

Competency Rating Scale

Rating	Description	Rating Guideline
5 – Towering Strength	One of the best you've ever seen in your entire career, outstanding, a rare skill	Consistently demonstrates <u>all skilled behaviors and above and beyond behaviors</u>
4 – Talented	Better than most, a notable strength, could coach other employees in this competency	Consistently demonstrates <u>most skilled behaviors and some above and beyond behaviors</u>
3 – Skilled	As skilled as most others, competent, performs as expected	Consistently demonstrates <u>most skilled behaviors</u>
2 – Area of Opportunity	Inconsistent performance in this competency or generally not up to standard	Consistently demonstrates <u>some unskilled behaviors and may demonstrate a limited number of skilled behaviors</u>
1 – Career Staller	Unskilled behaviors that could stall/stop career	Consistently demonstrates <u>most unskilled behaviors</u>

MARSHALLTOWN

IOWA

Employee Name: _____

Eval Due Date: _____

Performance Evaluation – 20_

Employee Core Competency – TEAMWORK:

Works in a proactive and collaborative way with others and can be counted on when needed.

1 Career Staller	2 Area of Opportunity	3 Skilled	4 Talented	5 Towering Strength
Consistently demonstrates most unskilled behaviors	Consistently demonstrates some unskilled behaviors and may demonstrate a limited number of skilled behaviors	Consistently demonstrates most skilled behaviors	Consistently demonstrates most skilled behaviors and some above and beyond behaviors	Consistently demonstrates all skilled behaviors and above and beyond behaviors
Unskilled Behaviors		Skilled Behaviors	Above and Beyond Behaviors	
<ul style="list-style-type: none"> ○ Is aware that someone else is struggling and does not help or offer help. ○ May take credit for things other do instead of sharing credit. ○ Engages in gossip about coworkers to others. ○ May fail to jump in and help even when time permits. ○ May complain or communicate in a negative way. ○ Has non-work-related conversations that are distracting to others. ○ May not openly share information, necessary tools and resources with others. 		<ul style="list-style-type: none"> ○ Rallies together with peers/leaders in the face of challenges. ○ Ask others “how are you doing?” and “do you need anything?”. ○ Provides detailed training on tasks and teaches others with ownership and responsibility. ○ Jumps in to help when needed and also whenever possible. ○ Communicates in a way that motivates and encourages others. ○ Asks for help in a critical and/or unexpected event. ○ Ask for help when faced with a new or different task; then successfully completes the task. 	<ul style="list-style-type: none"> ○ Is first to volunteer to assist with group projects and challenges. ○ Proactively mentors/precepts new employees and build their confidence in the team and new role. ○ Always willing to share their knowledge with the team and is the “go to” person on whom employees rely for assistance. ○ Motivates and helps others to strive for excellence and to be committed to furthering the organization’s and department’s objectives. 	

MARSHALLTOWN

— IOWA —

Performance Evaluation – 20_

Rating:

Comments and examples that show how the employee displayed strengths in this competency:

Suggestions to improve in this competency over the next evaluation period:

MARSHALLTOWN

— IOWA —

Performance Evaluation – 20_

Employee Core Competency – **CUSTOMER SERVICE:** Demonstrates effective customer service skills.

1 Career Staller	2 Area of Opportunity	3 Skilled	4 Talented	5 Towering Strength
Consistently demonstrates most unskilled behaviors	Consistently demonstrates some unskilled behaviors and may demonstrate a limited number of skilled behaviors	Consistently demonstrates most skilled behaviors	Consistently demonstrates most skilled behaviors and some above and beyond behaviors	Consistently demonstrates all skilled behaviors and above and beyond behaviors
Unskilled Behaviors		Skilled Behaviors	Above and Beyond Behaviors	
<ul style="list-style-type: none"> ○ Does not meet customers' needs or answer their questions. ○ Displays poor customer service skills while interacting with customers (does not maintain positive tone, interrupts, raises voice, etc.) ○ Does not use customer satisfaction feedback. ○ Puts personal convenience above the needs of the customer or a coworker ○ Unable to explain information for others to understand. ○ Fails to greet others with a positive and helpful attitude, whether in person or over the phone. ○ Does not communicate customer issues to supervisors and/or coworkers. 		<ul style="list-style-type: none"> ○ Meets customer needs and answers questions correctly. ○ Resolves customer problems to the customer's satisfaction. ○ Maintains good customer service skills (positive tone, listens, etc.). ○ Uses customer satisfaction feedback to improve upon delivery of service. ○ Greets customers. ○ Regularly communicates important customer information to supervisors and/or coworkers. 		

MARSHALLTOWN

— I O W A —

Performance Evaluation – 20_

Rating:

Comments and examples that show how the employee displayed strengths in this competency:

Suggestions to improve in this competency over the next evaluation period:

MARSHALLTOWN

IOWA

Performance Evaluation – 20_

Employee Core Competency – **COMMUNICATION:**

Communicates effectively with all whether in person, over the phone or in writing to provide the best customer interaction.

1 Career Staller	2 Area of Opportunity	3 Skilled	4 Talented	5 Towering Strength
Consistently demonstrates most unskilled behaviors	Consistently demonstrates some unskilled behaviors and may demonstrate a limited number of skilled behaviors	Consistently demonstrates most skilled behaviors	Consistently demonstrates most skilled behaviors and some above and beyond behaviors	Consistently demonstrates all skilled behaviors and above and beyond behaviors
Unskilled Behaviors		Skilled Behaviors	Above and Beyond Behaviors	
<ul style="list-style-type: none"><input type="radio"/> Does not communicate on matters that are important.<input type="radio"/> Does not receive constructive feedback well.<input type="radio"/> Written communication lacks appropriate grammar, spelling, content.<input type="radio"/> Speaks in a rude, abrupt manner to others.		<ul style="list-style-type: none"><input type="radio"/> Routinely communicates with their supervisor on matters of importance.<input type="radio"/> Receives constructive feedback well.<input type="radio"/> Written communication uses appropriate grammar, spelling and content.<input type="radio"/> Speaks appropriately to others.	<ul style="list-style-type: none"><input type="radio"/> Proactively goes above and beyond in communication so supervisor is well informed on the status of projects, etc.<input type="radio"/> Takes constructive feedback and uses it to apply it to future situations.<input type="radio"/> Written communication anticipates the needs and of the receiving party and provides additional information.<input type="radio"/> Speaks adjusting the tone to the appropriate emotion to the conversation.	

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Performance Evaluation – 20_

Rating:

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Suggestions to improve in this competency over the next evaluation period:

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— IOWA —

Performance Evaluation – 20_

Employee Core Competency – **JOB EXPERTISE AND SELF DEVELOPMENT:**

Displays the ongoing desire to excel at their job duties and display an ongoing commitment to learn and continuously improve.

1 Career Staller	2 Area of Opportunity	3 Skilled	4 Talented	5 Towering Strength
Consistently demonstrates most unskilled behaviors	Consistently demonstrates some unskilled behaviors and may demonstrate a limited number of skilled behaviors	Consistently demonstrates most skilled behaviors	Consistently demonstrates most skilled behaviors and some above and beyond behaviors	Consistently demonstrates all skilled behaviors and above and beyond behaviors
Unskilled Behaviors		Skilled Behaviors	Above and Beyond Behaviors	
<ul style="list-style-type: none">○ Uses out of date knowledge, skills and tools.○ Does not demonstrate a willingness to learn or apply new knowledge.○ Does not seek feedback, reacts negatively to constructive feedback.○ Does not take advantage of trainings opportunities.○ Does not demonstrate the ability to perform effectively their daily responsibilities.		<ul style="list-style-type: none">○ Keeps up to date on best practices affecting their position, the department and the City.○ Takes advantage of learning opportunities provided to them.○ Seeks feedback from their supervisor.○ Learns by observing more experienced coworkers.○ Identifies and understands their own strengths and areas of improvement.○ Develops their own development/growth goals.○ Ask questions in order to learn.○ Effectively can complete their daily responsibilities.	<ul style="list-style-type: none">○ Seeks out trainings beyond what has been offered to them to learn new skills.○ Creates new processes to bring efficiencies to existing processes.○ Seeks feedback from coworkers and others.○ Reflects on all feedback to improve and applies the lessons learned from past experiences to new situations.○ Enthusiastically takes on tasks outside of daily responsibilities to learn and grow.	

MARSHALLTOWN

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Performance Evaluation – 20_

Rating:

Comments and examples that show how the employee displayed strengths in this competency:

Suggestions to improve in this competency over the next evaluation period:

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IOWA

Performance Evaluation – 20_

Employee Core Competency – ACCOUNTABILITY & DEPENDABILITY:

Takes personal responsibility for the quality and timeliness of work and achieves results with little oversight.

1 Career Staller	2 Area of Opportunity	3 Skilled	4 Talented	5 Towering Strength
Consistently demonstrates most unskilled behaviors	Consistently demonstrates some unskilled behaviors and may demonstrate a limited number of skilled behaviors	Consistently demonstrates most skilled behaviors	Consistently demonstrates most skilled behaviors and some above and beyond behaviors	Consistently demonstrates all skilled behaviors and above and beyond behaviors
Unskilled Behaviors		Skilled Behaviors	Above and Beyond Behaviors	
<ul style="list-style-type: none"> ○ Late to work, calls in frequently. ○ Late for deadlines, little accountability. ○ Makes excuses for errors and/or places blame elsewhere. ○ Need continuous reminders to complete even daily task. ○ Cannot be counted on to complete additional project or tasks. ○ Work is below standards. 		<ul style="list-style-type: none"> ○ Shows up to work on time, follow instructions, policies and procedures. ○ Meets deadlines. ○ Takes ownership of errors that are brought to their attention. ○ Completes daily tasks with no oversight. ○ Will complete additional task when asked. ○ Works meets standards. 	<ul style="list-style-type: none"> ○ Arrives early for work. ○ Work is always completed ahead of the deadline. ○ Works extra shifts, voluntarily. ○ Work is always free of errors or problems. ○ Takes ownership of mistakes that they discover before they are brought to their attention. ○ Goes above and beyond to complete daily work and looks for additional work without being asked. ○ Will ask for additional task, never will sit idle. ○ Work is always among the best quality. 	

MARSHALLTOWN

— IOWA —

Performance Evaluation – 20_

Rating:

Comments and examples that show how the employee displayed strengths in this competency:

Suggestions to improve in this competency over the next evaluation period:

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IOWA

Performance Evaluation – 20_

Employee Core Competency – **VALUES – Stewardship, Innovation, Excellence, Inclusiveness & Trust:**

Upholds the values set forth by the City of Marshalltown through behaviors that support a desired outcome.

1 Career Staller	2 Area of Opportunity	3 Skilled	4 Talented	5 Towering Strength
Consistently demonstrates most unskilled behaviors	Consistently demonstrates some unskilled behaviors and may demonstrate a limited number of skilled behaviors	Consistently demonstrates most skilled behaviors	Consistently demonstrates most skilled behaviors and some above and beyond behaviors	Consistently demonstrates all skilled behaviors and above and beyond behaviors
Unskilled Behaviors		Skilled Behaviors	Above and Beyond Behaviors	
<ul style="list-style-type: none"> <input type="radio"/> Does not behave in a manner that supports the value behavior statements in several areas. <input type="radio"/> Takes little accountability for their actions. <input type="radio"/> Makes excuses and places blame elsewhere for their behavior. <input type="radio"/> Needs continuous reminders to uphold the values and expected behaviors. <input type="radio"/> Cannot be counted on, misses deadlines frequently and produces poor quality work. <input type="radio"/> Work is below standards. 		<ul style="list-style-type: none"> <input type="radio"/> Frequently displays the behaviors set forth in the value behavior statements. <input type="radio"/> Meets deadlines and produces acceptable work. <input type="radio"/> Takes ownership. <input type="radio"/> Completes daily tasks in a professional manner with no oversight. <input type="radio"/> Has the city's interest in mind when completing tasks. <input type="radio"/> Works as a team player.. <input type="radio"/> Work meets standards. 	<ul style="list-style-type: none"> <input type="radio"/> Without fail displays the behaviors set forth in the value behavior statement. <input type="radio"/> Work is always completed ahead of the deadline and is of superior quality. <input type="radio"/> Goes above and beyond in communication. <input type="radio"/> Thinks out of the box, anticipating needs when completing daily tasks, always in a professional manner. <input type="radio"/> Takes ownership of mistakes that they discover before they are brought to their attention. <input type="radio"/> Looks out for the interest of others in everything they do, always thinking beyond themselves. <input type="radio"/> Work is beyond standards. 	

MARSHALLTOWN

— IOWA —

Performance Evaluation – 20_

Rating:

PLEASE REVIEW THE VALUE BEHAVIOR STATEMENT AND ATTACH A SIGNED COPY ANNUALLY.

Comments and examples that show how the employee displayed strengths in this competency:

Suggestions to improve in this competency over the next evaluation period:

MARSHALLTOWN

— IOWA —

Performance Evaluation – 20_

Goals from 20 ____ :

Goals for 20 ____ :

Employee Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____

Value Behavior Statements

Stewardship

1. I will demonstrate professionalism, integrity, and a positive attitude in all tasks to motivate colleagues and contribute to a culture of excellence and mutual respect.
2. I will take ownership for my actions and treat my equipment and the facilities with care and respect, reporting issues promptly.
3. I will proactively assess future needs and incorporate them in to budget planning.
4. I will support the public good by collaborating with government agencies and partner organizations.
5. I will build positive relationships with the community by listening and interacting to guide my decisions and actions.

Innovation

1. I will continue to gather new information through educational opportunities.
2. I will seek opportunities for growth and success outside my normal responsibilities.
3. I will research best practices and innovative approaches from other cities or industries and bring them to the team.
4. I will approach tasks with intention and a problem-solving mindset, avoiding check-the-box work.
5. I will value the ideas of all employees for the betterment of the City.

Employee Signature: _____

Date: _____

Excellence

1. I will meet or exceed expectations and proactively communicate if more time or resources are needed.
2. I will seek out opportunities to support team development.
3. I will practice active listening by focusing on understanding others perspectives before responding.
4. I understand and follow policies/procedures and apply them consistently to situations.

Inclusiveness

1. I will create time for conversations with colleagues and members of the public.
2. I will proactively seek out ways to teach and take opportunities to mentor others to promote professional growth.
3. I will speak up when exclusionary or disrespectful comments are made, reinforcing the value of inclusion.
4. I will welcome innovative ideas and seek constructive feedback.

Trust

1. I will provide accurate and complete information. I will admit when an answer is unknown and follow up in a timely manner with the answer or a referral.
2. I will follow through on my commitments and take accountability for results.
3. I will share relevant information openly with the team while respecting boundaries and context.
4. I can be trusted to listen confidentially within the limits of the law and policies.
5. I will avoid engaging in or spreading workplace gossip and negativity, redirecting conversations to focus on facts and solutions.

Employee Core Competency – Rating Summary

TEAMWORK: Works in a proactive and collaborative way with others and can be counted on when needed.

CUSTOMER SERVICE: Demonstrates effective customer service skills.

COMMUNICATION: Communicates effectively with all whether in person, over the phone or in writing to provide the best customer interaction.

JOB EXPERTISE AND SELF DEVELOPMENT: Displays the ongoing desire to excel at their job duties and display an ongoing commitment to learn and continuously improve.

ACCOUNTABILITY & DEPENDABILITY: Takes personal responsibility for the quality and timeliness of work and achieves results with little oversight.

VALUES – Stewardship, Innovation, Excellence, Inclusiveness & Trust:

Upholds the values set forth by the City of Marshalltown through behaviors that support a desired outcome.

Teamwork	
Customer Service	
Communication	
Job Expertise & Self Development	
Accountability & Dependability	
Values	
Average*	

***Average the rating by totaling and dividing by 6**