee development. Sets challenging performance expectations and gains buy-in to performance goals. Communicates development needs and their importance. Creates an atmosphere where others are recognized for their accomplishments.
Applying	Applying	SUPERVISION: Confronts issues in a timely manner and ensures that desired results are accomplished through assigned staff; appropriately and fairly counsels individual employees; applies workforce rules in a fair and consistent manner. Brings conflict and dissension into the open and actively participates in resolving issues in a productive manner that enhances the quality of decisions and the organizational environment, thus improving positive working relationships. Provides positive feedback and appropriate counseling when necessary; encourages employees to strive to improve; facilitates professional development. Knows when to involve others when making difficult decisions.
Applying	Applying	ORGANIZATIONAL: Meets goals and objectives in an orderly manner through efficient and effective use of all available resources and prepares contingencies. Formulates relevant goals and objectives while maintaining flexibility; provides for viable options. Seeks cross-departmental opportunities to enhance overall productivity and image of the organization. Prepares budgets based on prioritized needs and objectives that reflect desired results; implements cost reduction programs; appropriately monitors and controls budget expenditures.
Applying	Applying	EMPLOYEE RELATIONS: Properly administers provisions of collective bargaining agreements. Achieves appropriate balance between organizational and employee interest; properly balances administrative commitments and city personnel policies and procedures in the management of the workforce.
Applying	Applying	DELEGATION: Appropriately assigns responsibilities and tasks; establishes controls, ensuring employees have necessary resources and authority to carry out assignments. Makes clear and detailed assignments to appropriate personnel; makes assignments in a fair and impartial manner, considering the needs of the city, department, and the employee's capabilities.
Applying	Applying	Overall Factor Rating
Employee Comments:		I feel that I meet the City's requirements in the management skill area.
Evaluator Comments:		Steve manages the broad array of services provided by PRCA and is responsive to and effective in addressing specific issues that arise. An ongoing challenge is for the department to be more proactive in identifying and addressing issues before they become problems and working to ensure appropriate and effective policies and processes are in place and being followed.

Employee	Evaluator	FACTOR 2 - LEADERSHIP SKILLS
Applying	Applying	DECISIVENESS: Makes firm, fair, and conclusive decisions in a timely manner. Accepts full responsibility and accountability for decisions and actions; does not defer or avoid making difficult or unpleasant decisions; seeks to take a leadership role in the decision making process. When appropriate, explains rationale for decisions to staff and seeks staff input when making decisions.
Guiding	Guiding	JUDGMENT: Makes sound, reasonable decisions by evaluating alternatives. Makes decisions based on facts, data analysis, and consideration of other relevant variables; displays maturity in performance of responsibilities. Demonstrates ability to forecast implications of decisions. Follows up to determine the extent that a problem has been adequately addressed and adjusts solutions and uses sound judgment as appropriate. Protects confidential information.
Applying	Applying	RISK TAKING: Moves forward with innovative ideas and techniques, assessing risks associated with change and develops alternatives to take corrective action if necessary.
Applying	Applying	MOTIVATING OTHERS: Appropriately guides individuals or groups toward accomplishing objectives; maintains control; encourages others to offer opinions; is successful in getting ideas and suggestions accepted by others; develops and implements team/group leadership skills to promote broad employee involvement and commitment to achieve objectives. Demonstrates, commits to and encourages support during organizational change. Creates an atmosphere where subordinates and others are recognized for individual and/or group accomplishments; accepts and promotes employee involvement; motivates staff to complete assigned tasks in a timely and effective manner.

MAP MANAGER PERFORMANCE EVALUATION - SUBJECTIVE FACTOR WORKSHEET

Employee: Steven R. Phillips

Applying	Applying	COMMUNICATION: Speaks and writes clearly, concisely, effectively and professionally using appropriate style, grammar, and tone; presents complex issues in a manner which is clear and understandable to the target audience; fields questions in a professional, concise manner resulting in the audience having a better understanding of the topic or issues. Demonstrates active listening skills in conversations, including when coaching/counseling. Actively shares information; keeps others informed of decisions, changes and other relevant information in a timely manner.
Applying	Applying	INTERPERSONAL SKILLS: Sets an example by exhibiting a positive attitude and enthusiasm in generating and improving relationships between staff and others. Actively participates in resolving issues in a productive manner and strives to improve positive working relationships. Builds relationships and gathers support for ideas. Establishes open, trusting relationships, and is approachable for candid discussions. Understands how to develop teams by looking at the talents and interpersonal skills of others, adheres to the team's expectations and norms and demonstrates commitment to the team. Negotiates persuasively without creating negativity. Ensures his/her position addresses others' concerns or needs. Sets aside personal objectives when necessary to fulfill organizational goals.
Applying	Applying	COORDINATION WITH OTHER DEPARTMENTS: Willing to assist others within the organization to meet goals and objectives; effectively communicates decisions affecting other departments.
Applying	Applying	Overall Factor Rating
Employee Comments:		I feel that I meet the requirements in departmental and City wide leadership.
Evaluator Comments:		Steve and Michelle have complementary skills for leading and managing the department. Steve is a team player who coordinates well with other departments. Steve is encouraged to find ways to further engage PRCA employees on workplace issues to assure employees feel supported and in return support management's efforts to lead and manage the department.

Employee	Evaluator	FACTOR 3 - EQUAL OPPORTUNITY / AFFIRMATIVE ACTION / DIVERSITY / ETHICS
Applying	Applying	EQUAL OPPORTUNITY: Demonstrates and ensures compliance with equal opportunity laws and policies; treats all employees, customers, vendors and others with fairness and impartiality; works to create an environment that is free of all inappropriate behavior.
Applying	Applying	AFFIRMATIVE ACTION: Understands the concepts of affirmative action and demonstrates a commitment to the affirmative action policy and plan; proactive in developing a recruitment plan for future, as well as, current vacancies; develops tools to assist in development and upward mobility for current employees.
Applying	Applying	DIVERSITY: Demonstrates and recognizes the value of a diverse work force, personalities, work styles and opinions. Displays an awareness and appreciation of the unique strengths and contributions of each individual; addresses diversity related organizational barriers and resistance to change..
Applying	Applying	ETHICS: Adheres to the organization's code of conduct and ethical practices. Acts with integrity at all times.
Applying	Applying	Overall Factor Rating
Employee Comments:		I feel that I meet the City requirements in this area and will continue to train and work to improve.
Evaluator Comments:		Steve's personal commitment in these areas is evident. An ongoing challenge for PRCA is the attraction of diverse applicant pools for hiring and promotional processes to help achieve greater diversity in PRCA management ranks.

Employee	Evaluator	FACTOR 4 - WORK KNOWLEDGE / APTITUDE
Applying	Applying	TECHNICAL EXPERTISE: Has mastered all technical and operational details and procedures; maintains general knowledge of related positions. Stays current with trends and developments in related areas of importance. Understands and uses appropriate policies, procedures, techniques, and management skills essential to the efficient functioning of the work team; knowledgeable of applicable laws, rules, and regulations and their effect on operations.
Applying	Applying	QUALITY OF WORK: Work products rarely contain errors and does not need revisions in content; credibility and accuracy of work products is of high quality and consistently withstands challenge and questions; work products are well presented and professional; assumes responsibility for ensuring work quality and excellence from assigned staff.

MAP MANAGER PERFORMANCE EVALUATION - SUBJECTIVE FACTOR WORKSHEET

Employee: Steven R. Phillips

Applying	Guiding	QUANTITY OF WORK: Consistently provides high volume output in response to service level demands; organizes and conscientiously completes all work in required time. Contributes maximum effort to work activities; demonstrates commitment to organizational goals/policies through work effort/accomplishment.
Applying	Applying	Overall Factor Rating
Employee Comments:		I feel that I have a good working knowledge required to run the Department.
Evaluator Comments:		Steve has extensive knowledge of departmental operations and works tirelessly to address issues. Steve does an excellent job of handling and processing referrals from the City Manager's Office. The PRCA Master Plan and accreditation are critical to providing the department with future direction and confirming that current processes and policies are in place and being followed. PRCA will benefit from a systems approach assuring that correct systems, policies and people are in place.

Employee	Evaluator	FACTOR 5 - INNOVATION / FLEXIBILITY
Guiding	Guiding	INITIATIVE: Becomes actively involved in situations and decisions; demonstrates an independent willingness to move forward with ideas and techniques. Is willing to assume new and challenging assignments.
Applying	Applying	INNOVATION: Develops, presents, and applies innovative ideas and concepts to improve the effective and efficient use of resources and techniques. Recommends suggestions for improvement that help position the organization for success.
Applying	Applying	CREATIVITY: Formulates new ideas, showing ingenuity in applying training and information, using inventive skill and imagination.
Guiding	Guiding	PERSONAL ADAPTABILITY: Appropriately modifies behavior to the ever changing demands of work challenges when confronted with change, ambiguity, adversity, or other pressures; accepts and welcomes alternative views; adjusts quickly to new concepts and procedures. Demonstrates a willingness to modify a strongly held position in the face of new evidence.
Guiding	Guiding	FLEXIBILITY: Facilitates the complexity associated with organizational change. Appropriately adapts to changing and unpredictable workflow. Effectively maintains focus while handling multiple assignments. Has the ability to work or manage jobs in parallel without impairing productivity.
Guiding	Guiding	Overall Factor Rating
Employee Comments:		I feel that in order to address not only the existing work load but daily referrals, I meet the needed requirements.
Evaluator Comments:		The department has adapted to significant budget reductions over the last 4 years. Additional facilities were completed through Wild Spaces Public Places which has been very successful. Steve finds ways to maintain the department's services and still address new requests that come along. PRCA is challenged to be innovative and creative in exploring ways to address service needs in light of limited fiscal resources.

Employee	Evaluator	FACTOR 6 - PROFESSIONAL / CONTINUING EDUCATION
Applying	Applying	PROFESSIONAL DEVELOPMENT: Continually seeks to develop into a recognized professional in his/her field. Generates professional contacts to serve as resources and support. Attends and actively participates in relevant professional organizations, workshops, and conferences to keep abreast of present trends and developments.
Applying	Applying	CONTINUING EDUCATION: Upgrades current knowledge of regulations and procedures within the public and private sectors to keep abreast of present trends and developments, as appropriate; furthers education by taking current courses at appropriate levels.
Applying	Applying	Overall Factor Rating
Employee Comments:		I will continue to strive to grow and continue training in this area.
Evaluator Comments:		Steve attended the national NRPA Conference. His involvement in FRPA and NRPA is encouraged.

MAP MANAGER PERFORMANCE EVALUATION - SUBJECTIVE FACTOR WORKSHEET

Employee: Steven R. Phillips

Employee	Evaluator	FACTOR 7 - SAFETY / HEALTH CONSCIOUSNESS
Applying	Applying	JOB HAZARDS: Creates an environment where existing and potential job hazards are identified and mitigated before any unsafe condition is established or unsafe act is committed. Routinely demonstrates leading by personal example in so doing.
Applying	Applying	SAFETY POLICIES AND PROCEDURES: Assures that all safety policies and procedures are fully understood by all in the work group and are adopted as personal values by the workforce. Assures that any accident, injury, significant unsafe condition or policy violation is investigated, documented and that lessons learned are implemented.
Applying	Applying	HEALTH STANDARDS: Assures that applicable occupational health standards are complied with by all job task standards and that execution of the job task by the workforce is in accordance with the standard.
Applying	Applying	Overall Factor Rating
Employee Comments:		I feel our department is safe and we definitely are health consciousness. I represent the City for the Healthy Communities Initiative Committee, which is a community-wide task force whose purpose is to build awareness of health related issues.
Evaluator Comments:		

Employee	Evaluator	FACTOR 8 - CUSTOMER SERVICE
Applying	Guiding	RESPONSIVENESS: Develops and maintains professional and effective relationships with internal and external customers. Recognizes and is responsive to individual, departmental and organizational customers (including co-workers) and their needs. Listens and responds to customer issues or ideas and always treats the customer with honesty, tact, courtesy and respect. Follows through with commitments to customers in a timely manner. Provides information to internal and external customers to encourage efficient use of our products and services.
Applying	Applying	PROFESSIONALISM: Seeks to improve and promote the image of the total organization to its customers and to promote its goals and objectives. Represents the organization in a professional manner to internal and external customers so that the employee and organization are viewed in a positive light. Maintains an acceptable standard of personal hygiene, dress and grooming as appropriate to job duties.
Applying	Guiding	Overall Factor Rating
Employee Comments:		I feel i and the department are very customer oriented, and we do our best to meet the expectations.
Evaluator Comments:		PRCA staff are in the customer service business. The success of the department depends on meeting the needs of residents through the provision of high quality services. PRCA does a good job providing customer service. There are opportunities for improvement through broader efforts on customer service and gauging customer needs and level of satisfaction with PRCA services.

SCORING SUMMARY	
Employee	Evaluator
3	3
3	3
3	3
3	3
4	4
3	3
3	3
3	4
25	26
40	40
3.13	3.25

Factor 1: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
Factor 2: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
Factor 3: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
Factor 4: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
Factor 5: Employee's Overall Rating = Guiding	Evaluator's Overall Rating = Guiding
Factor 6: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
Factor 7: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
Factor 8: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Guiding
Total Score	
Possible Score (# of factors times 5 points)	
Overall Subjective Component Score (Total Score divided by # of factors)	

MAP MANAGER PERFORMANCE EVALUATION - OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

OBJECTIVE #1							
Employee	Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)	
Fell Short	Met Expectations	25%	Begin the Recreation Master Plan process to address Agency Accreditation standards	Draft RFP and Bid out Contractual work	1/31/2011	Mar-11	
Fell Short	Met Expectations			Coordination of meetings, demographic analysis, review, etc.	3/31/2011	May-11	
Fell Short	Fell Short			Analyse existing service delivery inventory	5/31/2011	Sep-11	
Fell Short	Met Expectations			Needs Analysis - Public Workshops, Meetings with Key individuals, etc.	6/30/2011	Sep-11	
Fell Short	Fell Short			Physical Planning - Parks and Facility improvements, concept plans, CIP priorities, cost analysis	8/31/2011	Sep-11	
Met Expectations	Met Expectations			Action Plan - 50% completion	9/30/2011	Sep-11	
Fell Short							
Overall Objective Rating							
Met Expectations		There were many constraints we faced in meeting the set goals such as external Departmental, City Staff and Commission review, that postponed the majority of the set goal guidelines. Regardless of this the primary goal of achieving 50% of the action plan was done by the deadline.					
Employee Comments:							
Evaluator Comments:		Completion of the PRCA Master Plan and accreditation are critical to the future of the department.					

MAP MANAGER PERFORMANCE EVALUATION - OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

OBJECTIVE # 2						
Employee	Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Met Expectations	Met Expectations	15%	Accreditation Phase 2	Accreditation - Phase 2 Evaluate existing policies and procedures gathered in Phase 1 and develop a list of proposed policies and procedures needed to be developed	5/31/2011	May-11
Met Expectations	Fell Short			Departmental compliance to policies and procedures	100% by 09/30/2011	Sep-11
Met Expectations	Met Expectations					
Overall Objective Rating						
Employee Comments:		With the assistance of contractual services and redirecting staff priorities, both goals were met.				
Evaluator Comments:		Departmental accreditation will be a great accomplishment for the department and should be a source of pride for PRCA employees and the community. It would be beneficial to provide regular communication to internal and external customers on PRCA's progress towards achieving accreditation.				

Employee: Steven R. Phillips

Steve Phillips Final Eval FY11.xls M2 - MGRObjectives

MAP MANAGER PERFORMANCE EVALUATION - OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

OBJECTIVE # 4						
Employee	Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Met Expectations	Exceeded Expectations	10%	Complete Capital Projects and Land Acquisition	WSPP Projects	Expend 75% of funds allocated for projects. Of the \$10,526,383, \$2,001,515 is the Depot project, contingency and set aside. This leaves \$8,524,868. Of that allocation \$5,698,281 has been spent. This equals 67%. There are other funds encumbered	67%
Fell Short	Met Expectations			Land Acquisition	Expend 25% of funds allocated for acquisition based on available lands and willing sellers (\$2,569,663)	\$506,424 (\$534,663)
Met Expectations	Exceeded Expectations					
Overall Objective Rating						
<p>Several steps were taken to purchase land listed on the approved priority list such as contracting out with ACT, working with the County in their land acquisition program and utilizing City staff (Lands Right Coordinator). During that time period, our efforts to purchase high priority parcels failed. Toward the middle of the FY after the ACT contract had expired, we worked closely with the City's Land Right Coordinator, and some land opportunities opened up. It should be noted that we recommended holding off on purchasing less desirable land (i.e., not to make the purchase just to expend the WSPP funds), and we will continue to work toward higher priority land that needed conservation.</p>						
<p>Good progress continued on WSPP capital projects. Progress was slow on land acquisition but began picking up in the later part of the fiscal year.</p>						
<p>Employee Comments:</p>						
<p>Evaluator Comments:</p>						

MAP MANAGER PERFORMANCE EVALUATION - OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

OBJECTIVE #5						
Employee	Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Fell Short	Met Expectations	10%	Senior Recreation Center	Develop a Lease or License Agreement with ElderCare for Operational Use of the Senior Recreation Center	5/31/2011	8/9/2011
Fell Short	Fell Short			Expend funds allocated for park improvements in conjunction with the Senior Recreation Center development	5/31/2011	25% - did some park improvements and have cost and priority lists drafted and approved by the public and staff.
Fell Short	Met Expectations					
				Overall Objective Rating		
Employee Comments:		The License Agreement with ElderCare was delayed but was completed by August. The funds available for the park development were put on hold until the Center was completed, since those expenses were included in the construction budget and there were construction cost shortages. We did conduct a public meeting and had a list of the projects prepared in anticipation of the funding availability.				
Evaluator Comments:		The Senior Recreation Center was a big project that required a great deal of coordination. It is a wonderful facility that will help to meet the needs of the community's elderly residents.				

MAP MANAGER PERFORMANCE EVALUATION - OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

OBJECTIVE # 6						
Employee	Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Met Expectations	Met Expectations	10%	Cone Park Development	Finalize Conceptual Site Plan development and begin Construction	5/31/2011	100%
Exceeded Expectations	Met Expectations			Develop MOU and License Agreement with the Library District for the development of 8,000 square foot building	5/31/2011	2/22/2011
Fell Short	Fell Short			develop a Joint Use Agreement for Eastside Recreation Center between the City and Library District	3/31/2011	Sep-11
Met Expectations	Met Expectations					
Overall Objective Rating						
Employee Comments:						A change in Directors at the Library plus City/County Legal review caused delays in the process. The MOU was completed in February 2011 for development of the Library at Cone Park.
Evaluator Comments:						Cone Park will be a signature park for East Gainesville. Great progress is being made and inclusion of a library branch provides opportunities for extensive partnerships with the Library District for the benefit of City residents.

MAP MANAGER PERFORMANCE EVALUATION - OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

OBJECTIVE # 7						
Employee	Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Exceeded Expectations	Exceeded Expectations	10%	Pool User Groups for NE Pool	Track the revenues and operating costs generated by the pool user groups and make recommendation on continued use for FY 2011	6/30/2011 - \$14,700	\$22,000
Exceeded Expectations	Exceeded Expectations					
				Overall Objective Rating		
Employee Comments:		Based on the Swim Groups estimates, we received pledges for \$14,700. By September 2011 we received \$22,000. It was anticipated that we would need \$45,000 from the set-aside to pay the increase in operational costs. We generated \$42,592 and the utility costs came in lower than anticipated.				
Evaluator Comments:		This is an excellent outcome. The community now has access to a year-round pool with minimal expenses to the City.				

MAP MANAGER PERFORMANCE EVALUATION - OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

SCORING SUMMARY					
Unweighted Employee Scoring	Unweighted Evaluator Scoring	Objective Weighting	Weighted Evaluator		
1	2	25%	0.50	Objective 1: Employee's Overall Rating = Fail Short / Evaluator's Overall Rating = Met Expectations	
2	2	15%	0.30	Objective 2: Employee's Overall Rating = Met Expectations / Evaluator's Overall Rating = Met Expectations	
2	2	20%	0.40	Objective 3: Employee's Overall Rating = Met Expectations / Evaluator's Overall Rating = Met Expectations	
2	3	10%	0.30	Objective 4: Employee's Overall Rating = Met Expectations / Evaluator's Overall Rating = Exceeded Expectations	
1	2	10%	0.20	Objective 5: Employee's Overall Rating = Fail Short / Evaluator's Overall Rating = Met Expectations	
2	2	10%	0.20	Objective 6: Employee's Overall Rating = Met Expectations / Evaluator's Overall Rating = Met Expectations	
3	3	10%	0.30	Objective 7: Employee's Overall Rating = Exceeded Expectations / Evaluator's Overall Rating = Exceeded Expectations	
Overall Objective Component Score				100%	2.20

MAP MANAGER PERFORMANCE EVALUATION - SCORING SUMMARY AND SIGNATURES

Employee: Steven R. Phillips

Job Title: Parks, Recreation & Cultural Affairs Director

Employee ID#: 008921

Date: 01/00/00

Department Name: Parks, Recreation & Cultural Affairs

MANAGER SCORING	SUBJECTIVE FACTORS	DEVELOPMENT PLAN: ACTION AND DATES (Based on last prior performance evaluation)	RESULTS
Applying	FACTOR 1 - MANAGEMENT SKILLS		
Applying	FACTOR 2 - LEADERSHIP SKILLS		
Applying	FACTOR 3 - EQUAL OPPORTUNITY / AFFIRMATIVE ACTION / DIVERSITY / ETHICS		
Applying	FACTOR 4 - WORK KNOWLEDGE / APTITUDE		
Guiding	FACTOR 5 - INNOVATION / FLEXIBILITY		
Applying	FACTOR 6 - PROFESSIONAL / CONTINUING EDUCATION		
Applying	FACTOR 7 - SAFETY / HEALTH CONSCIOUSNESS		
Guiding	FACTOR 8 - CUSTOMER SERVICE		
3.25	SUBJECTIVE COMPONENT TOTAL SCORE (Based on a 5 point scale)		
30%	SUBJECTIVE FACTOR WEIGHTING (pick from drop-down listing)		
0.98	SUBJECTIVE COMPONENT WEIGHTED SCORE		

MAP MANAGER PERFORMANCE EVALUATION - SCORING SUMMARY AND SIGNATURES

Employee: **Steven R. Phillips**

Job Title: **Parks, Recreation & Cultural Affairs Director**

Employee ID#: **008921**

Date: **01/00/00**

Department Name: **Parks, Recreation & Cultural Affairs**

MANAGER SCORING	OBJECTIVES	COMMENTS
Met Expectations	OBJECTIVE 1 - Begin the Recreation Master Plan process to address Agency Accreditation standards	
Met Expectations	OBJECTIVE 2 - Accreditation Phase 2	
Met Expectations	OBJECTIVE 3 - Achieve NGF Goals	
Exceeded Expectations	OBJECTIVE 4 - Complete Capital Projects and Land Acquisition	
Met Expectations	OBJECTIVE 5 - Senior Recreation Center	
Met Expectations	OBJECTIVE 6 - Cone Park Development	
Exceeded Expectations	OBJECTIVE 7 - Pool User Groups for NE Pool	
2.20	OBJECTIVE COMPONENT SCORE (Based on 3 point scale)	
3.67	3 POINT SCALE SCORE CONVERTED TO A 5 POINT SCALE SCORE	
70%	OBJECTIVE FACTOR WEIGHTING	
2.57	OBJECTIVE COMPONENT WEIGHTED SCORE	

MANAGER SCORING	OVERALL SCORING
0.98	SUBJECTIVE COMPONENT WEIGHTED SCORE
2.57	OBJECTIVE COMPONENT WEIGHTED SCORE
3.55	OVERALL PERFORMANCE SCORE

MAP MANAGER PERFORMANCE EVALUATION - SCORING SUMMARY AND SIGNATURES

Employee: Steven R. Phillips

Job Title: Parks, Recreation & Cultural Affairs Director

Employee ID#: 008921

Date: 01/00/00

Department Name: Parks, Recreation & Cultural Affairs

(Complete this section for New Probationary Employees Only)

I recommend that the appraisal period be extended for an additional _____ days during which time the incumbent will be required to upgrade his/her performance to a satisfactory level.

For 6-month probationary employees, the extended probationary period shall not exceed ninety (90) days.

For 12-month probationary employees, the extended probationary period shall not exceed one hundred eighty (180) days.

Employee: I certify that this performance evaluation has been reviewed with me and I understand that my signature does not necessarily indicate agreement.

Steven R. Phillips
Employee's Signature

Parks, Recreation & Cultural Affairs Director
Employee's Title

12/13/11
Date

Employee's Comments:

I FEEL THE EVALUATION WAS FAIR AND I LOOK FORWARD TO WORKING WITH PAUL OVER THE NEXT YEAR.

Evaluator: I certify that this performance evaluation has been reviewed with the employee and was performed using my best judgment.

Paul G. [Signature]
Evaluator's Signature

Asst. City Manager
Evaluator's Title

12/14/11
Date

Evaluator's Comments:

Reviewer: I certify that I reviewed this performance evaluation and agree with the final performance rating and score.

Reviewer's Signature

Reviewer's Title

Date

Reviewer's Comments:

City of Gainesville

Safety Policy Manual Acknowledgement Document

Date: 9/12/05

Employee Name: STEVEN R. PHILLIPS (print)

Employee ID#: 8921

I acknowledge that the Risk Management Department has explained the Safety Policy Manual to me and that I have received a copy of the manual. I further understand that I am to read the information and it is my responsibility to comply with the contents of the Safety Policy Manual.

Should I have any questions about the Safety Policy Manual I am to contact my supervisor.

Employee signature: 

MAPS PERFORMANCE EVALUATION - MANAGER SCORING SUMMARY AND SIGNATURES

Employee: Steven R. Phillips

Job Title: Parks/Recreation/Cultural Affairs Director

Employee ID#: 8921

Date: 10/28/2010

Department Name: Parks/Recreation/Cultural Affairs



EVALUATION PERIOD	
From: 10/1/2009	To: 9/30/2010

Mark Box for Review Class with an X			
	Class I - Annual October Review, full 12 months (merit increase, if applicable)		Class III - Initial 12 Month Review, full 12 months (merit increase, if applicable)
	Class II - Probationary Review; less than 12 months (no merit increase)		Class IV - Initial Annual Review, Pro-rated (Pro-rated Merit increase, if applicable)

MANAGER SCORING	SUBJECTIVE FACTORS	DEVELOPMENT PLAN: ACTION AND DATES	RESULTS
Applying	FACTOR 1 - MANAGEMENT SKILLS		
Applying	FACTOR 2 - LEADERSHIP SKILLS		
Applying	FACTOR 3 - EQUAL OPPORTUNITY / AFFIRMATIVE ACTION / DIVERSITY		
Applying	FACTOR 4 - WORK KNOWLEDGE / APTITUDE		
Guiding	FACTOR 5 - INNOVATION / FLEXIBILITY		
Applying	FACTOR 6 - PROFESSIONAL DEVELOPMENT		
Applying	FACTOR 7 - SAFETY / HEALTH CONSCIOUSNESS		
3.14	SUBJECTIVE COMPONENT TOTAL SCORE (Based on a 5 point scale)		
30%	SUBJECTIVE FACTOR WEIGHTING		
0.94	SUBJECTIVE COMPONENT WEIGHTED SCORE		

MAPS PERFORMANCE EVALUATION - MANAGER SCORING SUMMARY AND SIGNATURES

Employee: **Steven R. Phillips**

Job Title: **Parks/Recreation/Cultural Affairs Director**

Employee ID#: **8921**

Date: **10/28/2010**

Department Name: **Parks/Recreation/Cultural Affairs**

EVALUATION PERIOD:

From: **10/1/2009**

To: **9/30/2010**

MANAGER SCORING	OBJECTIVES	COMMENTS
Met Expectations	OBJECTIVE 1 - Complete capital projects - MNC, Possum Creek Phase 1 and pool splash pads	
Exceeded Expectations	OBJECTIVE 2 - Follow up on Cultural Survey and implement training to address areas needed improvement	
Met Expectations	OBJECTIVE 3 - Work with Community Development, Public Works and Legal to develop the City's Ecological Overlay	
Met Expectations	OBJECTIVE 4 - Analyze the availability and accessibility of youth programs and identify a role for the City Government in conjunction with GPD	
Exceeded Expectations	OBJECTIVE 5 - Budget Compliance	
2.40	OBJECTIVE COMPONENT SCORE (Based on 3 point scale)	
4.00	3 POINT SCALE SCORE CONVERTED TO A 5 POINT SCALE SCORE	
70%	OBJECTIVE FACTOR WEIGHTING	
2.80	OBJECTIVE COMPONENT WEIGHTED SCORE	

MAPS PERFORMANCE EVALUATION - MANAGER SCORING SUMMARY AND SIGNATURES

Employee: Steven R. Phillips

Job Title: Parks/Recreation/Cultural Affairs Director

Employee ID#: 8921

Date: 10/28/2010

Department Name: Parks/Recreation/Cultural Affairs

EVALUATION PERIOD:

From: 10/1/2009

To: 9/30/2010

MANAGER SCORING

OVERALL SCORING

0.94

SUBJECTIVE COMPONENT WEIGHTED SCORE

2.80

OBJECTIVE COMPONENT WEIGHTED SCORE

3.74

OVERALL PERFORMANCE SCORE

MAPS PERFORMANCE EVALUATION - MANAGER SCORING SUMMARY AND SIGNATURES

Employee: Steven R. Phillips

Job Title: Parks/Recreation/Cultural Affairs Director


Employee ID#: 8821

Date: 10/28/2010

Department Name: Parks/Recreation/Cultural Affairs

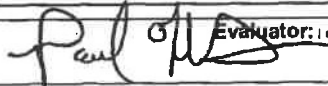
EVALUATION PERIOD:	
From: <u>10/1/2009</u>	To: <u>9/30/2010</u>

Employee: I certify that this performance evaluation has been reviewed with me and I understand that my signature does not necessarily indicate agreement.

	<u>DIRECTOR PRCA</u>	<u>11/05/11</u>
Employee's Signature	Employee's Title	Date

Employee's Comments:

Evaluator: I certify that this performance evaluation has been reviewed with the employee and was performed using my best judgment..

	<u>ASST City Manager</u>	<u>11/5/10</u>
Evaluator's Signature	Evaluator's Title	Date

Evaluator's Comments:

Reviewer: I certify that I reviewed this performance evaluation and agree with the final performance rating and score.

Reviewer's Signature	Reviewer's Title	Date
----------------------	------------------	------

Reviewer's Comments:

MAPS PERFORMANCE EVALUATION - MANAGER SUBJECTIVE FACTOR WORKSHEET

Employee: Steven R. Phillips

Employee	Evaluator	FACTOR 1 - MANAGEMENT SKILLS
Guiding	Guiding	MANAGEMENT: Appropriately directs and controls the use of all assigned resources; takes responsibility for all department/division activities; effectively and efficiently plans and organizes department/division activities. Complies with all business, technical and employment laws, rules, regulations, policies, procedures and standards.
Applying	Applying	STAFFING AND EMPLOYEE DEVELOPMENT: Effectively selects, develops and evaluates assigned staff; staffs department/division effectively to achieve objectives while maintaining high productivity; promotes employee development.
Applying	Applying	SUPERVISION: Confronts issues in a timely manner and ensures that desired results are accomplished through assigned staff; appropriately and fairly counsels individual employees; applies workforce rules in a fair and consistent manner. Brings conflict and dissension into the open and actively participates in resolving issues in a productive manner that enhances the quality of decisions and the organizational environment, thus improving positive working relationships. Provides positive feedback and appropriate counseling when necessary; encourages employees to strive to improve; facilitates professional development.
Applying	Applying	ORGANIZATIONAL: Meets goals and objectives in an orderly manner through efficient and effective use of all available resources. Formulates relevant goals and objectives while maintaining flexibility; provides for viable options. Prepares budgets based on prioritized needs and objectives that reflect desired results; implements cost reduction programs; appropriately monitors and controls budget expenditures.
Applying	Applying	EMPLOYEE RELATIONS: Properly administers provisions of collective bargaining agreements. Achieves appropriate balance between organizational and employee interest; properly balances administrative commitments and city personnel policies and procedures in the management of the workforce.
Applying	Applying	DELEGATION: Appropriately assigns responsibilities and tasks; establishes controls, ensuring employees have necessary resources and authority to carry out assignments. Makes clear and detailed assignments to appropriate personnel; makes assignments in a fair and impartial manner, considering the needs of the city, department, and the employee's capabilities.
Applying	Applying	Overall Factor Rating
Employee Comments:		
Evaluator Comments:		Steve continues to do a fine job managing the department. Steve effectively addresses specific issues that arise. Steve is encouraged to find opportunities to be more proactive in identifying and addressing issues before they become problems and working to ensure appropriate and effective policies and processes are in place. Efforts toward departmental accreditation should assist with this as well.

Employee	Evaluator	FACTOR 2 - LEADERSHIP SKILLS
Applying	Applying	DECISIVENESS: Makes firm, fair, and conclusive decisions in a timely manner. Accepts full responsibility and accountability for decisions and actions; does not defer or avoid making difficult or unpleasant decisions; seeks to take a leadership role in the decision making process. When appropriate, explains rationale for decisions to staff and seeks staff input when making decisions.
Guiding	Guiding	JUDGMENT: Makes sound, reasonable decisions by evaluating alternatives. Makes decisions based on facts, data analysis, and consideration of other relevant variables; displays maturity in performance of responsibilities. Demonstrates ability to forecast implications of decisions.
Applying	Applying	RISK TAKING: Moves forward with innovative ideas and techniques; assessing risks associated with change and develops alternatives to take corrective action if necessary.
Applying	Applying	MOTIVATING OTHERS: Appropriately guides individuals or groups toward accomplishing objectives; maintains control; encourages others to offer opinions; is successful in getting ideas and suggestions accepted by others; develops and implements team/group leadership skills to promote broad employee involvement and commitment to achieve objectives. Creates an atmosphere where subordinates and others are recognized and rewarded for individual and/or group accomplishments; accepts and promotes employee involvement; motivates staff to complete assigned tasks in a timely and effective manner.
Guiding	Applying	COMMUNICATION: Speaks and writes clearly, concisely, effectively and professionally using appropriate style, grammar, and tone; presents complex issues in a manner which is clear and understandable to the target audience; fields questions in a professional, concise manner resulting in the audience having a better understanding of the topic or issues. Actively shares information; keeps others informed of decisions, changes and other relevant information in a timely manner.

MAPS PERFORMANCE EVALUATION - MANAGER SUBJECTIVE FACTOR WORKSHEET

Employee: Steven R. Phillips

Guiding	Guiding	INTERPERSONAL SKILLS: Develops and maintains professional relationships with internal and external customers; seeks to improve and promote the image of the total organization and to promote its goals and objectives. Maintains effective working relationships throughout the organization; sets an example by exhibiting a positive attitude and enthusiasm in generating and improving relationships between staff and others.
Guiding	Guiding	COORDINATION WITH OTHER DEPARTMENTS: Willing to assist others within the organization to meet goals and objectives; effectively communicates decisions affecting other departments.
Guiding	Applying	Overall Factor Rating
Employee Comments:		
Evaluator Comments:		Steve and Michelle are a strong team providing complementary skills beneficial in leading and managing the department. Steve is a team player who coordinates well with other departments. Steve and Michelle take on much of the responsibility and burden to see that issues are appropriately addressed and to support their staff. Steve is encouraged to find ways to develop his managers and up and coming staff so the responsibility and burden can be shared. This includes setting clear expectations and holding managers accountable for

Employee	Evaluator	FACTOR 3 - EQUAL OPPORTUNITY / AFFIRMATIVE ACTION / DIVERSITY
Applying	Applying	EQUAL OPPORTUNITY: Ensures compliance with equal opportunity laws and policies; treats all employees, customers, vendors and others with fairness and impartiality; works to create an environment that is free of all inappropriate behavior.
Applying	Applying	AFFIRMATIVE ACTION: Understands the concepts of affirmative action and demonstrates a commitment to the affirmative action policy and plan; proactive in developing a recruitment plan for future, as well as, current vacancies; develops tools to assist in development and upward mobility for current employees.
Applying	Applying	DIVERSITY: Recognizes the variety of perspectives and views of others; works to improve communications and relationships between self, employees, customers, vendors and others; addresses diversity related organizational barriers and resistance to change.
Applying	Applying	Overall Factor Rating
Employee Comments:		We have had a few issues this past fiscal year that we are working though. I believe that as a whole the department applies and is in compliance with the EO laws, understands affirmative action and recognizes the diversity in the work force.
Evaluator Comments:		I concur with Steve's comments. When issues do arise they appear to be the result of policy and procedure issues. This ties into the need for departmental staff to be knowledgeable of City policies and procedures and for policies and procedures to be established where they are needed but don't currently exist.

Employee	Evaluator	FACTOR 4 - WORK KNOWLEDGE / APTITUDE
Applying	Applying	TECHNICAL EXPERTISE: Has mastered all technical and operational details and procedures; maintains general knowledge of related positions. Stays current with trends and developments in related areas of importance. Understands and uses appropriate policies, procedures, techniques, and supervisory skills essential to the efficient functioning of the division/department; knowledgeable of applicable laws, rules, and regulations and their effect on operations.
Applying	Applying	QUALITY OF WORK: Work products rarely contain errors and does not need revisions in content; credibility and accuracy of work products is of high quality and consistently withstands challenge and questions; work products are well presented and professional; assumes responsibility for ensuring work quality and excellence from assigned staff.
Guiding	Guiding	QUANTITY OF WORK: Consistently provides high volume output in response to service level demands; organizes and conscientiously completes all work in required time. Contributes maximum effort to work activities; demonstrates commitment to organizational goals/policies through work effort/accomplishment.
Applying	Applying	Overall Factor Rating
Employee Comments:		I believe that by going through another year's experience as Director plus a major budget reduction has been a challenge but dealt with effectively and efficiently.
Evaluator Comments:		Steve continues to be very productive and responsive.

MAPS PERFORMANCE EVALUATION - MANAGER SUBJECTIVE FACTOR WORKSHEET

Employee: Steven R. Phillips

Employee	Evaluator	FACTOR 5 - INNOVATION / FLEXIBILITY
Guiding	Guiding	INITIATIVE: Becomes actively involved in situations and decisions; demonstrates an independent willingness to move forward with ideas and techniques.
Applying	Applying	INNOVATION: Develops, presents, and applies innovative ideas and concepts to improve the effective and efficient use of resources and techniques.
Applying	Applying	CREATIVITY: Formulates new ideas, showing ingenuity in applying training and information, using inventive skill and imagination.
Guiding	Guiding	PERSONAL ADAPTABILITY: Appropriately modifies behavior to the ever changing demands of work challenges when confronted with change, ambiguity, adversity, or other pressures; accepts and welcomes alternative views; adjusts quickly to new concepts and procedures.
Guiding	Guiding	Overall Factor Rating
Employee Comments:		We have made major organizational changes and reassignments to address the core services and public needs.
Evaluator Comments:		The department has adapted to significant budget reductions. Tremendous new and enhanced facilities were completed through Wild Spaces, Public Places including the Skate Park at Possum Creek, the heating of NE Pool and improvements to Ironwood Golf Course. Steve is encouraged to challenge his staff to be innovative and creative in exploring ways to address service needs in light of limited fiscal resources.

Employee	Evaluator	FACTOR 6 - PROFESSIONAL DEVELOPMENT
Applying	Applying	NETWORKING: Generates professional contacts, both public and private, to serve as resources and support.
Learning	Applying	CONTINUING EDUCATION: Continually seeks to develop into a recognized professional in his/her field; upgrades current knowledge of regulations and procedures within the public and private sectors; furthers education by taking current courses at appropriate levels.
Learning	Applying	CONFERENCES AND SEMINARS: Attends and actively participates in relevant workshops, conferences and Gainesville Corporate University courses to keep abreast of present trends and developments
Learning	Applying	Overall Factor Rating
Employee Comments:		this past fiscal has resulted in major budget cuts to include travel and training. The goal is to work on continued education in my field to address this factor.
Evaluator Comments:		I encourage Steve to engage to a higher degree in his professional state and national associations to develop his peer network and stay attuned to issues and trends.

Employee	Evaluator	FACTOR 7 - SAFETY / HEALTH CONSCIOUSNESS
Applying	Applying	JOB HAZARDS: Creates an environment where existing and potential job hazards are identified and mitigated before any unsafe condition is established or unsafe act is committed. Routinely demonstrates leading by personal example in so doing.
Applying	Applying	SAFETY POLICIES AND PROCEDURES: Assures that all safety policies and procedures are fully understood by all in the work group and are adopted as personal values by the workforce. Assures that any accident, injury, significant unsafe condition or policy violation is investigated, documented and that lessons learned are implemented.
Applying	Applying	HEALTH STANDARDS: Assures that applicable occupational health standards are complied with by all job task standards and that execution of the job task by the workforce is in accordance with the standard.
Applying	Applying	Overall Factor Rating
Employee Comments:		
Evaluator Comments:		

MAPS PERFORMANCE EVALUATION - MANAGER SUBJECTIVE FACTOR WORKSHEET

Employee: Steven R. Phillips

SCORING SUMMARY	
Employee	Evaluator
3	3
4	3
3	3
3	3
4	4
2	3
3	3
22	22
35	35
3.14	3.14

Factor 1: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
Factor 2: Employee's Overall Rating = Guiding	Evaluator's Overall Rating = Applying
Factor 3: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
Factor 4: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
Factor 5: Employee's Overall Rating = Guiding	Evaluator's Overall Rating = Guiding
Factor 6: Employee's Overall Rating = Learning	Evaluator's Overall Rating = Applying
Factor 7: Employee's Overall Rating = Applying	Evaluator's Overall Rating = Applying
Total Score	
Possible Score (# of factors times 5 points)	
Overall Subjective Component Score (Total Score divided by # of factors)	

Employee: Steven R. Phillips

Evaluator
Comments:

MAPS PERFORMANCE EVALUATION - MANAGER OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

OBJECTIVE # 2					
Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Exceeded Expectations	20%	Follow up on Cultural Survey and Implement training to address areas needed improvement	Communications and Morale - meet with departmental staff on a quarterly basis	4 meetings per year - completed	100%
			Communications - meeting with Managers 2 times a month - completed	100% by Sept 2011	100%
Exceeded Expectations		Overall Objective Rating			
Evaluator Comments:					

MAPS PERFORMANCE EVALUATION - MANAGER OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

OBJECTIVE # 3					
Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Met Expectations.	20%	Work with Community Development, Public Works and Legal to develop the City's Ecological Overlay	Develop an Ecological Overlay	Meet with City and County Departmental staff for draft proposal by summer 2009 - completed	100%
			Address net cost - lower City subsidy	Draft and submit proposed overlay by fall 2009 - completed	100%
			Evaluate the point of sales with finance and make recommendations for improvements if needed	Submit overlay to City Commission for approval by September 2009 - completed	100%
Met Expectations		Overall Objective Rating			
Evaluator Comments:					

MAPS PERFORMANCE EVALUATION - MANAGER OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

OBJECTIVE #4					
Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Met Expectations	20%	Analyze the availability and accessibility of your programs and identify a role for the City Government in conjunction with GPD	Work with GPD and Strategic Planning members	Consider staffing and facility availability by fall 2009 - completed	100%
Met Expectations		Overall Objective Rating			
Evaluator Comments:					

MAPS PERFORMANCE EVALUATION - MANAGER OBJECTIVE WORKSHEET Employee: Steven R. Phillips

OBJECTIVE # 5					
Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Exceeded Expectations	20%	Budget Compliance	Complete analysis of departmental budget - completed	Apr-09	1.00
			see controls for line item allocation overexpending - completed	May-09	100%
Exceeded Expectations		Overall Objective Rating			
Evaluator Comments:					

MAPS PERFORMANCE EVALUATION - MANAGER OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

OBJECTIVE # 6					
Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Overall Objective Rating					
Evaluator Comments					

MAPS PERFORMANCE EVALUATION - MANAGER OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

OBJECTIVE # 7					
Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
			Overall Objective Rating		
Evaluator Comments:					

MAPS PERFORMANCE EVALUATION - MANAGER OBJECTIVE WORKSHEET

Employee: Steven R. Phillips

SCORING SUMMARY		
Unweighted Evaluator	Objective Weighting	Weighted Evaluator
2	20%	0.40
3	20%	0.60
2	20%	0.40
2	20%	0.40
3	20%	0.60

Objective 1: Evaluator's Overall Rating = Met Expectations
 Objective 2: Evaluator's Overall Rating = Exceeded Expectations
 Objective 3: Evaluator's Overall Rating = Met Expectations
 Objective 4: Evaluator's Overall Rating = Met Expectations
 Objective 5: Evaluator's Overall Rating = Exceeded Expectations

100%	Overall Objective Component Score
------	-----------------------------------

MAPS PERFORMANCE EVALUATION - MANAGER SUBJECTIVE FACTOR WORKSHEET

Employee: Steve Phillips

8921



Employee	Evaluator	FACTOR 1 - MANAGEMENT SKILLS
Applying	Guiding	MANAGEMENT: Appropriately directs and controls the use of all assigned resources; takes responsibility for all department/division activities; effectively and efficiently plans and organizes department/division activities. Complies with all business, technical and employment laws, rules, regulations, policies, procedures and standards.
Applying	Applying	STAFFING AND EMPLOYEE DEVELOPMENT: Effectively selects, develops and evaluates assigned staff; staffs department/division effectively to achieve objectives while maintaining high productivity; promotes employee development.
Learning	Applying	SUPERVISION: Confronts issues in a timely manner and ensures that desired results are accomplished through assigned staff; appropriately and fairly counsels individual employees; applies workforce rules in a fair and consistent manner. Brings conflict and dissension into the open and actively participates in resolving issues in a productive manner that enhances the quality of decisions and the organizational environment, thus improving positive working relationships. Provides positive feedback and appropriate counseling when necessary; encourages employees to strive to improve; facilitates professional development.
Learning	Applying	ORGANIZATIONAL: Meets goals and objectives in an orderly manner through efficient and effective use of all available resources. Formulates relevant goals and objectives while maintaining flexibility; provides for viable options. Prepares budgets based on prioritized needs and objectives that reflect desired results; implements cost reduction programs; appropriately monitors and controls budget expenditures.
Applying	Guiding	EMPLOYEE RELATIONS: Properly administers provisions of collective bargaining agreements. Achieves appropriate balance between organizational and employee interest; properly balances administrative commitments and city personnel policies and procedures in the management of the workforce.
Applying	Applying	DELEGATION: Appropriately assigns responsibilities and tasks; establishes controls, ensuring employees have necessary resources and authority to carry out assignments. Makes clear and detailed assignments to appropriate personnel; makes assignments in a fair and impartial manner, considering the needs of the city, department, and the employee's capabilities.
Applying	Applying	Overall Factor Rating
Employee Comments:		
Evaluator Comments:		Steve has done a fine job managing his department and overcoming resources challenges.

Employee	Evaluator	FACTOR 2 - LEADERSHIP SKILLS
Applying	Applying	DECISIVENESS: Makes firm, fair, and conclusive decisions in a timely manner. Accepts full responsibility and accountability for decisions and actions; does not defer or avoid making difficult or unpleasant decisions; seeks to take a leadership role in the decision making process. When appropriate, explains rationale for decisions to staff and seeks staff input when making decisions.
Applying	Guiding	JUDGMENT: Makes sound, reasonable decisions by evaluating alternatives. Makes decisions based on facts, data analysis, and consideration of other relevant variables; displays maturity in performance of responsibilities. Demonstrates ability to forecast implications of decisions.
Learning	Applying	RISK TAKING: Moves forward with innovative ideas and techniques, assessing risks associated with change and develops alternatives to take corrective action if necessary.
Learning	Applying	MOTIVATING OTHERS: Appropriately guides individuals or groups toward accomplishing objectives; maintains control; encourages others to offer opinions; is successful in getting ideas and suggestions accepted by others; develops and implements team/group leadership skills to promote broad employee involvement and commitment to achieve objectives. Creates an atmosphere where subordinates and others are recognized and rewarded for individual and/or group accomplishments; accepts and promotes employee involvement; motivates staff to complete assigned tasks in a timely and effective manner.
Applying	Guiding	COMMUNICATION: Speaks and writes clearly, concisely, effectively and professionally using appropriate style, grammar, and tone; presents complex issues in a manner which is clear and understandable to the target audience; fields questions in a professional, concise manner resulting in the audience having a better understanding of the topic or issues. Actively shares information; keeps others informed of decisions, changes and other relevant information in a timely manner.
Applying	Guiding	INTERPERSONAL SKILLS: Develops and maintains professional relationships with internal and external customers; seeks to improve and promote the image of the total organization and to promote its goals and objectives. Maintains effective working relationships throughout the organization; sets an example by exhibiting a positive attitude and enthusiasm in generating and improving relationships between staff and others.
Applying	Guiding	COORDINATION WITH OTHER DEPARTMENTS: Willing to assist others within the organization to meet goals and objectives; effectively communicates decisions affecting other departments.
Applying	Guiding	Overall Factor Rating
Employee Comments:		
Evaluator Comments:		Steve has the pulse of the department and keeps his staff well informed about City and departmental issues. Steve sees the big picture and coordinates very well with other departments.

MAPS PERFORMANCE EVALUATION - MANAGER SUBJECTIVE FACTOR WORKSHEET
Employee: Steve Phillips

Employee	Evaluator	FACTORS - EQUAL OPPORTUNITY / AFFIRMATIVE ACTION / DIVERSITY
Applying	Guiding	EQUAL OPPORTUNITY: Ensures compliance with equal opportunity laws and policies; treats all employees, customers, vendors and others with fairness and impartiality; works to create an environment that is free of all inappropriate behavior.
Applying	Applying	AFFIRMATIVE ACTION: Understands the concepts of affirmative action and demonstrates a commitment to the affirmative action policy and plan; proactive in developing a recruitment plan for future, as well as, current vacancies; develops tools to assist in development and upward mobility for current employees.
Applying	Guiding	DIVERSITY: Recognizes the variety of perspectives and views of others; works to improve communications and relationships between self, employees, customers, vendors and others; addresses diversity related organizational barriers and resistance to change.
Applying	Guiding	Overall Factor Rating
Employee Comments:		
Evaluator Comments:		

Employee	Evaluator	FACTOR 4: WORK KNOWLEDGE / APTITUDE
Learning	Applying	TECHNICAL EXPERTISE: Has mastered all technical and operational details and procedures; maintains general knowledge of related positions. Stays current with trends and developments in related areas of importance. Understands and uses appropriate policies, procedures, techniques, and supervisory skills essential to the efficient functioning of the division/department; knowledgeable of applicable laws, rules, and regulations and their effect on operations.
Learning	Applying	QUALITY OF WORK: Work products rarely contain errors and/or do not need revisions in content; credibility and accuracy of work products is of high quality and consistently withstands challenge and questions; work products are well presented and professional; assumes responsibility for ensuring work quality and excellence from assigned staff.
Guiding	Guiding	QUANTITY OF WORK: Consistently provides high volume output in response to service level demands; organizes and conscientiously completes all work in required time. Contributes maximum effort to work activities; demonstrates commitment to organizational goals/policies through work effort/accomplishment.
Applying	Applying	Overall Factor Rating
Employee Comments:		
Evaluator Comments:		Steve is very productive and responsive. Although Steve worked in nature Operations for many years, he has developed a solid understanding of all areas of departmental responsibility continued to

Employee	Evaluator	FACTOR 5: INNOVATION / FLEXIBILITY
Applying	Guiding	INITIATIVE: Becomes actively involved in situations and decisions; demonstrates an independent willingness to move forward with ideas and techniques.
Learning	Applying	INNOVATION: Develops, presents, and applies innovative ideas and concepts to improve the effective and efficient use of resources and techniques.
Learning	Applying	CREATIVITY: Formulates new ideas, showing ingenuity in applying training and information, using inventive skill and imagination.
Applying	Guiding	PERSONAL ADAPTABILITY: Appropriately modifies behavior to the ever changing demands of work challenges when confronted with change, ambiguity, adversity, or other pressures; accepts and welcomes alternative views; adjusts quickly to new concepts and procedures.
Applying	Guiding	Overall Factor Rating
Employee Comments:		
Evaluator Comments:		

Employee	Evaluator	FACTOR 6: PROFESSIONAL DEVELOPMENT
Learning	Learning	NETWORKING: Generates professional contacts, both public and private, to serve as resources and support.
Learning	Learning	CONTINUING EDUCATION: Continually seeks to develop into a recognized professional in his/her field; upgrades current knowledge of regulations and procedures within the public and private sectors; furthers education by taking current courses at appropriate levels.
Learning	Learning	CONFERENCES AND SEMINARS: Attends and actively participates in relevant workshops, conferences and Gainesville Corporate University courses to keep abreast of present trends and developments
Learning	Learning	Overall Factor Rating
Employee Comments:		
Evaluator Comments:		

Employee	Evaluator	FACTOR 7: SAFETY / HEALTH / CONSCIOUSNESS
----------	-----------	---

MAPS PERFORMANCE EVALUATION - MANAGER SUBJECTIVE FACTOR WORKSHEET

Employee: Steve Phillips

Applying	Applying	JOB HAZARDS: Creates an environment where existing and potential job hazards are identified and mitigated before any unsafe condition is established or unsafe act is committed. Routinely demonstrates leading by personal example in so doing.
Applying	Applying	SAFETY POLICIES AND PROCEDURES: Assures that all safety policies and procedures are fully understood by all in the work group and are adopted as personal values by the workforce. Assures that any accident, injury, significant unsafe condition or policy violation is investigated, documented and that lessons learned are implemented.
Applying	Applying	HEALTH STANDARDS: Assures that applicable occupational health standards are complied with by all job task standards and that execution of the job task by the workforce is in accordance with the standard.
Applying	Applying	Overall Factor Rating
Employee Comments:		
Evaluator Comments:		

SCORING SUMMARY	
Employee	Evaluator
3	3
3	4
3	4
3	3
3	4
2	2
3	3
20	23
35	35
2.86	3.29

Learning

Applying

Factor 1: Employee's Overall Rating = Applying

Factor 2: Employee's Overall Rating = Applying

Factor 3: Employee's Overall Rating = Applying

Factor 4: Employee's Overall Rating = Applying

Factor 5: Employee's Overall Rating = Applying

Factor 6: Employee's Overall Rating = Learning

Factor 7: Employee's Overall Rating = Applying

Total Score

Possible Score (# of factors times 5 points)

Overall Subjective Component Score (Total Score divided by # of factors)

Overall Subjective Component Rating

Evaluator's Overall Rating = Applying

Evaluator's Overall Rating = Guiding

Evaluator's Overall Rating = Guiding

Evaluator's Overall Rating = Applying

Evaluator's Overall Rating = Guiding

Evaluator's Overall Rating = Learning

Evaluator's Overall Rating = Applying

MAPS PERFORMANCE EVALUATION - MANAGER OBJECTIVE WORKSHEET

Employee: Steve Phillips

OBJECTIVE # 1

OBJECTIVE # 1					
Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Met Expectations	20%	Complete capital projects - MNC, Possum Creek Phase 1, and pool splash pads.	MNC Grant - complete construction of outdoor pavilion	100% by January 2010	75%
			Possum Creek Phase 1 - complete contruction	100% by January 2010	75%
			Splash Pads - complete construction of 2 approved splash pads	100% by May 2009	100%
Met Expectations		Overall Objective Rating			
Evaluator Comments:					

OBJECTIVE # 2

OBJECTIVE # 2					
Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Exceeded Expectations	20%	Follow-up on Cultural Survey and Implement training to address areas needed improvement	Communications and Morale - meet with Departmental staff on a quarterly basis	4 meetings per year	100%
			Communications - meeting with Managers 2 times a month	26 times a year	75%
Exceeded Expectations		Overall Objective Rating			
Evaluator Comments:					

OBJECTIVE # 3

Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Met Expectations	20%	Work with Community Development, Public Works and Legal to develop the City's Ecological Overlay	Develop an Ecological Overlay	Meet with City and County Departmental staff for draft proposal by summer 2009	100%
				Draft and submit proposed overlay by fall 2009	100%
				Submit Overlay to City Commission for approval by September 2009	100%

MAPS PERFORMANCE EVALUATION - MANAGER OBJECTIVE WORKSHEET

Employee: Steve Phillips

Met Expectations		Overall Objective Rating			
Evaluator Comments:					

OBJECTIVE # 4					
Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Met Expectations	20%	Analyze the availability and accessibility of youth programs and identify a role for the City Government in conjunction with GPD	Work with GPD and Strategic Plan members	Consider staffing and facility availability by fall 2009	100%
Met Expectations		Overall Objective Rating			
Evaluator Comments:					

OBJECTIVE # 5					
Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
Exceeded Expectations	20%	Budget Compliance	Complete analysis of Departmental budget	Apr-09	100%
			Set controls for line item allocation overspending	May-09	100%
Exceeded Expectations		Overall Objective Rating			
Evaluator Comments:					

OBJECTIVE # 6					
Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)

MAPS PERFORMANCE EVALUATION - MANAGER OBJECTIVE WORKSHEET

Employee: Steve Phillips

		Overall Objective Rating			
Evaluator Comments:					

OBJECTIVE # 7					
Evaluator	Enter Objective Weighting	Objective	Metric / Indicator	Target or Expected Results (\$, %, # or date)	Actual (\$, %, # or date)
		Overall Objective Rating			
Evaluator Comments:					

SCORING SUMMARY		
Unweighted Evaluator	Objective Weighting	Weighted Evaluator
2	20%	0.40
3	20%	0.60
2	20%	0.40
2	20%	0.40
3	20%	0.60

100%	2.40
	Met Expectations

- Objective 1: Evaluator's Overall Rating = Met Expectations
- Objective 2: Evaluator's Overall Rating = Exceeded Expectations
- Objective 3: Evaluator's Overall Rating = Met Expectations
- Objective 4: Evaluator's Overall Rating = Met Expectations
- Objective 5: Evaluator's Overall Rating = Exceeded Expectations

Overall Objective Component Score
Overall Objective Component Rating

MAPS PERFORMANCE EVALUATION - MANAGER SCORING SUMMARY AND SIGNATURES

Employee: **Steve Phillips**

Job Title: **Parks/Recreation/Cultural Affairs Director**

Employee ID#: **8821**

Date: **12/16/2009**

Department Name: **Parks/Recreation/Cultural Affairs**

EVALUATION PERIOD	
From: 10/1/2008	To: 9/30/2009

X Box for Review Class			
<input checked="" type="checkbox"/>	Class I - Annual October Review, full 12 months (merit increase, if applicable)	<input type="checkbox"/>	Class III - Initial 12 Month Review, full 12 months (merit increase, if applicable)
<input type="checkbox"/>	Class II - Probationary Review, less than 12 months (no merit increase)	<input type="checkbox"/>	Class IV - Initial Annual Review, Pro-rated (Pro-rated Merit Increase, if applicable)

MANAGER SCORING	SUBJECTIVE FACTORS	DEVELOPMENT PLAN: ACTION AND DATES	RESULTS
Applying	FACTOR 1 - MANAGEMENT SKILLS		
Guiding	FACTOR 2 - LEADERSHIP SKILLS		
Guiding	FACTOR 3 - EQUAL OPPORTUNITY / AFFIRMATIVE ACTION / DIVERSITY		
Applying	FACTOR 4 - WORK KNOWLEDGE / APTITUDE		
Guiding	FACTOR 5 - INNOVATION / FLEXIBILITY		
Learning	FACTOR 6 - PROFESSIONAL DEVELOPMENT		
Applying	FACTOR 7 - SAFETY / HEALTH CONSCIOUSNESS		
3.29	SUBJECTIVE COMPONENT TOTAL SCORE (Based on a 5 point scale)		
30%	SUBJECTIVE FACTOR WEIGHTING		
0.99	SUBJECTIVE COMPONENT WEIGHTED SCORE		

MANAGER SCORING	OBJECTIVES	COMMENTS
Met Expectations	OBJECTIVE 1 - Complete capital projects - MNC, Possum Creek Phase 1, and pool splash pads.	
Exceeded Expectations	OBJECTIVE 2 - Follow-up on Cultural Survey and implement training to address areas needed improvement	
Met Expectations	OBJECTIVE 3 - Work with Community Development, Public Works and Legal to develop the City's Ecological Overlay	
Met Expectations	OBJECTIVE 4 - Analyze the availability and accessibility of youth programs and identify a role for the City Government in conjunction with CDD	
Exceeded Expectations	OBJECTIVE 5 - Budget Compliance	

MAPS PERFORMANCE EVALUATION - MANAGER SCORING SUMMARY AND SIGNATURES

Employee: **Steve Phillips**
Employee ID#: **8921**

Date: **12/16/2008**

Job Title: **Parks/Recreation/Cultural Affairs Director**

Department Name: **Parks/Recreation/Cultural Affairs**

EVALUATION PERIOD:

From: **10/1/2008**

To: **9/30/2009**

2.40	OBJECTIVE COMPONENT SCORE (Based on 3 point scale)
4.00	3 POINT SCALE SCORE CONVERTED TO A 5 POINT SCALE SCORE
70%	OBJECTIVE FACTOR WEIGHTING
2.80	OBJECTIVE COMPONENT WEIGHTED SCORE

MAPS PERFORMANCE EVALUATION - MANAGER SCORING SUMMARY AND SIGNATURES

Employee: Steve Phillips

Job Title: Parks/Recreation/Cultural Affairs Director

Employee ID#: 8921

Date: 12/16/2009

Department Name: Parks/Recreation/Cultural Affairs

EVALUATION PERIOD:	
From: 10/1/2008	To: 9/30/2009

MANAGER SCORING	OVERALL SCORING
0.99	SUBJECTIVE COMPONENT WEIGHTED SCORE
2.80	OBJECTIVE COMPONENT WEIGHTED SCORE
3.78	OVERALL PERFORMANCE SCORE

MAPS PERFORMANCE EVALUATION - MANAGER SCORING SUMMARY AND SIGNATURES

Employee: Steve Phillips


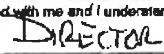
Job Title: Parks/Recreation/Cultural Affairs Director


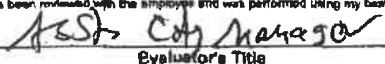
Employee ID#: 8921

Date:

Department Name: Parks/Recreation/Cultural Affairs

PERFORMANCE PERIOD	
From: 10/1/2008	To: 9/30/2009

Employee: I certify that this performance evaluation has been reviewed with me and I understand that my signature does not necessarily indicate agreement.	
	
Employee's Signature	Employee's Title
Employee's Comments:	Date: 12/17/09

Evaluator: I certify that this performance evaluation has been reviewed with the employee and was performed using my best judgment.	
	
Evaluator's Signature	Evaluator's Title
Evaluator's Comments:	Date: 12/17/09

Reviewer: I certify that I reviewed this performance evaluation and agree with the final performance rating and score.	
Reviewer's Signature	Reviewer's Title
Reviewer's Comments:	Date