

RESOLUTION NO. 806

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SNOQUALMIE,
WASHINGTON, RELATING TO MANAGEMENT AND PROFESSIONAL
EMPLOYEES PERFORMANCE MANAGEMENT SYSTEM**

WHEREAS, the City Council of the City of Snoqualmie adopted Resolution 529 on September 13, 1999, relating to Management and Professional Employee Compensation, and

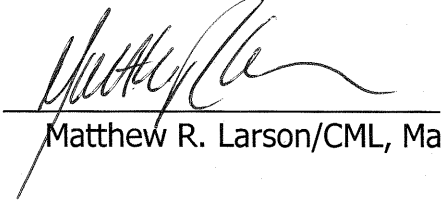
WHEREAS, the City Council of the City of Snoqualmie adopted Resolution 629 on February 11, 2002, Amending Resolution 529 relating to Management and Professional Employee Compensation – Pay for Performance System, and

WHEREAS, the City Council, at its December 12, 2005 meeting and concurred that it would be in the best interest of the City to retain the Management -Professional Performance Management System with most of its core elements with certain exceptions; and

WHEREAS, the City Council requested that the City Administrator bring forth a recommendation to amend the program, now therefore, be it

RESOLVED by the City Council of the City of Snoqualmie, Washington the "Management/Professional Employees Performance Management System" attached hereto as Exhibit A is hereby approved and adopted.

PASSED by the City Council of the City of Snoqualmie this 22nd day of January, 2007.


Matthew R. Larson/CML, Mayor

Attest:

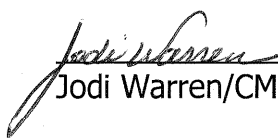

Jodi Warren/CMC City Clerk

EXHIBIT A

MANAGEMENT/PROFESSIONAL EMPLOYEES PERFORMANCE MANAGEMENT SYSTEM

I. Purpose

The City of Snoqualmie's performance management system shall provide a clear, consistent means for regularly discussing, measuring, evaluating and documenting individual employee performance and shall provide a fair and equitable means for compensating employees based on their performance.

The performance management system should be able to identify ***what*** results were achieved by employees and ***how*** the results were achieved. In order to fulfill this mission, feedback on performance must be timely, standards must be clearly defined, and performance appraisals must be clearly linked to job performance standards.

The appraisals are to be administered to all Management/Professional employees, however will be used to award "Pay for Performance" to those employees who have completed a full year under step C of the approved Management And Professional Classification Plan And Salary Schedule adopted by Resolution 768.

II Performance Appraisal Process

The performance appraisal process contains the following:

- A. Performance Planning
- B. Tracking & Feedback
- C. Performance Review

These components should be viewed as a continuing cycle. Done correctly this cycle can provide the following benefits:

- Build trust and contribute to good employee relations between an employee and their supervisor.
- Give a tangible link to the City's budget objectives, customer service values and the employee's performance.
- Promote employee's job satisfaction by letting them know their supervisor is interested in their progress and development.
- Aid in employee's career development and planning for future City needs.
- Provide recognition for a job well done and identify those areas of performance that may require improvement.
- Improve quality of service delivery to the City's customers.

III. Performance Appraisal Process

As discussed in the previous section the performance appraisal process should be viewed as a continuous cycle. Bi-annually, the performance cycle should result in formal feedback in the form of the *Employee/Supervisor Evaluation*. The results of the *Employee/Supervisor Evaluation* will determine the merit increase an employee is eligible to receive. The following provides guidelines for the performance appraisal cycle.

A. Performance Planning- to be completed in January and July of each year

Performance planning should occur at the beginning of the performance cycle. It may be performed in conjunction with the completion of the Employee Supervisor Performance Evaluation for the prior year or at a separate time shortly after the prior year evaluation is complete. An employee and supervisor should jointly determine the following during the performance planning process:

1. **Improvement Plans:** Identify improvement plans for those areas of the Employee/Supervisor Evaluation that were lower than the Meet Standards rating.
2. **Job Performance Objectives:** Establish Job Performance Objectives descriptions, weights, and action plans that will be used in the Employee/Supervisor Evaluation for the following performance appraisal cycle.

Job Performance Objectives tell what results an employee should achieve during the performance review cycle (i.e., goals, projects and/or tasks) and how the results should be achieved.

The number of Job Performance Objectives identified to be used during the next performance appraisal cycle should be a decision made jointly between the supervisor and employee. There must be a minimum of one Job Performance Objective identified, and ideally no more than six. Each job Performance Objective must be given a weight, with the total weight of all performance objectives totaling 100 percent. In determining the weight assigned to each performance objective, the employee and supervisor should consider priority, importance in accomplishing City and Department goals and complexity in accomplishing the objective. It should be recognized that Job Performance Objectives may change during the performance cycle as a result of changing City Department priorities. There should be communication between the supervisor and employee throughout the performance cycle if a modification in the Job Performance Objectives is needed.

3. **Review Employee Performance:** Review the required Employee Performance categories and the definition of the rating standards for clarity and understanding.

**B. Performance Tracking and Feedback -
To be reviewed during the months of July and January for the preceding six month period.**

Throughout the performance appraisal cycle the employee and supervisor should:

1. Maintain records related to the employee's job performance in relation to the required evaluation categories and the status of the identified performance job objectives.
2. Have adequate dialogue to:
 - Assess the employee's progress of job performance objectives;
 - Reinforce between the supervisor and employee the priority and importance of City and department goals;
 - Make a course correction (e.g., redefine job performance objectives if objectives are unrealistic, if forces beyond employee's control will affect measurement, or if City/department priorities have changed).
 - Identify any areas of job performance that may require corrective action.
 - Identify areas in which the supervisor can provide additional support to assist the employee in accomplishing City/department goals.

**C. Performance Review -
To be completed by July 31 for the period January 1 through June 30 and by
January 31 for the period July 1 through December 31.**

The performance review will consist of the following component:

1. Employee/Supervisor Performance Evaluation

The Employee/Supervisor Performance Evaluation will comprise 100 percent of the overall performance evaluation score. Reviews and recommendations for Pay for Performance are then provided to the Mayor for final approval.

1. Employee/Supervisor Performance Evaluation

Purpose

The purpose of the *Employee/Supervisor Performance Evaluation* is to formally document **what** results the employee has achieved and **how** the results were achieved during the last performance review cycle. A copy of the Employee/Supervisor Performance Evaluation can be found in Appendix B of this section. In order to evaluate the employees performance, all employees will be evaluated on the following six categories:

Performance Categories

Partnership: The employee works well with others to complete a job, supports other staff members and helps to fill in when others are absent.

Productivity: The individual is industrious, puts in a full days work, does fair share of work, is not easily diverted into non-productive activity, prioritizes work, multitasks and spends most time on high priority tasks, and is effective in accomplishing assignments and goals in a timely manner.

Customer Service/Communication: The employee implements the City's customer service values. The employee provides a quality work product through cooperative and team building methods. The employee provides information and ideas to internal and external customers in a manner that demonstrates respectful, timely, and cooperative behavior.

Motivation/Initiative: The employee provides a quality work product through self-initiative on a consistent basis. The employee responds to the needs of customers with a positive, enthusiastic attitude. The employee responds to challenges without direct requests from supervisors. The employee considers and implements alternative methods of accomplishing job tasks that may result in more effective and efficient ways of doing business.

Dependability: The employee fulfills commitments and completes tasks within expected time frames and of the quality expected by supervisors. The employee maintains trust by being honest, adhering to City policies, and maintaining confidentiality on appropriate matters. Others can rely on an employee because of their attendance at work.

Job Performance Objectives: Job performance objectives should describe what, when and how things will be accomplished. Criteria in this area should be specific, measurable, realistic, challenging and reflective of City and department goals. Job

performance objectives should be developed jointly between the employee and supervisor prior to the evaluation period.

If the employee being evaluated is a supervisor then there are two additional categories that are required to be included in the *Employee/Supervisor Performance Evaluation*. They are:

Supervisory Skills: The Supervisor develops constructive relationships with employees. The Supervisor conveys the City's Goals and Values to employees as demonstrated in the department division work product. The Supervisor encourages and implements staff development programs.

Resource Management (Supervisory Positions): The Supervisor prepares and allocates budget, personnel, and equipment resources in a manner that results in timely and high quality work products.

Rating Standards

Each of the required job performance categories, with the exception of Job Performance Objectives, will be evaluated using the following rating standards:

5	Exceptional
4	Exceeds Standards
3	Meets Standards
2	Partially Meets Standards
1	Unacceptable

Job Performance Objectives will be measured for level of accomplishment. Levels of accomplishment may be described by utilizing one or more of the following:

- Quantity/Quality
- Methods
- Establish Time Frames Deadlines
- Comparison to a Known Standard
- Results
- Accuracy

The standards for measuring Job Performance Objectives will be as follows:

5	Accomplishment Exceptional
4	Accomplishment Exceeds Standards
3	Fully Accomplished
2	Partially Accomplished
1	Accomplishment Unacceptable

All ratings for all performance categories should be in whole numbers. In other words, supervisors should give ratings such as "5" or "3", not "4.8" or "3.2". Guidelines for the rating standards in each performance category can be found in the Appendix.

As the supervisor reviews an employee's performance over the previous performance cycle, the supervisor may have to make a decision regarding scoring a specific performance category when the employee has demonstrated performance in two different rating standards.

Overall Employee/Supervisor Performance Evaluation Score

To determine the overall score of the Employee/Supervisor Performance Evaluation, a supervisor should first determine the score for the Job Performance Objective category (refer to page 2). To determine this score, the supervisor should rate each job performance objective using the applicable standards and then multiply this score by the weight assigned to that particular objective. Once all objectives have been scored and multiplied by their respective weight, the supervisor should add all the weighted scores together to determine the final score for the Job Performance Objective category. The following is an example:

H. Job Performance Objectives	Weight	X	Performance Standard	=	Value
#1 Completion of Budget Process	.50	X	3	=	1.50
#2 Acquisition and installation of improved computer hardware	.20	X	2	=	.40
#3 Design and implement compensation plan	.30	X	4	=	1.20
Subtotal Section H					3.10

Since the remaining performance categories are not assigned a weight, the supervisor should determine a score for the category based on the applicable standards scale. Once all performance categories are scored, the scores for each category should be added and divided by six for non-supervisory personnel and eight for supervisory personnel.

The following is an example:

PERFORMANCE CATEGORY				Performance Standard Value	
A. Partnership's				4.0	
B. Productivity				3.0	
C. Customer Service				3.0	
D. Motivation/initiative				4.0	
E. Dependability				3.0	
F. Supervisory Skills				n/a	
G. Resource Management				n/a	
Subtotal Sections A - G				17.0	
H. JOB PERFORMANCE OBJECTIVES	Weight	X	Performance Standard	=	Value
#1 Completion of Budget Process	.50	X	3	=	1.50
#2 Acquisition and installation of improved computer hardware	.20	X	2	=	.40

#3 Design and implement compensation plan	.30	X	4	=	1.20
Subtotal Section H					3.10
Total A through H					20.10
Divide by the number of Performance Categories (6 for Non-Supervisory, 8 for Supervisory)					/6.0
Average Score of Employee/Supervisor Evaluation					3.35
Weighted Employee/Supervisor Evaluation Score (multiply by .100)					

IV. Determining the Results of the Performance Appraisal Process

The scores from the Employee/Supervisor Performance Review determines an overall employee performance score. The resulting performance score is used to determine any merit award for which the employee is eligible. The maximum annual performance award is 4 percent, the minimum is 0%. The merit award is a one-time payment for the applicable six month period, of up to 2% for each six month period, payable during the month that the review is completed and approved. The following table shows the performance pay earned for each performance score. Note that any score below 3.0 (meeting standards) is not eligible to receive a merit award

PERFORMANCE APPRAISAL – MERIT AWARD		
Evaluation Standard	Performance Appraisal Points	Merit Award
Unacceptable – Partially Meets Standard	<3.0	0.0
Meets Standard	3.0	1.0
	3.1	1.0
	3.2	1.1
	3.3	1.1
	3.4	1.2
	3.5	1.2
	3.6	1.3
	3.7	1.3
	3.8	1.4
	3.9	1.4
Exceeds Standard	4.0	1.5
	4.1	1.5
	4.2	1.6
	4.3	1.6
	4.4	1.7
	4.5	1.7
	4.6	1.8
	4.7	1.9
	4.8	1.9
	4.9	2.0
Exceptional	5.0	2.0

V. RESOLVING PERFORMANCE EVALUATION DISAGREEMENTS

Successful performance evaluation processes include open and honest communication between an employee and their supervisor. In the event that the employee disagrees with the ratings received on the Employee/Supervisor Evaluation, the employee should advise the supervisor of their disagreement and reasons for believing that a different rating is justified. The supervisor has the discretion to either modify or not modify ratings as they believe the rating reflects on the actual job performance of the employee. Ultimately, the rating of performance evaluations is the responsibility of the supervisor. The Mayor has the final approval any Pay for Performance awarded.

Appendix A
PERFORMANCE EVALUATION FORM

Employee: _____ Position: _____

Department: _____ Supervisor Completing Evaluation: _____

Evaluation Period: _____ Date Evaluation Completed: _____

Performance Category	Rating Standard	Comments
Partnership	Exceptional (5) Exceeds Standard (4) Meets Standard (3) Partially Meets Standard (2) Unacceptable (1)	
Productivity	Exceptional (5) Exceeds Standard (4) Meets Standard (3) Partially Meets Standard (2) Unacceptable (1)	
Customer Service/ Communication	Exceptional (5) Exceeds Standard (4) Meets Standard (3) Partially Meets Standard (2) Unacceptable (1)	
Motivation/Initiative	Exceptional (5) Exceeds Standard (4) Meets Standard (3) Partially Meets Standard (2) Unacceptable (1)	
Dependability	Exceptional (5) Exceeds Standard (4) Meets Standard (3) Partially Meets Standard (2) Unacceptable (1)	
Supervisory Skills	Exceptional (5) Exceeds Standard (4) Meets Standard (3) Partially Meets Standard (2) Unacceptable (1)	
Resource Management	Exceptional (5) Exceeds Standard (4) Meets Standard (3) Partially Meets Standard (2) Unacceptable (1)	

Performance Category	Rating Standard	Comments
1.	Exceptional (5) Exceeds Standard (4) Meets Standard (3) Partially Meets Standard (2) Unacceptable (1)	
2.	Exceptional (5) Exceeds Standard (4) Meets Standard (3) Partially Meets Standard (2) Unacceptable (1)	
3.	Exceptional (5) Exceeds Standard (4) Meets Standard (3) Partially Meets Standard (2) Unacceptable (1)	
4.	Exceptional (5) Exceeds Standard (4) Meets Standard (3) Partially Meets Standard (2) Unacceptable (1)	
5.	Exceptional (5) Exceeds Standard (4) Meets Standard (3) Partially Meets Standard (2) Unacceptable (1)	
6.	Exceptional (5) Exceeds Standard (4) Meets Standard (3) Partially Meets Standard (2) Unacceptable (1)	
7.	Exceptional (5) Exceeds Standard (4) Meets Standard (3) Partially Meets Standard (2) Unacceptable (1)	

PERFORMANCE EVALUATION SCORING SUMMARY

PERFORMANCE CATEGORY				Performance Standard Value	
A. Partnership's					
B. Productivity					
C. Customer Service					
D. Motivation/initiative					
E. Dependability					
F. Supervisory Skills					
G. Resource Management					
Subtotal Sections A - G					
H. JOB PERFORMANCE OBJECTIVES	Weight	X	Performance Standard	=	Value
#1		X		=	
#2		X		=	
#3		X		=	
#4		X		=	
#5		X		=	
#6		X		=	
Subtotal Section H					
Total A through H plus Subtotal Section H					
Average Score of Employee/Supervisor Evaluation - To obtain average score, divide the subtotal above by the number of Performance Categories (6 for Non-Supervisory, 8 for Supervisory)					
Pay for Performance Increase (refer to table on Page 10)					
Mayor's Approval : I agree with the above Performance Evaluation and approve a Pay for Performance Merit Award in the amount of \$_____. Date: _____ Signature: _____					

Appendix B
PERFORMANCE STANDARDS
PARTNERSHIP

The employee works well with others to complete a job, supports other staff members and helps to fill in when others are absent.

Unacceptable:	The employee performs job without regard to how it might affect other staff members or departments. Person is unwilling to assist co-workers for the benefit of the City.
Partially Meets Standard:	The employee cooperates to a degree when asked, but does not take the initiative to work with others.
Meets Standard:	The employee cooperates respectfully with others including peers, supervisors, other departments, citizens, etc. to achieve workgroup goals and City objectives.
Exceeds Standard:	The employee meets criteria of Meets Standard and in addition seeks out opportunities to assist other departments and individuals to achieve the goals and objectives of the City. The employee is recognized by coworkers as a resource.
Exceptional:	The employee meets the criteria of Exceeds Standard and additionally develops cooperation, acknowledges other's contributions, builds consensus and assists others with difficult or less desirable tasks. Builds rapport and gains respect through appropriate actions, comments or execution of plans.

Appendix B
PERFORMANCE STANDARDS
PRODUCTIVITY

Individual is industrious, puts in a full days work, does fair share of work, is not easily diverted into nonproductive activity, prioritizes work and spends most time on high priority tasks, and is effective in accomplishing assignments and goals in a timely manner.

Unacceptable:	Work product is frequently incomplete and inaccurate; numerous corrections are needed to meet department standards; work product frequently shows a lack of attention to detail.
Partially Meets Standard:	Work product is occasionally incomplete and inaccurate; some corrections are needed to meet department standards; at times work product shows a lack of attention to detail; occasionally misses deadlines; sometimes falls behind schedule on routine work and requires significant assistance to catch up.
Meets Standard:	Produces thorough and accurate work products; work product is almost always directly and immediately useable for intended use; conforms to departmental work standards; work product reflects attention to detail; complies with and meets deadlines while maintaining work quality; contributes to team/department effort to effectively accomplish tasks and projects.
Exceeds Standard:	Must meet all criteria established for Meets Standard in addition to: work product is often extremely well done; takes initiative to streamline work processes; seeks ways to improve efficiency; deadlines are consistently met with little or no assistance; work products may include developing innovative methods to accomplish tasks.
Exceptional:	Must meet all criteria for Exceeds Standard in addition to: work product exemplary in thoroughness and accuracy; completed work is consistently error free and does not have to be checked; often sought to review and provide feedback on work completed by others; consistently produces high quality work product thoroughly and before designated deadlines; resourceful in dealing with obstacles.

Appendix B
PERFORMANCE STANDARDS
CUSTOMER SERVICE/COMMUNICATION

The employee implements the City's customer service values. The employee provides a quality work product through cooperative and team building methods. The employee provides information and ideas to internal and external customers in a manner that demonstrates respectful, timely, and cooperative behavior.

Unacceptable:	Has difficulty conveying information and ideas; often misinforms or confuses public and co-workers; communication often results in negative impact or impression; often demonstrates behavior which intimidates other employees or citizens; demonstrates behavior which is disrespectful and uncooperative toward customers; frequently does not respond to internal and external requests in a timely manner; fails to follow up on requests for service; lacks team building and cooperation with other employees.
Partially Meets Standard:	Sometimes misinforms or confuses public or co-workers; occasionally withholds pertinent information; occasionally uses poor listening skills; occasionally abrupt and discourteous toward customers; response to customers is sometimes delayed; occasionally demonstrates a lack of sensitivity to customer needs; sometimes lacks tact and sensitivity in dealing with concerns of citizens or other employees; occasionally abrasive to co-workers.
Meets Standard:	Consistently maintains customer service orientation; exhibits cooperative behavior toward customers; provides clear and concise written and oral communication; accurately conveys information and ideas; listens to others courteously; maintains open and honest communication with supervisors and peer work group; responds in a timely and appropriate manner to customers and citizens concerns; maintains and promotes awareness and sensitivity to customer needs; exhibits sensitivity toward co-workers personalities and their work styles and adjusts accordingly; demonstrates enthusiasm in providing assistance to customers; listens attentively to citizens or employees; works as a team player in achieving department and City goals.
Exceeds Standard:	Must meet all criteria established for Meets Standard in addition to: goes beyond expectations in responding to customers and citizens concerns and needs; communication with others is consistently forthright and well accepted; demonstrates ability to handle difficult situations.
Exceptional:	Must meet all criteria for Exceeds Standard in addition to: develops and promotes innovative and new methods of customer service; is recognized for ability to convey information in a manner which is readily understood and appropriate to the audience; always effective in dealing with confrontational situations; always behaves in a tactful manner; always sensitive and responsive to the needs of others; promotes teamwork, cooperation, harmonious working relationships throughout the work place and significantly impacts team/department efforts to effectively accomplish tasks and projects.

Appendix B
PERFORMANCE STANDARDS
MOTIVATION/INITIATIVE

The employee provides a quality work product through self initiative on a consistent basis. The employee responds to the needs of customers with a positive, enthusiastic attitude. The employee responds to challenges without direct requests from supervisors. The employee considers and implements alternative methods of accomplishing job tasks that may result in more effective and efficient ways of doing business.

Unacceptable:	Frequently does not perceive what is required of a situation and has difficulty organizing and using time effectively; frequently resists requests to complete tasks in a timely fashion; does not promote the City's mission statement by demonstration of work product; frequently receives complaints from internal and/or external customers on lack of response to customer needs; resists alternative ways of doing the job.
Partially Meets Standard:	Occasionally does not perceive what is required of a situation; has difficulty organizing and using time effectively; occasionally receives complaints from internal and/or external customers on lack of response to customer needs; frequently resists implementing procedures and practices that may result in more efficient use of City resources.
Meets Standard:	Perceives what is required of a situation and follows up; uses work time effectively; decisions result in positive impacts on the City; readily accepts additional responsibilities; explores alternative methods of approaching tasks with an attitude of constant improvement.
Exceeds Standard:	Must meet all criteria established for Meets Standard in addition to: consistently takes the correct action; consistently makes sound, logical decisions with consideration of relevant factors; considers alternatives in addition to the most familiar solution; readily accepts responsibilities; manages time efficiently and demonstrates ability to accomplish additional tasks; incorporates innovation as a standard of completing tasks.
Exceptional:	Must meet all criteria for Exceeds Standard in addition to: consistently and accurately determines when to make decisions independently and when to refer to higher authority; consistently alerts supervisor to potential concerns and offers alternative strategies; self-motivated and can always be relied upon to handle a full range of duties; resourceful in dealing with obstacles; promotes teamwork and significantly impacts team/department efforts to effectively accomplish tasks and projects; consistently implements procedures and methods and uses existing resources to improve on service delivery.

Appendix B
PERFORMANCE STANDARDS
DEPENDABILITY

The employee fulfills commitments and completes tasks within expected time frames and of the quality expected by supervisors. The employee maintains trust by being honest, adhering to City policies, and maintaining confidentiality on appropriate matters. Others can rely on an employee because of their attendance at work.

Unacceptable:	Doesn't show up for meetings or is frequently late; deadlines are frequently missed; often needs the help of others to meet deadlines; delays in completion of work adversely impacts department/team efforts; cannot be relied on to handle confidential matters with discretion; often interprets departmental policies and procedures incorrectly; frequently does not follow policies and procedures in performing work tasks; often is not available to complete assignments because of work attendance.
Partially Meets Standard:	Misses or is late to scheduled meetings and appointments; quantity and quality of work occasionally falls below fully meets standard; sometimes shows poor judgment in maintaining confidentiality; needs to be reminded to follow policies and procedures; sometimes performs or processes work without consideration of department or City policies; work attendance negatively impacts the operations of the department or City.
Meets Standard:	Meets department standards in quantity and quality of work produced; complies with and meets deadlines while maintaining product quality; contributes to team/department effort to effectively accomplish tasks and projects; arrives on time to scheduled meetings and appointments; maintains productive work schedule throughout work day; appropriately applies City and departmental policies and procedures; routinely takes policies into consideration when developing new procedures; handles confidential matters with discretion; perceives what is required of a situation and follows up.
Exceeds Standard:	Must meet all criteria established for Meets Standard in addition to: demonstrates a well-versed awareness of policies and procedures as measured by accomplishing job objectives within those policies and procedures; arrives (or offers to if nonexempt) early enough or stays late enough to help handle meeting or work preparation or wrap-up items as measured by observation; adjusts personal schedules when necessary; is almost always prepared for meetings or work so that no time is wasted; handles a full range of confidential matters with utmost discretion.
Exceptional:	Must meet all criteria for Exceeds Standard in addition to: can always be relied upon to handle a full range of extremely confidential and sensitive information; consistently produces high quality work product thoroughly and before designated deadlines, resourceful in dealing with obstacles; readily provides assistance to others in interpretation of policies; has a major role in a very substantiated policy and procedure improvement.

Appendix B
PERFORMANCE STANDARDS
SUPERVISORY SKILLS (Supervisory Positions)

The Supervisor develops constructive relationships with employees. The Supervisor conveys the City's Mission Statement and Customer Service Values to employees as demonstrated in the department/ division work product. The Supervisor encourages and implements staff development programs.

Unacceptable:	Demonstrates a lack of team building and cooperation with employees; frequently out of tune with City and department objectives; provides minimal guidance or encouragement to employees to grow and develop in their career and/or profession; often fails to provide timely feedback regarding performance; makes minimal effort to develop and apply consistent standards of performance; employees are often left in the dark regarding work plans and related updates; allows personal biases or favoritism to interfere with supervisory decisions; has difficulty delegating appropriate functions.
Partially Meets Standard:	Sometimes neglects to incorporate team concept in defining roles and responsibilities; maintains awareness of City and/or outside training and educational opportunities for assigned personnel within budgetary guidelines; provides information and assistance to employees upon request; sometimes slow to provide feedback regarding performance; standards of performance are sometimes weak and lead to misinterpretation by employees; needs some prompting to keep employees advised and updated on work plan; occasionally allows personal biases to affect impartial dealing with others; sometimes needs to be reminded to delegate appropriate job functions.
Meets Standard:	Effectively incorporates the team concept in defining roles and responsibilities; promotes team building and cooperation with employees; actively promotes City and/or outside training and educational opportunities for assigned personnel within budgetary guidelines; works with, encourages and helps employees to grow and develop in their career and/or profession; routinely provides timely feedback regarding performance; guides personnel in setting realistic and attainable objectives; applies consistent standards of performance in an unbiased manner; routinely keeps employees advised and updated on work plan; demonstrates fair and impartial dealing with others; effectively delegates appropriate job functions.
Exceeds Standard:	Must meet all criteria established for Meets Standard in addition to: works to bring a team approach to problem solving and achievement of goals; actively promotes team building and cooperation with employees; actively assesses, promotes and seeks opportunities to develop training and educational programs to effectively meet the needs of assigned staff and ensure they keep current with new developments/technology within budgetary guidelines; consistently recognizes and encourages good performance and provides immediate feedback to employees regarding performance; provides clear and useful approach to allow employees to improve performance; applies consistent standards of performance in an unbiased manner.

Exceptional:	Must meet all criteria for Exceeds Standard in addition to: a demonstrated leader in incorporating the team concept in problem solving and achievement of goals; successfully implements team building and cooperation with employees; demonstrates consistently high and well-accepted level of feedback to employees regarding performance; job performance goals of subordinates are well thought out in terms of being challenging yet realistic and attainable and easily related to City department objectives; continually works to develop and implement consistent standards of performance that are perceived by employees to be fairly and equitably applied.
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Appendix B
PERFORMANCE STANDARDS
RESOURCE MANAGEMENT (Supervisory Positions)

The Supervisor allocates budget, personnel, and equipment resources in a manner that results in timely and high quality work products.

Unacceptable:	Often chooses to take an independent track without regard to cooperative efforts with other functions and departments; demonstrates poor understanding of the practices and techniques of fiscal management; consistently fails to practice effective cost control techniques; often overextends budget amounts due to ineffective management; work plans are frequently ineffective; poor planning and organization often result in delays or failure to complete work according to established priorities.
Partially Meets Standard:	Sometimes neglects to incorporate team concept in completing work projects and objectives; occasionally exhibits a lack of understanding of the principles, practices and procedures of fiscal management; sometimes lax in the application of effective cost control techniques; occasionally overextends budgeted amounts due to improper management; frequently works in a day-to-day mode without regard to work plans; selected resources are sometimes inappropriate for job; lax in monitoring work plans which results in minor delays in completing work within established priorities.
Meets Standard:	Effectively coordinates and works with other work units and departments to achieve City and department objectives; applies effective cost control techniques; routinely operates within budget and promotes effective use of available resources and fiscal responsibility; develops effective work plans; routinely selects appropriate resources for job; routinely functions in an organized, effective and timely manner.
Exceeds Standard:	Must meet criteria established for Meets Standard in addition to: seeks opportunities to effectively coordinate and work with other functions and departments to achieve City and work group objectives; develops effective work plans and continually monitors and modifies plans to make the most efficient use of time; consistently selects best resources for job; consistently demonstrates use of effective planning and organization skills.
Exceptional:	Must meet criteria established for Exceeds Standard in addition to: a demonstrated leader in incorporating the team concept in problem solving and achievement of goals; consistently a leader in coordinating and working with other divisions and departments to achieve City and department objectives; anticipates contingencies that might affect division/department work units; division/department always processes or completes work before assigned deadlines; serves as a significant resource to others in implementing time management skills.

Appendix B
PERFORMANCE STANDARDS
JOB PERFORMANCE OBJECTIVES

Job performance objectives should describe what, when and how things will be accomplished. Criteria in this area should be specific, measurable, realistic, challenging and reflective of City and department goals. Job performance objectives should be developed jointly between the employee and supervisor prior to the evaluation period.

Accomplishment Unacceptable:	Employee failed to accomplish the objective as identified prior to the evaluation period. There were no extenuating circumstances that should have prevented the employee from completing the objective. While performing this objective the employee failed to effectively utilize financial, personnel, and material resources that were provided. In addition, employee failed to complete the accomplishment within time frames that provide benefit to the City and/or department.
Partially Accomplished	Employee was able to accomplish some of the tasks related to the overall objective, but not complete the objective in whole. Accomplishing the objective included exceeding financial resources and time frame established for completing the objective. Work product was not of quality that had been determined in original work plan.
Fully Accomplished	Employee was able to accomplish objective as outlined in work plan and/or as modified throughout the performance cycle. Accomplishment was within budgetary, time frame, material and staff utilization goals. Work product was of acceptable quality.
Accomplishment Exceeds Standard:	Must meet criteria established for Fully Accomplished in addition to: Employee sought innovative and creative methods of accomplishing objective. Employee was able to accomplish objective well within budgetary, time frame, material and staff utilization goals that resulted in additional benefit to the City and/ or department.
Accomplishment Exceptional:	Must meet criteria established for Accomplishment Exceeds Standards in addition to: Employee developed innovative methods of accomplishing objective that resulted in significant financial and time savings to the City. Accomplishment of objective set new standard for future task accomplishment. Work product was of superb quality.