ATTORNEY EVALUATION FORM

ATTORNEY BEING EVALUATED: _____

DEPUTY: _____

DATE: _____

This form will be used within the City of Atlanta Law Department as the primary departmental evaluation tool. The information will be used to complete the QPAI form required by the Department of Human Resources.

The attorney being evaluated will fill out the self-assessment portion of the form and return it to his/her Deputy. The Deputy will complete the evaluation portion of the form and discuss it with the attorney. Together the attorney being evaluated and the Deputy will complete the development plan. The objectives of this process are (1) to communicate the expectations of the Department; (2) to evaluate each attorney's performance; (3) to discuss career development interest and opportunities; (4) to provide each attorney the opportunity to give feedback on the evaluation and department management; and (5) to align the attorney's performance with the mission and vision of the City and of the Law Department.

Mission Statement

We are a team of legal professionals committed to providing excellent legal services to the City of Atlanta and supporting the City's vision of efficient, effective, fiscally sound government.

This work will be accomplished through

1) an environment that is supportive and empowering;
2) a team that is proactive and integrated into the day-to-day activities of the City;
3) a staff that consistently provides top quality customer service and exhibits the highest degree of professionalism and ethical behavior; and
4) a department with an exemplary reputation that is supported by all of the staff.

Vision Statement

We will be viewed as a "best in class" municipal law department – an exemplary benchmark. We will have the trust of our clients and be known within the legal community and the city-at-large as a law staff that provides excellent legal advice and performs excellent legal work that is timely, thorough and continuously improving. We will be considered an employer of choice for anyone seeking to perform legal work. Our staff will be appropriately compensated, provided with professional development opportunities, and have access to solid technology that creates efficiency and effectiveness in the practice of law. We will have a staff that is proud to be part of this organization and who always seeks to enhance the quality of our work, the competency of our staff, and our professional reputation.

SELF ASSESSMENT

Instructions: Complete the Self Assessment portion of this form. Please be as specific as possible in answering the questions. Return this form to your Deputy no later than _____ _____.

CLIENT SERVICE

1. What do you do well that is directly related to satisfying the needs of the Law Department's clients? List your most significant accomplishments or contributions.

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2. What do you need to improve on to better satisfy the Law Department's clients? _____

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3. What is your specific goal for the next year relating to improved client satisfaction?

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TEAMWORK AND DEVELOPMENT

1. What do you do well relating to teamwork and communication in the Law Department (e.g., development of Law Department staff [including more junior attorneys and support staff], relationships with others in the Department, communication with Department management and support staff; showing consideration for others; contributions to overall success of the Law Department)? Please list any activities you have initiated or actively participated in as part of an effort to encourage camaraderie and teamwork within your group and the Department? What was the result?

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2. What do you need to improve on with regard to teamwork and communication? _____

3. What are your plans for the next year to improve the teamwork in the Law Department?

4. What have you done in the last year to increase your skill level, expertise, managerial skills or ability to function in your current role? In order to prepare yourself for other roles? Please identify to which, if any, of the following factors you would attribute your professional development since last year: offsite seminars/classes, onsite training, peer training, management coaching or mentoring, on-the-job experience, better exposure to challenging projects. If other activities or factors contributed to your increase in skill, list those activities or factors.

5. What are your plans for the next year to improve your skills? _____

FINANCIAL RESPONSIBILITY

1. What have you done in the last year that you believe has had a positive effect on the City's financial condition and on the Law Department's ability to meet its budget? Be as specific as possible.

2. What plans do you have for the next year related to improved financial performance for the city? For the Law Department? _____

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PROCESS IMPROVEMENT AND INNOVATION

1. What have you done in the last year to improve the processes of the Law Department? In your area of practice? _____

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2. Have you successfully performed any new tasks or additional duties outside the scope of your regular responsibilities? If so, please specify.

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2. What plans do you have for the next year to improve the processes of the Law Department? Of your practice area? _____

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MISCELLANEOUS

Please use this section to add any other information you believe should be considered in your evaluation. Also use this section to comment on the evaluation form itself and the process in general. _____

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The next section of the Self-Assessment asks you to rate yourself on particular characteristics. You will be using the same rating scale that is used by your manager when he/she evaluates your performance. Please evaluate yourself on all factors that apply to you. If you think a particular characteristic does not apply to you, please use N/A. For each instance of "not applicable," please explain why you think the particular characteristic does not apply.

The rating system used is:

Outstanding (5): Consistently meets and consistently exceeds all relevant performance standards. Provides leadership, fosters teamwork, is highly productive, innovative and responsive and generates top quality work.

Highly Effective (4): Consistently meets and often exceeds all relevant performance standards. Shows initiative and versatility, works collaboratively, has strong technical and interpersonal skills or has achieved significant improvement in these areas.

Effective (3): Meets all relevant performance standards. Seldom exceeds or seldom falls short of desired results.

Needs Improvement (2): Sometimes meets the performance standards. Seldom exceeds and often falls shorts of desired results. Performance has declined significantly or employee has not sustained adequate improvement, as required by last performance review.

Unacceptable (1): Consistently falls short of performance standards.

Technical skills (skills related to your specific job and/or level)	5	4	3	2	1	N/A
Improvement in skills	5	4	3	2	1	N/A
Quality of your work product	5	4	3	2	1	N/A
Productivity	5	4	3	2	1	N/A
Identification of client needs	5	4	3	2	1	N/A
Responsiveness (timeliness and thoroughness)	5	4	3	2	1	N/A
Contribution to improvement of Law Department functioning	5	4	3	2	1	N/A
Use of available technology (word processing, Outlook, Time Matters)	5	4	3	2	1	N/A
Time management and organizational skills	5	4	3	2	1	N/A
Interpersonal skills (positive attitude; ability to get along well with co-workers/clients/vendors)	5	4	3	2	1	N/A
Communication skills - verbal/written (legal documents, correspondence, legislation, etc.)	5	4	3	2	1	N/A
Innovation and creativity	5	4	3	2	1	N/A
Collaboration/team mentoring skills	5	4	3	2	1	N/A
Leadership skills (takes initiative on projects; helps develop others)	5	4	3	2	1	N/A
Professionalism (punctuality, attendance; conduct; responsiveness, and follow through)	5	4	3	2	1	N/A
Overall	5	4	3	2	1	N/A

Use this space to explain why you believe certain characteristics are not applicable (N/A):

_____

_____

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EVALUATION FORM

This portion of the form will be completed by the Deputy following completion of the self assessment portion of this form by the attorney. The Self Assessment and this portion of the form will be discussed with the attorney at his/her review.

The rating system used is:

Outstanding (5): Consistently meets and consistently exceeds all relevant performance standards. Provides leadership, fosters teamwork, is highly productive, innovative and responsive and generates top quality work.

Highly Effective (4): Consistently meets and often exceeds all relevant performance standards. Shows initiative and versatility, works collaboratively, has strong technical and interpersonal skills or has achieved significant improvement in these areas.

Effective (3): Meets all relevant performance standards. Seldom exceeds or falls short of desired results.

Needs Improvement (2): Sometimes meets the performance standards. Seldom exceeds and often falls shorts of desired results. Performance has declined significantly or employee has not sustained adequate improvement, as required by last performance review.

Unacceptable (1): Consistently falls short of performance standards.

CLIENT SERVICE

Meets clients' overall expectations	5	4	3	2	1	N/A
Promptly attends to clients' needs	5	4	3	2	1	N/A
Exhibits creativity in resolving matters	5	4	3	2	1	N/A
Provides decisive advice	5	4	3	2	1	N/A
Includes business perspective with legal advice	5	4	3	2	1	N/A
Possesses appropriate analytical skills	5	4	3	2	1	
Inspires confidence	5	4	3	2	1	N/A
Communicates regularly with department management regarding client needs and problems	5	4	3	2	1	N/A
Motivates support staff to improve client service and quality	5	4	3	2	1	N/A
Exhibits high quality written expression	5	4	3	2	1	N/A
Exhibits high quality oral expression	5	4	3	2	1	N/A
Exhibits legal expertise	5	4	3	2	1	N/A
Demonstrates responsibility for assignments and confirms client expectations are met	5	4	3	2	1	N/A

Evaluator's Comments: _____
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TEAMWORK AND DEVELOPMENT

Exhibits creativity in supporting group and department	5	4	3	2	1	N/A
Exhibits strategic thinking in improving collaboration and problem solving	5	4	3	3	1	N/A
Seeks resolution of problems or concerns in a constructive manner	5	4	3	2	1	N/A
Demonstrates skill in management of workload	5	4	3	2	1	N/A
Communicates effectively with coworkers	5	4	3	2	1	N/A
Cooperates with others	5	4	3	2	1	N/A
Provides training for subordinates and peers	5	4	3	2	1	N/A
Demonstrates loyalty to the organization	5	4	3	2	1	N/A
Reports progress and nature of work appropriately	5	4	3	2	1	N/A
Demonstrates positive attitude	5	4	3	2	1	N/A
Demonstrates an interest in overall success of the Law Department	5	4	3	2	1	N/A

Evaluator's Comments: _____
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FINANCIAL RESPONSIBILITY

Uses resources efficiently	5	4	3	2	1	N/A
Manages costs effectively	5	4	3	2	1	N/A
Provides creative input in management of financial resources	5	4	3	2	1	N/A
Works to achieve department goals regarding cost control	5	4	3	2	1	N/A

Evaluator's Comments: _____
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PROCESS IMPROVEMENT AND INNOVATION

Presents constructive ideas for doing things better	5	4	3	2	1	N/A
Organizes practice area to produce maximum results in a cost effective manner	5	4	3	2	1	N/A
Contributes to the overall needs of the Department outside of specific practice area	5	4	3	2	1	N/A
Is responsive to critiques of work processes and seeks to improve	5	4	3	2	1	N/A

Evaluator's Comments: _____
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Evaluator's Signature

_____

Date: _____

Attorney's Signature

_____

Date:_____

DEVELOPMENT PRIORITIES

This section of the Evaluation Form will be completed by the Deputy and the attorney being evaluated. The Deputy and attorney will agree on the development priorities and complete that section of the form at the conclusion of the evaluation. The attorney will draft the plan for development and submit it to the Deputy within three days of completion of the evaluation.

DEVELOPMENT PRIORITIES *(to be completed by the attorney and Deputy)*

List the three most important development priorities for the attorney:

1. _____

2. _____

3. _____

PLAN FOR DEVELOPMENT *(to be completed by the attorney) (use additional page if needed)*

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_____
Attorney Signature

_____
Date