**Geneva Housing Authority**

2016 - PERFORMANCE EVALUATION

Director of Housing Operations

###### **Rating Summary**

Section A – Work Performance \_\_\_\_\_\_\_

64 Maximum Points

Section B – Factors Influencing Performance\_\_\_\_\_\_\_

*44 Maximum Points*

Section C – Quality of Service \_\_\_\_\_\_\_

*104 Maximum Points*

Section D – Other Performance Factors \_\_\_\_\_\_\_

32 Maximum Points

Section E – Supervision Performance \_\_\_\_\_\_\_

*16 Maximum Points*

**TOTAL RATING POINTS**

**260 Maximum Points**

**0 - 129 = Poor Performance**

**130 - 194 = Satisfactory Performance**

**195 - 233 = High Performance**

**234 - 260 = Superior Performance**

Employee Information:

Name: ***\_\_\_\_\_\_\_\_\_\_\_\_***\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Job Title: ***Director of Housing Operations***

Current Salary: $ ***\_\_\_\_\_\_\_\_\_\_***\_\_\_\_\_\_\_\_

Date of Hire: ***\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_***

Position Service Date: ***\_\_\_\_\_\_\_\_\_\_\_\_\_***

Date of Last Evaluation: ***\_\_\_\_\_\_\_\_\_\_\_\_***

Evaluation Prepared by:

***Occupancy Administrator & CEO***

Date of this Evaluation: ***\_\_\_\_\_\_\_\_\_\_\_\_\_***

Reviewed with Employee by: ***CEO\_***\_\_\_\_

Date Reviewed: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

## **Section A. - Work** **Performance *(Maximum Points – 64)***

#### JOB KNOWLEDGE – has a solid understanding of all phases of public housing operations, especially in Resident Services, IT and Maintenance/Property Management. Understands and adheres to Program rules and regulations.

#### *0 pts. 2 pt. 4 pts. 6 pts. 8 pts*.

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

X

**Personal Accountability –** Understands how their daily responsibilities support and maintain the larger systems. Demonstrates an ability to re-prioritize tasks as unplanned events occur to ensure department goals are ultimately met. Ensures handoffs to others are timely and accurate. Demonstrates an ability to multi-task to ensure department goals are met as planned. Ensures work area is free of clutter; uses only approved electrical/office equipment.

#### *0 pts. 2 pt. 4 pts. 6 pts. 8 pts*.

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

#### DEDICATION/COMMITMENT – Takes steps to ensure that work is completed despite challenging circumstances. Is not hindered by dwindling resources. Displays willingness to “go the extra mile” when necessary

#### 

*0 pts. 2 pt. 4 pts. 6 pts. 8 pts.*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

# **PLANNING / ORGANIZATION –** ability to anticipate and analyze problems; maps effective solutions. Ability to arrange work, prioritizes and plans work activities, and efficiently apply resources.

*0 pts. 2 pt. 4 pts. 6 pts. 8 pts.*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

#### ADMINISTRATIVE FOLLOW-UP – Has a clear plan for tracking open items and completing them on a timely basis.

Rating \_\_\_\_

*0 pts. 2 pt. 4 pts. 6 pts. 8 pts.*

Unacceptable Poor Acceptable Good Excellent

**PROPERTY MANAGEMENT –** accurately and concisely reports the property condition; management practices and policies that are designed to maintain a sound long-range condition.

*0 pts. 2 pt. 4 pts. 6 pts. 8 pts.*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

**Resourcefulness / Results -** Uses equipment, resources and work time in an efficient and effective manner. Reports waste or inefficiencies to immediate supervisor. Brings improvement solutions to immediate supervisor for discussion.

Rating \_\_\_\_

*0 pts. 2 pt. 4 pts. 6 pts. 8 pts.*

Unacceptable Poor Acceptable Good Excellent

**Completing work tasks -** Consistently completes assigned work completely, accurately, neatly, and on time.

*0 pts. 2 pt. 4 pts. 6 pts. 8 pts.*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

**Comments**: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

##### **Section B. – Factors Influencing Performance *(Maximum Points – 44)***

**ADAPTABLE & RESILIENT** – responds positively to a changing workplace and changing local conditions; does not hold fast to the status quo. Energy and motivation maintained in spite of constant demands; handles stress well.

#### *0 pts. 1 pt. 2 pts. 3 pts. 4 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

#### PHYSICAL ABILITY – is capable of performing the duties as required.

#### *0 pts. 1 pt. 2 pts. 3 pts. 4 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

#### PUNCTUALITY & ATTENDANCE – Measure of the employee’s overall attendance

#### and punctuality over the period being assessed.

#### *0 pts. 1 pt. 2 pts. 3 pts. 4 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

**TIMING –** makes decisions when sufficient information is available, implements action when appropriate.

#### *0 pts. 1 pt. 2 pts. 3 pts. 4 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

#### CONFLICT RESOLUTION – ability to defuse difficult situations and present a fair resolution.

#### *0 pts. 1 pt. 2 pts. 3 pts. 4 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

**ACCEPTS DIRECTION –** aggressively responds to the direction of the CEO; not sidetracked by the subordinate staff but recognizes their concerns.

#### *0 pts. 1 pt. 2 pts. 3 pts. 4 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

**ETHICAL –** conforms to the high standards of the profession; knows, follows and promotes the Code of Ethics of a Public Housing Authority.

Rating \_\_\_\_

#### *0 pts. 1 pt. 2 pts. 3 pts. 4 pts*

Unacceptable Poor Acceptable Good Excellent

#### ANALYTICAL – in making decisions considers the best available facts, projections and scientific evidence. To the extent that resources permit, insures that these tools are available.

#### *0 pts. 1 pt. 2 pts. 3 pts. 4 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

#### SENSITIVITY – listens and understands the position and circumstances of others; communicates that understanding.

#### *0 pts. 1 pt. 2 pts. 3 pts. 4 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

**time management –** practices good time management.

*0 pts. 1 pt. 2 pts. 3 pts. 4 pts.*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

**ORGANIZATIONAL SKILLS –** Maintains good organization within workspace and in work habits.

*0 pts. 1 pt. 2 pts. 3 pts. 4 pts.*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

**Comments:**

* ***\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_***

###### **Section C. – Quality of Services *(Maximum Points – 104)***

**QUALITY OF HOUSING AUTHORITY SERVICES –** how well do the direct services provided meet the need of the Housing Authority.

**Reasonable Accommodation -** Understands and implements Reasonable Accommodation process when appropriate.

Rating \_\_\_\_

*0 pt. 2 pts. 4 pts. 6 pts. 8 pts.*

Unacceptable Poor Acceptable Good Excellent

X

**REPORTS -** Monthly Maintenance & Resident Services reports are accurate and submitted on time.

*0 pt. 2 pts. 4 pts. 6 pts. 8 pts.*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

X

**BUDGETS and PROCUREMENT ACTIVITIES -** Understands and operates within approved budgets. Conducts competitive pricing/bidding where necessary.

*0 pt. 2 pts. 4 pts. 6 pts. 8 pts.*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

X

**AGENCY PLAN -** Contributions to Agency Plan

Rating \_\_\_\_

*0 pt. 2 pts. 4 pts. 6 pts. 8 pts.*

Unacceptable Poor Acceptable Good Excellent

X

**SUPERVISION of the QUALITY OF WORK ORDER COMPLETION** – work is completed in a competent manner utilizing proper practices, reducing or eliminating the need to return and is acceptable given available resources.

#### *0 pts. 2 pts. 4 pts. 6 pts. 8 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

**SUPERVISION of the PREVENTATIVE MAINTENANCE** – oversees maintenance scheduling to see that all required Preventative Maintenance activities are completed.

#### *0 pts. 2 pts. 4 pts. 6 pts. 8 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

**SUPERVISION of the OUTSIDE CONTRACTS AND BUILDING EQUIPMENT** – Sets controls on when outside contractors are required. Properly prepares RFP’s and bidding documents for routine third party contracts. Understands the major building equipments operations and budgets for repairs/replacement.

#### *0 pts. 2 pts. 4 pts. 6 pts. 8 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

**SUPERVISION of TIMELY WORK ODER COMPLETION** – work is completed in a timely manner considering what is reasonable for the assigned task

Rating \_\_\_\_

#### *0 pts. 2 pts. 4 pts. 6 pts. 8 pts*

Unacceptable Poor Acceptable Good Excellent

**SUPERVISION of VACANT UNIT TURNAROUND** – consistent quality approach is applied to all vacant unit work in preparation for a new resident

#### *0 pts. 2 pts. 4 pts. 6 pts. 8 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

**PHAS** **as TEAM** – Public Housing Assessment System overall scoring. Rating in this area is based on annual PHAS scoring obtained from HUD. (team effort)

Rating \_\_\_\_

#### *0 pts. 4 pts. 8 pts*

Troubled Status Standard Performer High Performer

**PHAS -** Individual contribution to PHAS score.

Rating \_\_\_\_

*0 pt. 2 pts. 4 pts. 6 pts. 8 pts.*

Unacceptable Poor Acceptable Good Excellent

X

**CURB APPEAL -** Monitors and strives to maintain site’s curb appeal at all of our Developments. Properly outlines a plan to correctly address issues as they come up.

*0 pt. 2 pts. 4 pts. 6 pts. 8 pts.*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

X

**OVERALL QUALITY OF WORK** – overall quality of work meets the expected standard.

#### *0 pts. 2 pts. 4 pts. 6 pts. 8 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

**Comments: *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_***

### **Section D. – Other Performance Factors *(Maximum Points – 32)***

#### CREATIVITY – ability to offer improvements of methods, rules & policies, etc. by new ideas.

#### *0 pts. 1 pt. 2 pts. 3 pts. 4 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

**HONEST-FAIR –** consistently open and straightforward; impartial.

#### *0 pts. 1 pt. 2 pts. 3 pts. 4 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

**COMMUNICATION WITH GHA BOARD MEMBERS –** carries out good relations with Board members, addresses them only when requested, fully understands the difference between “Policy –vs. - Administration”. Does not take direction from Board members.

#### *0 pts. 1 pt. 2 pts. 3 pts. 4 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

**COMMUNICATIONS WITH GOVERNMENT AGENCIES –** carries good relations with Federal (HUD), State, County and Local governments.

#### *0 pts. 1 pt. 2 pts. 3 pts. 4 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

**COMMUNICATIONS WITH THE PUBLIC, RESIDENTS, PARTICIPANTS & LANDLORDS –** carries out good public relations.Interacts appropriately with customers and the general public. Treats both with respect.

#### *0 pts. 1 pt. 2 pts. 3 pts. 4 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

#### PROFESSIONAL DEVELOPMENT/Continuous Learning – takes action to acquire new knowledge and skills; encourages employees to do the same. Accepts feedback to improve personal performance. Accepts new tasks in a positive manner.

#### *0 pts. 1 pt. 2 pts. 3 pts. 4 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

**TEAMWORK - Interaction with Other sTAFF / Communication -** Assists others as needed to ensure departmental processes and procedures are performed appropriately. Listens carefully to understand; asks questions to clarify. Works well as part of a team valuing others’ differing perspectives**-** Maintains good relations with co-workers. Understands and promotes the need for teamwork

#### *0 pts. 1 pt. 2 pts. 3 pts. 4 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

**GHA’S MISSION -** Maintains a positive attitude in regard to the mission of the Housing Authority and the population served. Understands and accepts the Housing Authority’s mission, and refrains from negativity in conducting daily tasks.

Rating \_\_\_\_

#### *0 pts. 1 pt. 2 pts. 3 pts. 4 pts*

Unacceptable Poor Acceptable Good Excellent

* Comments ***\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_***

### **Section E. – Supervisory Performance *(Maximum Points – 16****)*

**LEADERSHIP –** establishment of personnel team effort toward common objectives.

*0 pts. 1 pt. 2 pts. 3 pts. 4 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

**SUPERVISION / DELEGATION –** builds and motivates a team, provides direction, monitors and adjusts performance as necessary. Effectively assigns work to others and builds their skills.

*0 pts. 1 pt. 2 pts. 3 pts. 4 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

#### COMMUNICATIONS WITH EMPLOYEES – provides sufficient information to keep the employees productive, motivated and part of the team; understands their concerns.

*0 pts. 1 pt. 2 pts. 3 pts. 4 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

#### STAFFING SKILLS – Exhibits sound interviewing skills, analyzes and forecasts staffing needs, makes quality recommendations regarding hiring, presents positive, realistic view of the organizations.

*0 pts. 1 pt. 2 pts. 3 pts. 4 pts*

Rating \_\_\_\_

Unacceptable Poor Acceptable Good Excellent

**Comments**:

* ***\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_***

Section F. – Overall Evaluation

**Major strengths:**

**Major weaknesses**

**Past Objectives & Accomplishments:**

**Future Objectives:**

**Employee’s Comments:**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Employee’s Signature* *Chief Executive Officer*

*Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Other Department Head*

*Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*