

CITY OF SHERWOOD

RESOLUTION

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WHEREAS, the City Council is authorized and directed under the provision of Ordinance No. 686, adopted October 19, 1977, to make and amend personnel rules and policies by resolution; and,

WHEREAS, the City Council by Resolution No. 169 enacted November 9, 1977, adopted personnel policies, procedures and rules; and subsequently as required by Resolution 169 Council adopted the City of Sherwood Compensation Plan on June 13, 1979; and

WHEREAS, Article 5 : Pay Plan and Compensation Section 5.1.1 stipulates the City Administrator shall prepare a compensation plan which shall prescribe a minimum, a maximum and any intermediate levels of pay appropriate for each class;

NOW THEREFORE, IT IS HEREBY RESOLVED That the City of Sherwood Compensation Plan adopted June 13, 1979 is hereby deleted in its entirety and that the attached Compensation Plan entitled City of Sherwood Merit Pay Plan and Performance Evaluation Guide is hereby adopted.

Approved by Majority vote of the City Council.  
this ~~27th~~ <sup>10th</sup> day of ~~October~~ <sup>November</sup>, 1982.

Clyde R. List  
Clyde List, Mayor

Attest:

Polly Blankenbaker  
Polly Blankenbaker, Recorder

## MERIT PAY PLAN

The City of Sherwood Merit Pay Plan is based on the assumption that employee compensation should be based on employee performance. The primary objective of the Plan is to attract, retain and motivate the kind of employees who produce quality work and show a progressive improvement in productivity. The Plan consists of two basic elements; a merit evaluation system; and pay plan.

### MERIT EVALUATION

In order to base employee compensation upon employee performance, it is necessary to develop a system for motivating employees based on a fair and comprehensive performance evaluation procedure and schedule of pay increases within an appropriate range for each position.

In order to effectively administer the merit pay plan, it is important that consideration of salary adjustments be based on a fair and impartial evaluation of the employee's performance and not solely on how long the employee has worked for the City. It must be clearly understood by each employee that salary adjustments are directly related to his/her work performance and will be made solely on the basis of the employee evaluation.

The employee Performance Evaluation Guide contained in Appendix A, details the criteria and procedure for carrying out employee performance evaluations. Under the process outlined in the document, the immediate supervisor is responsible for evaluating the employee subject to the review and comment of the department head and final approval of the City Administrator or Police Chief.

In order to fairly and effectively evaluate employee performance, the merit system provides for the use of uniform performance evaluation criteria supported by explanatory written comments of the supervisor, department head and City Administrator. The evaluation form is designed to minimize the use of unsubstantiated subjective judgements in the evaluation process.

For present employes, a yearly evaluation should occur on the anniversary date that this plan is implemented. For new employes, the evaluation will be annually on the anniversary date that the employee was hired and following the mandatory 6 month probationary period. The City may evaluate employes more frequently than once a year.

## PAY PLAN

The pay plan is based upon the results of the ongoing merit evaluation process and consists of a salary range schedule and a range of pay for each classified position. The pay plan brings the City into a competitive position with other comparable employers while establishing a proper internal relationship between classified positions based on the value of those positions to the organization.

### Salary Range Schedule and Classification Plan

The salary range schedule presented in TABLE I identifies thirty (30) salary ranges. Each merit salary range consists of a three step normal growth range, a merit range and a maximum incentive range. The Classification Plan, presented in TABLE II, assigns a range of pay for each classified position.

### Normal Growth Range

The normal growth range consists of two 5% step increases over three steps. The range is intended to apply to employees during their first 18 months in a position during which it is expected that normal growth in the level of the employees performance will occur. Following the 18 month growth period, the employee should have attained an average or standard level of performance in his/her position.

STEP 1 is the normal entry rate of pay for an employe meeting the the minimum qualifications for the position. An employe receives this rate of pay for a six month probationary period. Initial placement at a salary above the Step I rate may be made if the applicant possesses exceptional qualifications or if there is a lack of qualified applicants available at the entry level rate of pay. This should be done only in exceptional situations as it is contrary to an effective and equitable compensation plan. Regardless of the step level used in hiring an employe, the first six months of employment should be treated as a probationary period.

STEP 2 would be granted following satisfactory completion of a six-month probationary period. Employes not receiving this adjustment would normally be terminated. This step could be used for initial placement of exceptionally well qualified applicants.

STEP 3 would be attained following the successful completion of the 18 month normal growth period and represents the standard rate of pay for the position based on an average or standard level of performance determined by the performance evaluation.

The STEP 3 Salary Rate is considered the rate which is set annually by the Council according to agency salary policies relating to comparable and competitive rates of pay found in the labor market for similar work and which rate reflects the impact of the cost-of-living for the Portland Metropolitan Area. When the STEP 3 Salary Rate is adjusted, the entire salary range must be adjusted and the individual's salary should be adjusted by the same rate. This adjustment will maintain the internal balance between salary ranges for each class and maintain the employee's salary within their assigned salary scale.

Merit Range

After an employee has completed Step 3 of the normal growth range he/she is eligible for placement in the merit salary range which represents increases of 1 to 15 percent above the Step 3 rate for the assigned salary range.

Employees who are performing at an average or standard level for the position (a numerical value of 1.50 - 2.49 on the performance evaluation) and are just performing their work as assigned should not be considered for merit salary increases. Employees who are showing progressive and continual growth and who are performing at an above standard level (a numerical value of 2.5-4.0 on the performance evaluation) may be assigned a salary rate based on the performance evaluation; upon the supervisors recommendation and with the approval of the City Administrator. A recommendation for placement in the merit range shall be based on the following table:

OVERALL NUMERICAL VALUE EARNED IN PERFORMANCE EVALUATION (Rounded to Nearest tenth)	PERCENT INCREASE IN SALARY ABOVE STEP 3 RATE
2.5	1
2.6	2
2.7	3
2.8	4
2.9	5
3.0	6
3.1	7
3.2	8
3.3	9
3.4	10
3.5	11
3.6	12
3.7	13
3.8	14
3.9	15
4.0	16 - 18 (Incentive Range)

See

In approving merit salary increases, the City Administrator shall assure that (1) the performance evaluation has been administered fairly and impartially (2) there is consistency in the application of the merit system concept, and (3) there is availability of funds.

The City Administrator, with proper documentation of all relevant issues, may reduce an employee's merit salary. Such decrease cannot go below the maximum normal growth increase level, Step 3.

#### The Incentive Range

If an employee achieves the maximum merit range rate, he/she may be granted an additional 1 to 3% increase to reward outstanding performance and exemplary service to the City. This increase is intended to reward outstanding employees and/or to assist in retaining employees. The increase is considered to be for no longer than one year. At the end of the year, the individual's salary reverts back to the maximum merit rate and the employee is eligible for an evaluation.

#### Application of the Pay Plan to Present Employees

All current City employees will maintain their current salary rate until their next scheduled evaluation or July 1, 1983, whichever comes first. Current employees will be given a salary rate in the new ranges assigned to each position in TABLE II as follows.

1. Employees whose current salary rate falls below Step 2 of the newly assigned range will be eligible for placement at Step 2 of the new range or an increase of 5%, whichever is greater at the time of their next evaluation. Employees placed at or above Step 2 would be eligible for placement in the merit range at their second evaluation under the plan based on applicable merit pay plan policies and procedures.
2. Employees whose current Salary is at or above the Step 2 rate of the new range are eligible for placement in the merit range at their next evaluation under the plan based on applicable merit pay plan policies and procedures.
3. Employees at or above the Step 3 rate of the new range are eligible for placement in the merit range upon their next evaluation under the plan based on applicable merit pay plan policies and procedures.

Current positions have been assigned to new salary ranges so as to substantially maintain the current internal relationship between positions with the exception of the position of Director of Administrative Services (Recorder-Treasurer) position which has been reclassified to a higher range based on the LGPI position survey.

### Promotions

Employees who are promoted to another classification should be placed at the salary rate in the new classification which is immediately above the employee's present salary providing that this new rate results in a 3 percent (rounded to the nearest percent) increase over the former rate.

It should be remembered that promotions and reclassifications should only occur when the actual work performed and general responsibility of the position change significantly. Promotions and reclassifications should never occur just because an employee has reached the top of a range.

TABLE I

## SALARY RANGE TABLE

<u>RANGE</u>	<u>NORMAL GROWTH RANGE</u>			<u>MERIT RANGE</u>	<u>INCENTIVE RANGE</u>
	<u>STEP 1</u>	<u>STEP 2</u>	<u>STEP 3</u>	<u>15%</u>	<u>3%</u>
1	\$ 676	\$ 710	\$ 746	\$ 858	\$ 884
2	768	806	846	973	1,002
3	871	915	961	1,105	1,138
4	990	1,040	1,092	1,256	1,294
5	1,125	1,181	1,240	1,426	1,469
6	1,277	1,341	1,408	1,619	1,668
7	1,450	1,523	1,599	1,839	1,894
8	1,647	1,729	1,815	2,087	2,150
9	1,869	1,962	2,060	2,369	2,440
10	2,122	2,228	2,340	2,691	2,772
11	2,410	2,531	2,658	3,057	3,149
12	2,738	2,875	3,019	3,472	3,576

TABLE II  
SALARY RANGE BY CLASSIFICATION

<u>CLASSIFICATION</u>	<u>RANGE</u>	<u>STEP 1</u>	<u>STEP 2</u>	<u>STEP 3</u>	<u>MERIT RANGE</u>	<u>INCENTIVE RANGE</u>	<u>CURRENT EMPLOYEE RATE</u>
Office Aide	1	\$ 676	\$ 710	\$ 746	\$ 858	\$ 884	\$
Library Aide	1	676	710	746	858	884	710
Aid/Clerk	2	768	806	846	973	1,002	
Public Property Maintenance Wkr.	4	990	1,040	1,092	1,256	1,294	978
Customer Services/ Police Serv. Clerk	4	990	1,040	1,092	1,256	1,294	1,003
Utility Worker	5	1,125	1,181	1,240	1,426	1,469	1,163
Police Officer	5	1,125	1,181	1,240	1,426	1,469	1,333 avg
Police Corporal	6	1,277	1,341	1,408	1,619	1,668	
Sr. Utility Worker	6	1,277	1,341	1,408	1,619	1,668	1,415
Planning Asst.	6	1,277	1,341	1,408	1,619	1,668	
Librarian	6	1,277	1,341	1,408	1,619	1,668	1,383
Police Sergeant	7	1,450	1,523	1,599	1,839	1,894	
Public Works Foreman	7	1,450	1,523	1,599	1,839	1,894	1,317
Building Official	7	1,450	1,523	1,599	1,839	1,894	1,683
Planning Director	8	1,647	1,729	1,815	2,087	2,150	



TABLE II (Cont.)

<u>CLASSIFICATION</u>	<u>RANGE</u>	<u>STEP 1</u>	<u>STEP 2</u>	<u>STEP 3</u>	<u>MERIT RANGE</u>	<u>INCENTIVE RANGE</u>	<u>CURRENT EMPLOYEE RATE</u>
Police Chief	9	\$1,869	\$1,962	\$2,060	\$2,369	\$2,440	\$1,815
Director Admin, Serv.	9	1,869	1,962	2,060	2,369	2,440	1,681
Dir. of Public Works	9	1,869	1,962	2,060	2,369	2,440	2,000
City Administrator	10	2,122	2,228	2,340	2,691	2,772	2,051

CITY OF SHERWOOD

PERFORMANCE EVALUATION  
GUIDE

### The Need for Evaluation

Performance evaluation is a continuing process that occurs with or without a formal performance evaluation system.

The supervisor is continually observing and weighing the performance of employees, but often without a formal evaluation system, the supervisor does not consider the performance of the employee as objectively as desired. Every supervisor should be concerned with:

- 1) The work that should be done. - (Job Description) (Supervisor goals/expectations)
- 2) The work that is done. - Quantity
- 3) How well the work is done. - Quantity

A standardized formal performance evaluation system helps the supervisor evaluate job performance objectively and discourages personal biases. A formal system also assures the employee of a structured opportunity for feedback as to his or her performance and ways to improve that performance.

Used correctly, performance evaluation can be a valuable aid to the supervisor. Work assignments can be made based on individual strengths and weaknesses. Training and counseling needs can be identified and the opportunity to discuss with the employee your expectations is formalized.

### How to Prepare for the Evaluation Process

Condensing an employee's performances over the period of six months or a year into a relatively concise and meaningful appraisal is difficult. Measures of performance can be objective or judgmental.

Judgmental evaluation is difficult because of the subjectivity required in translating an employee's performance into a series of evaluations on a sheet of paper.

Items 27, 28 and 29 on the performance Evaluation Report are examples of judgmental areas. It is common in rating unobservable inferred characteristics such as maturity and job interest, for there to be a wide

range of interpretation. These factors are also extremely difficult to rate objectively.

In these areas, the supervisor should consciously think in terms of the employee's behavior, what the employee does, not what the employee is. If the employee's actual behavior, (what is done) and goals (what is achieved) are examined, the supervisor will have less difficulty in remaining as objective as possible.

The first step in evaluation is to determine the level of performance the position requires. This can be accomplished by closely examining the position. Job descriptions are a good starting point.

Determine the standards for the position from your description or job analysis. Keep in mind that the acceptable performance level for one position is not always acceptable for another.

Be sure to make your evaluation over the entire rating period. Single instances of faulty or brilliant performance should be considered in context with the employee's overall performance during the rating period. A simple way of assuring this is to do "mini" evaluations during the rating period. When the evaluation is due, the supervisor can easily incorporate the evaluations made during the rating period into the formal evaluation.

"Mini" evaluations can also be used as informal goal setting discussions between the employee and the supervisor. This allows the employee to improve performance and maintain appropriate work standards on a continuing basis and provides feedback as to expectation.

STANDARDS OF PERFORMANCE TO BE USED FOR  
EVALUATION REPORT

Standards of performance have been developed for use with all employee's, regardless of assignments and duties. Therefore, they have are necessarily broad in context. Many of the standards will apply to and be utilized for all employees; others will be more specific and will relate to specific groups. Utilize those standards of performance that apply to the employee you are evaluating. Further, you are not limited to those standards itemized and identified; you may create additional standards as needed and justified. Additional standards used must be used for all employees within a particular job classification.

Prior to making the actual evaluation entries in the performance Evaluation Report, you should review each standard, keeping in mind the specific employee that you are evaluating. It is important that each standard be interpreted for the specific employee's assignments and duties, as the same standards can have different applications for different job classification. Performance standards are descriptions of how well an employee must do the specific tasks of this position under existing working conditions.

When completing your evaluation for each standard, reread the standard statement, mentally applying it to the individual being evaluated. Read each of the questions following the statement of standard of performance, answering to yourself how that applies to the subordinate. The questions are not intended to cover all aspects of that standard, but rather to get you thinking about the various areas encompassed by that standard.

When you feel that you can fairly and impartially assess the employee's performance, enter the appropriate value by marking the appropriate space with the appropriate symbol.

I. QUALITY OF WORK:

- A. ACCURACY - Performance will be standard when the work is usually performed correctly, accurately and completely without an unusual amount of corrections or additions.

Is work performed correctly?

Is information accurate?

Is the work complete?

Were corrections, additions or deletations necessary?

- B. THOROUGHNESS - Performance will be standard when the employee completes work as assigned, having taken steps to fulfill such assignments without necessitating reassignment of the task.

Is work complete?

Were all facets of the work investigated?

Did the work require reclassification for completion?

- C. Judgment - Performance will be standard when the employee makes judgments to the best of his/her ability, utilizing Department policies, procedures and guidelines.

Does the employee usually exercise good judgement.

Is the employee consistent and reliable in judgment used?

What effect does judgment have on the quality and quantity of work produced by the employee and others?

Is the employee logical and methodical in arriving at judgments?

- D. ORAL EXPRESSION - Performance will be standard when the employee is able to communicate with the public in a clear and concise manner.

- E. WRITTEN EXPRESSION - Performance will be standard when the employee can communicate in writing, demonstrating a working

knowledge of the English language; reflecting professional performance the products of which are understandable to other agencies and the public consistent with the requirements of the positions.

Does the employee use understandable language?

Does the employee have problems in spelling?

Does the employee utilize proper form for written department communications?

## II. QUANTITY OF WORK:

A. AMOUNT OF WORK PERFORMED - Performance will be standard when the employee demonstrates an ability and willingness to adjust performance to changes with acceptable results.

Does the employee adapt to changes?

Can the employee adjust performance to existing situations?

Is resulting performance acceptable?

B. PERFORMANCE UNDER STRESS - Performance will be standard when the employee demonstrates an ability to perform adequately under stressful conditions?

Does the employee perform adequately under heavy workloads?

Does the employee perform adequately under adverse physical conditions?

Does the employee perform adequately under mental stress?

C. RESPONSE TO SUPERVISION - Performance will be standard when the employee demonstrates an ability to understand instruction and respond adequately to supervision.

Does the employee understand adequate direction?

Can the employee perform according to instruction?

Does the employee require

instruction?

- D. WORK COORDINATION - Performance will be standard when the employee is able to work harmoniously with other employees, planning and coordinating duties in coordination with others.

Can the employee plan his work to make

best use of time?

Can the employee recognize and assign priorities for various duties?

Does the employee coordinate his or her own work with the work of others?

Can the employee work adequately with others?

- E. ABILITY TO LEARN - Performance will be standard when the employee demonstrates an ability and willingness to learn and apply this knowledge to job performance.

Is the employee able to comprehend written instruction?

Is the employee able to comprehend oral instruction?

Is the employee able to apply instruction to job performance?

#### IV. WORK HABITS:

- A. ATTENDANCE - Performance will be standard when the employee consistently reports for assignments, without unexcused absences or excessive leave.

Does the employee have an excessive amount of absences?

Does the employee's health have an adverse effect on attendance?

Have there been unexcused absences?



B. PUNCTUALITY - Performance will be standard when the employee reports for assignments at the prescribed times.

Is the employee reporting to work at the prescribed times?

Can the employee be relied upon to be working when and where assigned?

Does the employee leave before the end of duty hours or take longer breaks than allowed?

Does the employee appear for meetings or other appearances on time?

C. COMPLIANCE WITH POLICY, PROCEDURE, RULES AND REGULATIONS - Performance will be standard when the employee demonstrates a working knowledge of Department or City directives and orders.

Does the employee comply with applicable rules and regulations?

Does the employee understand the basic policies of the Department or City?

Does the employee comply with policy and procedure?

Does the employee understand and follow Department or City procedures relating to the job?

D. COMPLIANCE WITH INSTRUCTION - Performance will be standard when the employee demonstrates an ability and willingness to obey instruction and direction.

E. INITIATIVE - Performance will be standard when the employee demonstrates an ability and willingness to exercise initiative in the performance of duties, taking necessary action without immediate direction and offering constructive ideas for more efficient operation.

Does the employee take opportunities to exercise initiative or must he or she be prodded into action?

Is the employee alert to operating efficiency and cost-cutting?

Is the employee inventive?

Does the employee offer practical constructive criticism?

F. DRIVING HABITS - Performance will be standard when the employee demonstrates safe driving habits and a voluntary compliance with traffic laws.

Does the employee have adequate skill in the operation of a motor vehicle?

Has the employee been involved in a number of traffic collisions?

Has the employee had any chargeable traffic collisions?

Has the employee received traffic citations with a Department or City vehicle?

Does the employee need driver training?

Does the employee voluntarily obey traffic laws?

G. CARE OF EQUIPMENT - Performance will be standard when the employee demonstrates an ability and willingness to properly utilize Department equipment without causing undue abuse to such equipment.

Does the employee use Department equipment properly to avoid undue abuse?

Does the employee provide necessary routine maintenance for equipment assigned if this is the employee's responsibility?

Does the employee report the need for equipment repair?

H. SAFE WORK HABITS - Performance will be standard when the employee works in a safe manner, utilizing proper safety equipment and reporting unsafe conditions.

Does the employee avoid actions when may cause personal injury or injury to others?

Does the employee utilize safety equipment?

Does the employee report unsafe working conditions?

I. JOB SKILL LEVEL - Performance will be standard when the employee consistently demonstrates the abilities and skills required for the position.

Does the employee consistently demonstrate the skills prerequisite to entry in the job classification?

Has the employee made any effort to improve job skills?

Does the employee have the potential for acquiring or developing job skills to higher levels of proficiency?

Has the employee taken advantage of related in-service training opportunities?

Does the employee read technical publications related to the position?

V. PERSONAL RELATIONS:

A. RECEPTIVE TO DIRECTION - Performance will be standard when the employee demonstrates a willingness to accept direction and constructive criticism relating to job performance.

Does the employee accept constructive criticism?

Does the employee utilize constructive criticism to improve job performance?

Does the employee react in an antagonistic manner?

Does the employee accept direction?

Does the employee resent or challenge supervision, instruction or orders?

B. RELATIONS WITH CO-WORKERS - Performance will be standard when the employee demonstrates an ability and attitude in dealing with fellow employees which does not detract from job performance.

Does the employee have a professional working relationship with co-workers and superiors?

Is the employee a negative influence on the morale or others?

Does the employee work adequately as part of a work group?

- C. RELATIONS WITH THE PUBLIC - Performance will be standard when the employee performs in a professional manner that maintains a favorable public image for the Department.

Is the employee courteous and helpful to the public?

Does the employee present a professional public image?

- D. PERSONAL APPEARANCE - Performance will be standard when the employee presents a clean and neat appearance on the job which is in good taste and does not provide a distraction or reflect poorly on the individual or organization.

Does the employee meet the standards of good grooming and dress commensurate with the degree of public or employee contacts made?

Is the employee consistently clean and neat?

- E. MATURITY - Performance will be standard when the employee demonstrates the level of maturity required for adequate performance in assigned duties.

Does the employee demonstrate the level of mature judgment required for the job?

Does an apparent degree of immaturity affect the employee's performance?

- F. EMOTIONAL STABILITY - Performance will be standard when the employee demonstrates the level of emotional stability necessary for the adequate completion of assigned duties.

Does the employee react logically and rationally in most situations?

Does the employee seem moody or preoccupied?

G. RESOURCEFULNESS - Performance will be standard when the employee demonstrates a level of resourcefulness and healthy aggression necessary for the efficient performance of assigned duties.

Does the employee demonstrate resourcefulness in performing assignments?

Does the employee understand and utilize resources available for performing assignments?

Does the employee demonstrate initiative or must he/she be prodded into action?

Is the employee alert to operating efficiency and cost-cutting?

Does the employee offer practical constructive suggestions for improvement in the job?

VI. JOB RELATED CAPABILITIES (OTHER):

A. PHYSICAL ABILITY - Performance will be standard when the employee demonstrates an ability and willingness to maintain him/herself in the general physical condition necessary for the completion of assigned duties.

Does the employee maintain the physical conditioning as required by assignments?

Does the employee recognize physical weaknesses and take steps to correct them?

Is the employee's general physical health good?

Has the employee's physical condition resulted in excessive time lost to illness or injury?

B. JOB INTEREST - Performance will be standard when the employee demonstrates an interest in assigned duties through personal application and a willingness to pursue further training and education.

Does the employee demonstrate an interest in the job?

Is the employee willing to put out the effort  
necessary for standard performance?

Does the employee utilize opportunities for training and  
education?

VII. SUPERVISORY ABILITY:

This section should be used only for employees that have supervisory duties.

A. PLANNING AND ASSIGNMENTS - Performance will be standard when the  
employee demonstrates an ability to plan and assign duties that  
support Department and City objectives supported.

Does the employee perform the necessary scheduling or  
rescheduling of work?

Does the employee coordinate the work, not only among  
subordinates, but between his/her own unit and other work  
sections, divisions or departments?

Does the employee anticipate problems or does he/she tend  
to be surprised and caught short when they arise?

B. COORDINATING WORK OF OTHERS - Performance will be standard when the  
employee demonstrates an ability to coordinate the work of subordi-  
nates among themselves as well as with other work units.

Does the supervisor provide the necessary personal coordi-  
nation of the work, not only among subordinates, but also  
between other work units?

Does the employee keep his or her supervisor informed of  
progress, problems or delays, or wait for them to be  
discovered?

C. ESTABLISHMENT OF WORK STANDARDS - Performance will be standard when  
the employee demonstrates an ability to establish adequate work  
standards and assure that all subordinates consistently meet those

standards.

Does the employee assign work adequately?

Does the employee follow-up on assignments to assure completion?

Does the employee allow subordinates a reasonable amount of independence, yet not let the assignment get out of hand?

Does the employee delegate responsibility along with authority?

Does the employee make assignments so that the work load is evenly distributed among subordinates?

Does the employee plan and carry out a program of orientation and training for new employees?

Does the employee provide for the correction of any technical skills deficiencies in new employees?

Does the employee provide training for permanent employees in new methods and procedures?

D. FAIRNESS AND IMPARTIALITY - Performance will be standard when the employee demonstrates an ability and willingness to deal with subordinates in a fair and impartial manner.

Does the employee show a balance of praise and constructive criticism to subordinates?

Does the employee's staff have good morale and a positive attitude towards the Department and City?

Does the employee's exercise of leadership create an atmosphere in which employee attitudes are positive and in which the goals of the Department or City are met?

Does the employee adequately motivate subordinates

to perform through example, character and personality rather than relying on formal authority?

Does the employee exhibit fairness and firmness in judgments affecting subordinates?

Are the employee's judgments usually in accord with the best interests of the Department and City.

- E. LEADERSHIP - Performance will be standard when the employee demonstrates an ability to provide adequate supervisory control over subordinates, guiding individual efforts toward the accomplishment of duties that support Department and City objectives.

Do the employee's subordinates perform their duties and functions in an orderly and disciplinary manner which promotes work objectives?

Do the employee's subordinates have a understanding of behavior and performance standards which are expected?

Does the employee enforce these standards consistently?

Is the employee "accepted" by subordinates?

Does the employee mold subordinates into a team whose cooperative endeavors surpass their individual performances collectively?

Does the employee's leadership create an atmosphere in which subordinate attitudes are optimistic and positive?

- F. EFFECTIVENESS - Performance will be standard when the employee demonstrates the ability to direct subordinate activities so that the efforts of the unit are effective.

Are assigned functions accomplished adequately? On time?

Is the quality of work produced by the employee and



subordinates up to standard?

Are there complaints from the public

regarding the employee and subordinates?

- G. OPERATIONAL ECONOMY - Performance will be standard when the employee demonstrates an ability and willingness to operate in cost effective manner which contribute to the attainment of unit objectives.

Is the employee budget conscious?

Is the employee able to identify uneconomical procedures, methods, tools or equipment?

Does the employee recommend changes of policies or procedures which might affect dollar economies through the budget process.

INSTRUCTIONS FOR COMPLETING  
THE PERFORMANCE EVALUATION REPORT

Evaluation Ranges

1. In computing the overall evaluation value, each standard will be assigned a numerical value as follows:

Far exceeds standards	4
Exceeds standards	3
Meets standards, all	2
Does not meet standards	1
Does not meet standards	0
Not observed/not applicable	X Would not effect evaluation if evaluator has not seen employee perform any tasks in this area.

2. The total of all assigned numerical values would be divided by the number of standards used, giving a value which would range from 0.00 to 4.00.

The overall evaluation would be assigned as follows:

Far exceeds standards	3.5 to 4.0
Exceeds standards	2.5 to 3.4
Meets standards	1.5 to 2.4
Does not meet standards	0.0 to 1.4

3. The total numerical value divided by the number of standards would be entered in the space designated "Numerical Value."

The Performance Evaluation Report consists of four pages and five parts. It is to be completed in order as follows:

Heading - The heading on page one and page three should be completed.

1. Reason for Evaluation - Check the appropriate box identifying the employee evaluation.
2. Enter the employee's name (Last name, first name, middle initial).

3. Enter the employee's Social Security number.
4. Enter the employee's present classification, range and step.
5. Enter the employee's job classification title.
6. Enter the employee's date of hire.
7. Enter the employee's entrance classification when hired.
8. Enter the date of the employee's last evaluation.
9. Enter the date of the employee's last merit raise.
10. Repeat steps 2, 3 and 4 for the heading of page three.

PART A - Utilizing the statements for standards of performance, make an evaluation for each applicable standard:

1. Complete in order, starting with number 1, checking each standard in appropriate column with the appropriate symbol. If the evaluation classification range is either "Does not meet standards" or "Exceeds standards," immediately enter the standard number in the comments followed by an explanation for the evaluation range.
2. Complete all standards applicable, leaving inappropriate standards blank. There is no need to comment on why a particular standard was not used as long as the omission of that standard is uniform in the evaluation of all personnel within that job classification.
3. Numbers 44 through 49 (Other) have been left blank for your use in assigning additional standards. When creating additional standards, you must identify the purpose or need for such additional standards by appropriate entry in the comments section.
4. Assign the proper numerical value to the evaluation range of each standard as outlined under "Overall Evaluation" on page four. As directed, total all the assigned numerical values and divide this total by the number of standards utilized.
5. Enter the number obtained in step four in the space indicated as "Numerical Value."

6. Using the chart in paragraph 2 of "Overall Evaluation," convert that "numerical value" to the appropriate evaluation, checking the appropriate box in the heading of page one under "Overall Evaluation."

Personal Strengths:

PART B - This section is to be completed by you. Identify and record what you think are the employee's personal strengths, include reasons. The space provided is not intended to be adequate and you may utilize as many additional sheets as necessary.

Personal Weaknesses:

PART C - This section is to be completed by you. Identify and record, as in Part B, what you feel are the employee's personal weaknesses.

Career Guidance:

PART D - This section is to be completed by you. Identify those areas of weaknesses along with the proposed course of training/education for the employee to overcome such weaknesses. Identify those areas of strengths along with a proposed course of training/education that will make best use of these strengths and prepare the employee for advancement and/or promotion.

Review: This section is to be completed in the numbered sequence:

1. Immediate Supervisor - Enter your name (last name, first name, middle initial) your title. Sign and date and forward to the Department Head, accompanied by all supplemental and additional sheets.
2. Department Head - The total evaluation package is to be reviewed by the employee's Department Head. That person will review the evaluation package and make any comments deemed appropriate (utilizing additional sheets as necessary). The Department Head will enter his/her name (last name, first name, middle initial) and title. He/she will sign and date it and forward the package to the City Administrator.
3. City Administrator - The total package is to be reviewed by the Administrator. That person will review the evaluation package and

make comments deemed appropriate (utilizing additional sheets as necessary). The Administrator will sign and date it.

4. Employee - The Department Head will review the entire employee evaluation package with the employee. The employee will read the evaluation. You will discuss any matters involving the evaluation with the employee, answering any of his/her questions as best you can. The employee will sign and date the evaluation, making such comments as he deems appropriate (utilizing as many additional sheets as necessary). It is important that the employee be given the opportunity to comment on any facet of the evaluation.

This is the most difficult part of the performance evaluation process.

Feedback to the employee can be an effective motivational and developmental tool, but often it is not. The employee often is defensive in the evaluation interview and the Department Head often has not discussed the employee's weakness and needed improvements prior to this interview. Ideally, the interview should be goal oriented. This means that discussion of the employee's performance must be directly related to how the work is done, what work should be done, and what the employee has accomplished during the rating period. In offering constructive criticism to the employee, it is wise to offer concrete suggestions for improvement and a timetable for the desired improvements to be accomplished.

#### WRITTEN COMMENTS:

1. An evaluation in any category of "DOES NOT MEET STANDARDS" or "EXCEEDS STANDARDS" must be supported with specific written comment which effectively explains the reasons for such evaluation.
2. Each written comment in explanation of evaluations must be preceded by the number assigned to that factor or category.

## FOLLOW-UP PROGRAM

### BY SUPERVISOR:

It will be the responsibility of the employee's supervisor to follow up each evaluation, to assure that areas of employee performance needing improvement are actually being improved and that progress toward the achievement of performance objectives is being made. Every effort must be made to provide the employee with the guidance, training and support necessary for him/her to realize reasonable objectives.

### BY DEPARTMENT HEADS:

It will be the responsibility of each department head to support the supervisor's efforts in the follow-up procedure.

### BY THE EMPLOYEE:

It will be the responsibility of the employee to improve performance in areas identified in the evaluation, specifically in regard to expending personal time and energies toward accomplishing objectives.

APPENDIX

# PERFORMANCE EVALUATION REPORT

**REASON FOR EVALUATION:**

- PROBATIONARY     MERIT RAISE  
 ANNUAL             SUPPLEMENTAL

**OVERALL EVALUATION:**

- DOES NOT MEET STANDARDS     MEETS STANDARDS     EXCEEDS STANDARDS

EMPLOYEE (LAST)	(FIRST)	(INITIAL)	SOCIAL SECURITY NO.	CLASSIFICATION - RANGE - STEP	NUMERICAL VALUE
CLASSIFICATION TITLE			DATE OF HIRE	ENTRANCE CLASS	DATE LAST REVIEW
					LAST MERIT RAISE

	PART A		DOES NOT MEET STANDARDS	MEETS STANDARDS	EXCEEDS STANDARDS	COMMENTS: (PREFIX WITH STANDARD NUMBER APPLICABLE)
	STANDARD:					
QUALITY OF WORK	1. ACCURACY					
	2. NEATNESS					
	3. THOROUGHNESS					
	4. JUDGEMENT					
	5. ORAL EXPRESSION					
	6. WRITTEN EXPRESSION					
QUANT OF WK	7. AMOUNT OF WORK PERFORMED					
	8. COMPLETION ON SCHEDULE					
ADAPTABILITY	9. PERFORMANCE NEW SITUATIONS					
	10. PERFORMANCE UNDER STRESS					
	11. PER W/MIN OF INSTRUCTION					
	12. WORK COORDINATION					
	13. ABILITY TO LEARN					
WORK HABITS	14. ATTENDANCE					
	15. PUNCTUALITY					
	16. COMPLIANCE TO REGULATIONS					
	17. COMPLIANCE W/INSTRUCTION					
	18. INITIATIVE					
	19. DRIVING HABITS					
	20. CARE OF EQUIPMENT					
	21. SAFE WORK HABITS					



PART A (Cont.)

COMMENTS:

PART A (Cont.)		COMMENTS:
	22. JOB SKILL LEVEL	
PERSONAL RELATIONS	23. RECEPTIVE TO DIRECTION	
	24. RELATIONS W/CO-WORKERS	
	25. RELATIONS WITH THE PUBLIC	
	26. PERSONAL APPEARANCE	
	27. MATURITY	
	28. EMOTIONAL STABILITY	
	29. RESOURCEFULNESS	
JOB RELATED CAPABILITIES	30. PHYSICAL ABILITY	
	32. JOB INTEREST	
SUPERVISORY ABILITY	37. PLANNING & ASSIGNMENTS	
	38. COORDINATING WORK OF OTHER	
	39. ESTABLISHMENT OF WORKSTNDS	
	40. FAIRNESS & IMPARTIALITY	
	41. LEADERSHIP	
	42. EFFECTIVENESS	
	43. OPERATIONAL ECONOMY	
OTHER	44.	
	45.	
	46.	
	47.	
	48.	

EMPLOYEE (LAST

(FIRST)

(INITIAL)

SOCIAL SECURITY NO.

CLASSIFICATION — RANGE — STEP

PAGE THREE

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PART B — Personal Strengths:

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PART C — Personal Weaknesses:

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PART D — Career Guidance:

PART E - REVIEW

	NAME (LAST)	(FIRST)	(INITIAL)	TITLE	SIGNATURE	DATE
1.  Immediate Supervisor	NAME (LAST)	(FIRST)	(INITIAL)	TITLE	SIGNATURE	DATE
	I HAVE REVIEWED THIS REPORT WITH THE FOLLOWING COMMENTS:					
2.  Department Head	NAME (LAST)	(FIRST)	(INITIAL)	TITLE	SIGNATURE	DATE
	I HAVE REVIEWED THIS REPORT WITH THE FOLLOWING COMMENTS:					
3.  City Administrator	NAME	TITLE (IF AGENT OR SHERIFF)		SIGNATURE	DATE	
4.  Employee	I HAVE REVIEWED THIS REPORT AND HAVE DISCUSSED IT WITH MY RATING SUPERVISOR. MY SIGNATURE DOES NOT NECESSARILY INDICATE AGREEMENT.				SIGNATURE	DATE
	COMMENTS:				X	