

Performance Evaluation Criteria Definition

(These are general guidelines)

Customer Service: This measures employee's commitment to excellent customer service which is responsive, competent, and complete whether internal or external customers. Anticipates the needs of the customer, strives to treat all respectfully, with understanding and empathy; conveys confidence and knowledge of customer service processes and procedures; makes extra effort to follow through on service requests in a positive manner, maintains a professional demeanor.

Unacceptable: Assists the customer only when convenient to the employee; uses policies and procedures as an excuse to not provide requested services; impatient or discourteous on occasions, rarely goes out of their way to perform an extra effort; limited knowledge of policies/procedures; makes frequent errors; critical and resistant to changes in work methods.

Meets Expectations: Routinely handles customer needs politely and respectfully; provides timely responses and thinks of the customer needs as a priority; follows through to determine if the customer is satisfied or if more information is needed; anticipates the customer needs and responds in a timely manner; frequently exceeds the customer service requests and expectations; demonstrates good knowledge of subject matter, referral sources; adjusts to change well.

Outstanding: Quickly develops a positive approach and rapport with customers; is always respectful and helpful; seeks resolution of problems from the customer's point of view and is regularly successful; always listens well and shows empathy for the customer's position; consistently follows through to be sure the customer

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Technical Job Knowledge: This measures the employee’s technical job knowledge, skills, and understanding of daily work activities and assignments; retention of essential skills and the ability to learn and acquire new or modern methods, skills, and abilities to produce consistently and effectively.

Unacceptable: Limited technical knowledge and skills of subject matter; frequently requires close supervision; does not seek to solve operational problems; does not know some basic skills and job knowledge that others of similar experience should possess; performs only the minimum to get the job done; does not seek out training or improve job skills.

Meets Expectations: Complete and thorough technical knowledge of subject matter and job skills to fully perform all tasks without close supervision in a consistent and effective manner. Learns new procedures quickly; regularly seeks training to advance skills and learn new procedures and methods; works well in a team environment and seeks others advise on work assignments.

Outstanding: Advanced technical knowledge and skills well above others and demonstrates superior knowledge of subject matter on a frequent basis; up to date on modern methods, practices, and procedure; regularly seeks out training to improve and learn new or upgraded skill levels; considered by others as an authority or subject matter expert on technical knowledge and work projects.

Verbal and Written Communication Skills: Willingly expresses opinions and information to supervisors, co-workers, and citizens in a manner which supports the City departments and goals, while respecting the opinion of others. Communicates in a constructive manner and listens well. Written communications are clear, understandable, concise, including reports, memos, letters, and other written forms.

Unacceptable: Communicates with others reluctantly; does not respond to requests for information in a timely manner; fails to pass along information to others or supervisor; agrees to tasks without understanding what is involved and then does little to provide assistance to complete the task; gives incomplete instructions to team members; continues to express displeasure in a negative manner once decisions are made. Written information is vague, overly expressive, defensive, and non-responsive. English is poor, frequent errors, poor grammar and sentence structure. Frequently requires further written correspondence to clarify earlier

memos and reports.

Meets Expectations: Communicates quickly, clearly, and constructively; expresses opinions (negative and positive) regardless of group viewpoint; respects opinions of others, even if conflicting; listens attentively; is direct and does not hint around or make people guess about their view gives clear instructions and follows up to see that customers are helped and team members have what is needed to accomplish their task; demonstrates tact and diplomacy; treats all with equanimity and is open, honest and trustworthy. Written skills include good understanding of English, grammar, sentence structure, clear and concise. Seldom requires

follow up written memos to further clarify prior written work.

Outstanding: Willingly addresses supervisors, co-workers, and the public in a positive and constructive way; respects the opinions and ideas of others; encourages expressions of differing views and routinely keeps an open mind; non-judgmental of others; seeks to obtain positive results when communication with others. Can be relied upon to deliver a difficult message; always seeks to resolve problems through effective communications. Excellent written skills, clear responsive answers, good use of grammar, spelling, sentence structure. Rarely needs follow up information.

Quality and Quantity of Work : This factor measures the employee’s ability and willingness to accept responsibility and accountability for performance, initiate action and contributes to an acceptable work product in relation to standards for the department and the City. Measurements include accuracy, thoroughness, attention to detail, and the extent to which goals and deadlines are met.

Unacceptable: Frequently fails to meet deadlines or complete work tasks; does not take responsibility or admit errors and tries to justify mistakes; often has to redo work; wastes time, has low work volume and resists instructions. Complains about work volume and work tasks other than routine that are viewed as difficult. Negative work ethics affect co-workers.

Meets Expectations: Routinely completes tasks on time with desired results; freely admits mistakes and takes corrective action; readily accepts new work with a positive attitude; requires little supervision or direction; follows through to completion with few errors; produces a high volume and quality of work; seems to have time for extra assignments and seeks additional duties as time permits.

Outstanding: Rarely needs supervision to meet deadlines and complete work on or before schedule; accepts full responsibility for actions, regularly completes work in a highly effective, efficient and capable manner; anticipates problems and handles them routinely without guidance; accepts responsibility for customer satisfaction; a self starter a who willingly accepts new and difficult assignments; seen as a pacesetter by their peers.

Teamwork: Demonstrates a disposition and commitment to work harmoniously with fellow employees and the public to achieve a desired goal, without regard to individual or singular department needs. Includes individual consistency in maintaining a positive attitude toward co-workers and the workplace, contributing to team unity, and supporting the goals of the department and the City.

Unacceptable: Employee promotes their own agenda; does not participate if their opinion is not included; prefers to work alone; does not solicit input or opinions different from their own; is disruptive in discussions and fails

to support team decisions once they are made; uncooperative; causes friction in work relationships.

Meets Expectations: Committed to working in cooperation with others to achieve a desired result; works in partnership with citizens, co-workers, and supervisors; works in a positive manner regardless of their own views; creates a

constructive climate for teamwork and freedom of all to express their ideas; works towards consensus in decisions; often seeks ways to improve the work unit; relates well with peers; willing to listen and participate as a team member.

Outstanding: Routinely demonstrates the ability to work with others in a positive team approach to problem solving and work assignments; always willing to assist others, takes on extra work as time permits; expresses own opinion in a positive manner; oriented to long term goals and willing to put aside their immediate needs in favor of the overall objective; takes initiative and responsibility for group decisions; maintains outstanding reputation with co-workers and other departmental personnel.

Attendance and Reliability: This measures the employee's consistency, promptness, and dependability in adherence to work hours and productivity, including meal and rest breaks.

Below Expectations: Employee arrives late for work on a consistent basis; unexcused absences; frequently takes long breaks and meal periods; does not arrive at work sufficiently early to be ready to work at starting time; often visits with co-workers for extended periods before beginning work; history of taking sick leave to extend regularly scheduled days off; work does not get done in a timely manner because of attendance problems; sets poor example for other employees; frequently schedules appointments during work hours.

Meets Expectations: Employee arrives at work to be ready for work at the start of the day; routinely complete assignments in a timely manner; uses very little sick leave compared to co-workers; considers work a priority and dedicated to completing assigned tasks; provides advance notice of attendance issues; schedules time off not to disrupt the work of the department; follows established policies and procedures.

Risk Management and Safety: This measures the employee's active participation in the Department and City Wide safety programs and continued support to reduce or eliminate risk from liability or workers compensation issues. Every employee of the City from entry level positions to top management has a responsibility for some level of risk management and safety.

Unacceptable: Employee performs work assignments without notice of safety or liability issues to the public or co-workers; minor accidents or injuries are not reported; work areas are not clean

and frequently have unsafe hazards; vehicles are not inspected frequently for maintenance problems nor reported in a timely manner; routine inspection of City structures, buildings, and work

areas are not noticed on a daily basis so corrective action can take place before accidents/injuries happen.

Meets Expectations: Employees actively participates in safety training; routinely notice work areas for hazards; while traveling throughout the City, looks for possible safety or liability problems such as damage in cross walks, icy road conditions, damaged sidewalks, etc.; routinely checks

vehicles and equipment before operation; reports all accidents and injuries in a timely manner to supervisor; follows established policies and procedures; considers safety and risk management part of the job duties for all employees.

Outstanding: Employees regularly serve on departmental and City wide safety committees. Helps plan safety programs for their department; submits safety suggestions; constantly watch for work place hazards to the public areas and City property; operates vehicles and equipment in a safe

manner; has an outstanding safety record with the City; are considered

a leader in the department for safety and risk management.

Always “safety first” thinking.

Leadership (Supervisors/Management): This dimension measures behavioral characteristics of managers and supervisors and leadership qualities and effectiveness in performance. A higher standard is expected of supervisors and managerial employees in support of Departmental and City goals in carrying out the daily tasks, meeting performance objectives, supporting City policies and procedures, and establishing a cooperative, effective work environment in providing services to the citizens.

Unacceptable: Does not support decisions once they are made; fosters a negative work environment through criticism of policies/procedures; does not demonstrate a team player concept; interprets policy as they see it rather than for the benefit of the City or good of the majority; lacks vision or motivation; does not seek to improve and is resistant to change; fails to see the overall mission; focuses on a narrow scope of issues rather than the big picture; requires close supervision and constant direction.

Meets Expectations: Employee regularly contributes to the improvement of the work environment; strives to see the positive aspects of decisions and routinely supports management; always follows City and Departmental policies and procedures; encourages subordinate employees to seek their highest level of ability and encourages a positive atmosphere and safe workplace; listens intently to all levels for input and feedback to fully understand issues before making decisions; admits mistakes and takes appropriate action of correction; requires little direction in the daily work; plans for the future; regularly meets deadlines and is confident in getting the job accomplished. Requires little motivation from supervisor.

Outstanding: Employee is easily identified as a leader in their work area, professional, knowledgeable, forward thinking, and positive. Encourages employee development; confident, loyal, and dedicated to public service; always follows policies and procedures; continually accepts responsibility and strives for improvement from themselves and their employees; carries out decisions in a positive and constructive manner; accountable, decisive, accepts new challenges, proficient in administration. Participates in several City internal committees and encourages employee participation to promote organizational change. Self motivated.