

**Village Administrator: Steven Kreklow
2019 Performance Evaluation Standards**

Part 1: Core Competencies (40%):

Competency	Description	Score
Leading Change	Assesses and adjusts to changing situations, identifying and implementing innovative solutions as appropriate. Balances change and continuity; continually strives to improve service delivery; creates a work environment that encourages creative thinking, collaboration and transparency, and maintains focus even in adversity.	
Leading People	Fosters and encourages a proactive, problem solving culture that maximizes creativity and collaboration and adheres to relevant laws, policies and procedures and common sense. Recruits, retains and develops talented employees who reflect the values of the community with the skills needed to accomplish organizational objectives while supporting workforce diversity, inclusion and equal opportunity.	
Communication	Effectively communicates with Village residents, community organizations and businesses, as well as the Board of Trustees and Village employees. Ensures that the Board of Trustees is informed of significant events and issues in a timely manner and is provided with information and analysis needed for key policy decisions. Facilitates a Village work environment that encourages regular communication between managers and staff, and across organizational boundaries.	
Business Acumen	Assesses, analyzes, acquires and administers human, financial, material and information resources in a manner that instills public trust and accomplishes the Village's mission.	

Definition of Scores

Score	Level	Definition
5	Outstanding	Far exceeds performance expectations; overcomes unanticipated barriers and unusual pressures and demands; delivers results of the highest quality.
4	Exceeds Expectations	Demonstrate unusual resourcefulness in dealing with challenges; accomplishments reflect successful completion beyond what is normally expected.
3	Meets Expectations	Solid, dependable performance that complies with established timelines and parameters for quality and quantity of work.
2	Needs Improvement	Shows basic ability necessary to be successful; contributions are acceptable in the short term; occasional lapses that impair operations or cause concern.
1	Unacceptable	Repeated instances where performance deficiencies detract from the Villages mission and objectives and impair operations.

Part 2: Balanced Scorecard Objectives (60%)



Definition of Scores

Score	Level	Definition
5	Outstanding	Objective has been achieved with significant cost or time savings or with benefits well above expectations.
4	Exceeds Expectations	Objective has been achieved in advance of expected timeframes, below cost or with greater than anticipated benefits.
3	Meets Expectations	Objective has been fully achieved within expected timeframe and costs.
2	Needs Improvement	Shows basic ability necessary to be successful; contributions are acceptable in the short term; occasional lapses that impair operations or cause concern.
1	Unacceptable	Repeated instances where performance deficiencies detract from the Villages mission and objectives and impair operations.

Scoring Summary

Objective	Comments	Score
Land use plan and citizen engagement		
Policies and procedures		
Performance appraisal system		
Five-year forecast and capital plan		