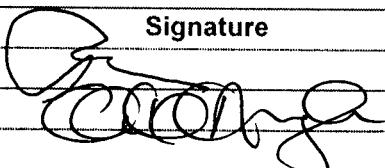
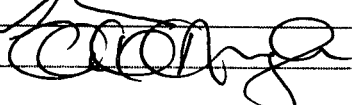


**2011 SUPERVISORY PERFORMANCE EVALUATION**  
**January 1, 2011 – December 31, 2011**

Last Name:	Wallace	First Name:	Patricia
Title:	Director, Elderly Services Department		
Department:	Elderly Services		
Years in Present Position:	30 months		
Overall Rating:	Satisfactory	Evaluation Date:	11 January 2012

**SIGNATURES**

	Name (Print or Type)	Signature	Date
Employee	Patricia Wallace		11 Jan 12
Supervisor	Chisara N. Asomugha, MD		11 Jan 12

**Instructions:**

Below you will find a series of Performance Goals for all incumbents to be evaluated. Please initial that you have discussed both strengths and weaknesses in each of the categories listed.

You should indicate areas that need improvement and develop appropriate corrective actions plans to be used for future discussion and evaluation.

After you have discussed each of the categories, please rate the incumbent as "Satisfactory" or "Unsatisfactory." The definitions appear below.

Be sure that you both sign this cover sheet to return to the attention of Stephen J. Librandi, Manager of Human Resources and Benefits.

SATISFACTORY PERFORMANCE	UNSATISFACTORY PERFORMANCE
(Always Achieves Standards)	(Below Minimum Standards)
Far exceeds expectations. Outstanding producer and extremely accurate worker. Achieves peak performance. Completely understands the relationship and duties of related jobs. Totally dependable in performing work, including non-routine assignments. Consistently responsive to work requests.	Meets some job standards, or only the minimum standards necessary to complete assignments. Often requires supervision. Does not regularly perform full scope of job responsibilities. Marginally responsive to work requests.

BELOW ARE A SERIES OF JOB COMPETENCIES AND DEFINITIONS REQUIRED OF EACH INCUMBENT BEING EVALUATED. PLEASE READ OVER EACH COMPETENCY AND ITS DEFINITION WITH THE INCUMBENT AND DISCUSS INDIVIDUAL STRENGTHS AND WEAKNESSES.

### 1. QUALITY OF WORK

Consider the accuracy and completeness of the incumbent's work, as well as presentation of the work, promptness and acceptability of work performed. Assess achievement in areas previously discussed and evaluated, if applicable.

Good. Execution of Ideas: Institutes thoughtful approach to direction of elderly services. Organized in evaluating effectiveness of strategies employed for the elderly services department; considers additional input from staff to guide in strategizing. Less comfortable with prioritizing administrative responsibilities.

Discussed: Supervisor CA Incumbent [Signature]

### 2. DEPARTMENTAL INITIATIVES AND ACHIEVEMENTS

Consider the success (or failure) of the incumbent's initiatives and achievements of the past 6 months. Consider the degree to which the incumbent has managed time, resources and budget in order to accomplish departmental mission and achievements.

Good. Continues to show the initiative to improve departmental success; challenges around time management to accomplish departmental goals.

Discussed: Supervisor CA Incumbent [Signature]

### 3. JOB KNOWLEDGE

Consider the degree of an incumbent's knowledge and application of technical procedural and operational know-how to get the job done, as well as understanding trends and developments in his/her area of expertise.

Excellent.

Discussed: Supervisor CA Incumbent [Signature]

*discussed prof. conference attendance; importance to operation of the dept.*

### 4. PERFORMANCE STANDARDS

In this section, assess the incumbent's ability to achieve high performance standards on a consistent basis. Consider both the quality and quantity of work produced, consistency of work pace, ability to meet schedules and deadlines and meet work objectives. Assess efforts to assist others and identify ways to improve productivity and performance within his/her department.

Mixed. Readily available and accessible to address urgent and non-urgent needs of her department (incl. staff). Very good at charting process for initiatives, outlining goals and outcomes and challenges/successes in achieving goals. Less comfortable with prioritizing administrative and budgetary deadlines in face of departmental constraints.

Discussed: Supervisor CA Incumbent [Signature]

## 5. CUSTOMER SERVICE

Consider "customers" to include members of the public, elected officials, other City departments, and other consumers of services provided by the individual department. Evaluate the timeliness, accuracy, and completeness of the information provided. Assess the manager's attitude, helpfulness and follow through to resolve customer concerns or conflicts.

Good. Responsiveness to requests immediate. Note that some interactions have been more challenging to resolve than others.

Discussed: Supervisor



Incumbent



## 6. SELF MANAGEMENT

Evaluate and discuss the manager's ability to efficiently perform assigned tasks with minimal direct supervision and make good use of his/her time and available resources. Consider behavioral characteristics such as dependability, motivation, leadership, punctuality, conflict management and resolution skills. Take into account the manager's recognition of trends and best practices within his/her field of expertise.

Good. Remains motivated and punctual and steps in to help staff readily and dependably. Could improve delegation of responsibilities and prioritizing activities.

Discussed: Supervisor



Incumbent



## 7. WORK ENVIRONMENT

Consider the manager's success at creating a work environment where there is a spirit of cooperation, respect and opportunity; where there is a sense of ownership and involvement, and where diversity is appreciated and valued. Does the manager apply citywide code of conduct policies efficiently, fairly and effectively. Also consider the manager's ability to create a cohesion among employees.

Very Good. PW applies the citywide code of conduct policies efficiently and fairly given a high-paced, high-stress work environment.

Discussed: Supervisor



Incumbent



## 8. PROBLEM SOLVING AND DECISION MAKING


Consider the manager's ability to evaluate information and compare alternatives leading to sound, informed and timely decisions. Assess ability to resolve operational, performance and employee issues effectively; and exercise good judgment in decision making and conflict resolution. Evaluate the manager's ability to manage multiple tasks, projects and timelines. Consider the stress management skills of the manager.

Very Good—especially regarding challenges presented this year around Elderly Nutrition Program.

Discussed: Supervisor



Incumbent



## 9. LEADERSHIP AND INTERPERSONAL SKILLS

Consider the manager's ability not simply to motivate employees, but also to manage and discipline effectively and consistently. Is the manager able to communicate information about the Administration's vision and goals to his/her departmental staff? Does the manager exercise appropriate conflict resolution skills with employees?

Good.

Discussed: Supervisor CA Incumbent CA

## 10. COMMITMENT TO DIVERSITY

Consider the manager's ability to foster a work environment that seeks understanding and respect of all employees. Assess the manager's leadership on issues of diversity. Does the manager exercise leadership on issues of diversity? Assess the manager's ability to manage differences with skill and sensitivity. Does the manager actively promote diversity and serve as a role model for his/her department.

~~NA~~ Very good.

Discussed: Supervisor CA Incumbent CA

## 11. ETHICS IN GOVERNMENT

Does the manager exhibit strong ethical behavior, supporting all policies, procedures and directives regarding Ethics in Government? Does the manager serve as a role model to others?

Excellent. To my knowledge, PW has not exhibited unethical behavior in her role as director for elderly services.

Discussed: Supervisor CA Incumbent CA

\* \* \* \* \*

Rate the employee's OVERALL performance for the period January 1, 2011 – December 31, 2011.

SATISFACTORY

  x  

UNSATISFACTORY

\* \* \* \* \*

**Optional: Please list any 2012 Goals and Objectives for this incumbent.**

What are your professional goals for 2012? What supports will you need to achieve the goals?

**Optional: Please provide additional written comments which are not reflected in the above.**

