

I. Purpose of Performance Evaluations

- A. Formal evaluations of employee work behavior helps the employer and employee build on the strengths of the employee and identify those areas the employee needs improvement to be more effective and efficient in his/her job.
- B. Performance evaluations enable the creation of reasonable performance standards so that both supervisor and employee are aware of work that is considered "acceptable performance." Because of the active involvement of both the supervisor and the employee in performance evaluations, an important channel of two-way communication is opened. Communication can result in increased cooperation and understanding between supervisors and employees, which in turn can enhance work performance and work environment thus providing better customer service to our community and each other.
- C. Used properly, the Performance Evaluation will:
 - **Inform** - It allows the supervisor and employee to communicate openly about performance. This should happen throughout the year and not only at this time. Issues discussed now should not be unexpected to the employee. It also provides supervisors the opportunity to hear employees' views of the work situation.
 - **Set Goals** - The supervisor and employee mutually establish goals for progress. Goals should be realistic, measurable, and obtainable within six months to one year.
 - **Develop** - The supervisor and employee identify actions that can be taken to enhance development and performance of the employee.
 - **Evaluate** - The supervisor and employee evaluate results based on previously established goals and performance standards, which provides a basis and documentation for transfer, promotion, reassignment, or disciplinary action.
 - **Provide** - Standards for decisions on merit advances

II. Process

- A. The performance of employees shall be determined by their supervisor.
- B. Policies and procedures require that performance evaluations be prepared on the third month and during the sixth month of continuous service for all probationary classified employees.
- C. In order to be granted regular tenured status, an employee's work performance, as measured in his/her sixth month performance evaluation, must meet acceptable standards. The probationary performance evaluation is a continuation of the initial examining process and is more important than a written test or interview since "on-the-job" performance is measured. The supervisor should complete the evaluation with utmost deliberation. Once granted regular tenured status, the employee will be evaluated on a yearly basis on his/her current classification date. Additional evaluations may be required upon request of the City Manager, Human Resources Manager, or the appropriate Department Head. Exempt employees will be evaluated once a year in June.

III. Preparation of Performance Evaluation

Performance evaluations involve making judgments about employee performance and behavior. An effective and equitable performance evaluation program requires that all supervisors evaluate their employees in substantially the same manner. The following is presented as a guide to evaluating an employee.

- A. Familiarize yourself with the performance evaluation form and review the contents of this booklet.
- B. Compare the employee's performance with standards that were established the year before.
 - 1. Try to eliminate all personal prejudice, bias, or favoritism, and do not allow your own personal likes and dislikes to get in the way of measuring actual performance.
 - 2. Base your decisions on actual performance, not anticipated or potential work performance.
 - 3. Analyze the employee's performance in each factor listed on the performance evaluation form.
 - 4. Determine if the goals that were established the previous year have been met, and if not, why.
 - 5. Provide the employee with Section I of the Performance Evaluation with a due date. This section allows the employee an opportunity to present his/her accomplishments for the year and assist the supervisor in completing the performance evaluation. This section is to be completed by the employee and should not be altered by the Supervisor. If the Supervisor does not agree with comments made, it can be addressed in Section III of the Performance Evaluation.
- C. Pre-interview Procedure
 - 1. Choose a quiet place where the evaluation can be conducted without interruption.
 - 2. Make notes of items to be discussed with the employee.
 - 3. Make sure you completely understand the duties and responsibilities of the position to be evaluated. It is helpful to review the employee's job description.
 - 4. The employee should be notified regarding his evaluation interview at least two weeks in advance.
- D. Conducting the Evaluation Interview
 - 1. Always meet privately and avoid all interruptions, including telephone calls.
 - 2. Allow plenty of time for the evaluation; this will help alleviate concern about time constraints.
 - 3. Talk about the employee's strengths as well as his/her weaknesses. A major purpose of a performance evaluation is to acknowledge and encourage high quality performance.
 - 4. When discussing weaknesses, be able to include specific suggestions for improvement. You and the employee should agree on specific actions to be taken and goals for the upcoming year.
 - 5. Remember, a major goal of performance evaluations is to open an effective channel of communication between the supervisor and employee. Therefore, let the employee do most of the talking; do not dominate or cross-examine the employee, and be willing to learn from the employee.

**INSTRUCTIONS FOR COMPLETING THE
CITY OF FLAGSTAFF
PERFORMANCE EVALUATION FORM**

Section I – Employee Pre-Review Input

This section needs to be given to the employee, who is to complete this section and return to the supervisor prior to the supervisor completing the performance evaluation. This section is part of the evaluation form and needs to be attached to the performance evaluation form prior to submission to Human Resources.

ITEM NUMBER		INSTRUCTION
1	Date	Enter date
2	Name	Enter employee's full name
3	Job Title	Enter the actual job title of the employee
4	Supervisor	Enter the name of the supervisor who prepared the performance evaluation
5	Department	Enter name of department in which employee works
6	Division	Enter name of division in which employee works

The supervisor needs to insert due date. This section is to be completed by the employee and should not be altered by the Supervisor. If the Supervisor does not agree with comments made, it can be addressed in Section III of the Performance Evaluation. The employee should be given at least two weeks to complete this section.

Section II – Performance Evaluation

ITEM NUMBER		INSTRUCTION
1	EPA Number	Enter the EPA number
2	Evaluation Period	Enter dates of evaluation period
3	Effective Date	Enter effective date
4	Name	Enter employee's full name
5	Job Title	Enter the actual job title of the employee
6	Supervisor	Enter the name of the supervisor who prepared the performance evaluation
7	Department	Enter name of department in which employee works
8	Division	Enter name of division in which employee works
9	Reason for Evaluation	Check the appropriate box to indicate why the evaluation is being prepared

Definition of Ratings

Unsatisfactory: (0)	Employee's performance is frequently unacceptable and marked improvement is necessary for continued improvement (requires comments and examples).
Proficient: (5)	Employee consistently fulfills the requirements of the position.
Outstanding: (10)	Employee consistently made unique and highly significant contributions (requires comments)
Not Applicable: (N/A)	Does not apply or relate to position.

Section III – Performance Evaluation

The following provides a definition for each item the employee will be rated on and provides a place for comments. Overall comments are required for each part (i.e., Part A, Part B, etc.). Give examples of specific performance; attach additional pages if needed.

A – Customer Service & Values		Instruction
1	Provides quality customer service to customers within own or other City departments	This refers to how the employee interacts. The employee is responsive and attentive to the co-workers' questions, concerns, and problems. Puts needs of customer before their own, regardless of the applicability of the concern to employee's position.
2	Provides quality customer service to external customers (outside of City)	This refers to how the employee interacts. The employee is responsive and attentive to the customers' questions, concerns, and problems.
3	Meeting and addressing the public's concerns/questions	Refers to all public contact made through personal or telephone conversations, correspondence, and day-to-day appearances before the public. The employee is courteous and tactful dealing with the public.
4	Works effectively with fellow employees within work unit	Refers to manner in which the employee meets and deals with co-workers in their work unit. The employee is able to work as a member of a group.
5	Works effectively with supervisor(s)	Refers to the manner in which the employee deals with his/her supervisor (i.e., keeps supervisor informed of pertinent information regarding problems, cooperates with supervisor to carry out program goals, openly shares ideas and concerns with supervisor, respects and maintains proper chain of command, and informs supervisor if chain is or will be broken).
6	Appearance of work station	Refers to the neatness and efficient arrangement of work areas, which conveys to others organizational abilities and care.
7	Accountable to the community and co-workers	Refers to accounting for one's actions. Having a duty or obligation to meet the needs of the community and co-workers.
8	Is honest, responsible, fair, highly trained, cost conscious	Conducts themselves in a professional, ethical manner, and strives to improve their performance by applying their training.
9	Is a team in partnership with citizens, other agencies	Refers to those employees whose jobs require they interact with citizens, other agencies, boards or commissions in striving to meet the needs of the community.
10	Solves problems creatively, open-mindedly, professionally	Consistently works to solve problems and is willing to seek out and consider the ideas of others.
B – Job Knowledge & Skills		Instruction
1	Observance of work hours	Refers to punctuality in reporting to or leaving work area in accordance with the prescribed schedule of working hours and breaks.*

2	Safety practices	Refers to an employee's observance of established safety rules.
3	Compliance with rules	Refers to the employee's compliance with rules, regulations, and policies as established by the City, department, and division.
4	Accepts direction	Refers to the employee's ability to accept supervision, instructions, and orders.
5	Accepts change	This factor is used to evaluate the employee's ability to adopt new work assignments, new equipment, new procedures, and other changes.
6	Effectiveness under stress	Refers to the employee's ability to perform under rapidly changing situations or emergencies
7	Initiative	Refers to the employee's use of initiative to start work projects rather than waiting for others to take the lead.
8	Knowledge of work	The employee has acquired an acceptable level of job knowledge
9	Job skill level	The employee has a good command of the skills required to perform the job.
10	Work judgments	Refers to the employee's ability to make consistent and reliable judgments. The employee does not have to be closely supervised but can work and make decisions independently.
11	Planning and organizing	Refers to the manner in which the employee approaches assigned duties. The employee takes time to plan and organize assigned tasks
12	Meeting deadlines	Refers to the employee's ability to complete job assignments on time.
13	Work coordination	Refers to the employee's ability to maintain a smooth flow of work and coordinate with others.
14	Written expression	Applies to those employees whose job requires the ability to prepare written reports and correspondence. Refers to their ability to prepare clear and concise written material.
15	Oral expression	Refers to the employee's ability to present verbal information in an interesting and clear manner.
16	Productivity	Tasks are fully completed and on time. The quality and quantity is up to standards.
17	Operation, care, and maintenance of vehicles, tools, and other equipment.	Employee shows concern for safe and responsible operation or use of equipment. Maintains and repairs equipment (or requests repairs).

*Complete this area on performance evaluation only if below standard.

Section IV – To be completed for employees who supervise

A - PROFESSIONAL CONDUCT		Instruction
1	Maintains the highest standards of ethics and integrity	Refers to the employee's honesty and moral behavior.
2	Puts the community first, the team second, and self last	Refers to the employee's ability to look at the bigger picture and incorporate the goals of the Council into their job.
3	Respects, trusts, and encourages staff in the pursuit of city goals	Refers to the employee's ability to communicate and instill the City's goals in a cooperative and respectful manner.
4	Knows and demonstrates the city's values and vision	Refers to the employee's ability to incorporate the City's values and visions into day-to-day activities.
5	Facilitates change for the greater good	Refers to the employee's ability to accept, realize, and implement changes into their work unit when needed.
6	Resolves conflicts with civility and concern for others' values and beliefs	Refers to the employee's ability to resolve conflict in a polite and courteous manner, focusing on the issue and not the employee.
7	Promotes open, honest communication at all levels	Refers to the employee's ability to foster and promote communication.
8	Collaborates in design and delivery of quality service	Refers to the employee's ability to cooperate and facilitate the delivery of service to the customers.
9	Committed to excellence	Refers to the employee's ability to provide superior customer service at all time at all levels.
B - LEADERSHIP		Instruction
1	Planning and organizing	Refers to the supervisor's ability to perform the necessary planning and organizing of work.
2	Training and development of staff	The supervisor plans and carries out a program of development and improvement of staff. Provides training in areas of need with clear, complete instructions to staff.
3	Evaluating staff	Refers to the supervisor's ability to evaluate employees on actual observed results rather than on the basis of personality.
4	Scheduling and coordinating	Ability to schedule and coordinate work among subordinates, divisions, and departments.
5	Productivity	The work of the supervisor and staff is accomplished completely and on time. The quality and quantity of the work produced is up to standards.

6	Supervisory control	The ability of the supervisor to provide employees with clear, understandable performance standards and to enforce the standards consistently.
7	Leadership/ coaching/mentoring	The ability of the supervisor to create an atmosphere in which employees are valued and attitudes are positive and in which the goals of the organization can be met. Supervisor strives to improve employee skills and performance through coaching and mentoring.
8	Safety record of work unit	The supervisor seeks out unsafe conditions and work practices and corrects them. The supervisor stresses the importance of safety to employees.
9	Judgements and decisions	The ability of the supervisor to exhibit firmness and fairness in judgments affecting employees. The ability to make decisions without overstepping authority.
10	Conducts performance evaluations in a timely manner	Refers to conducting and processing performance evaluations in a timely manner so that staff receive their merit increases when they are due.
11	Effectiveness of unit	The supervisor's subordinates provide services according to established standards.
12	Communication with staff	The supervisor communicates on a regular basis, keeping staff informed of City issues.
13	Provides regular and appropriate feedback	The supervisor provides feedback to employee(s) regarding issues that affect their job on a regular basis.
14	Is consistent, fair, and non-discriminatory in the hiring and treatment of staff	City ordinances, policies, and procedures are equally enforced and does not discriminate in the treatment of staff.

Comments

This section is provided for remarks concerning overall performance or factors regardless of the overall rating. Give examples of specific performance; attach additional pages if needed.

Section V - Summary Evaluation

Check the appropriate box to indicate overall performance.

Section VI - Goals and Objectives

Employee work goals and performance objectives should be set through active communication between the supervisor and employee. Goals and objectives should be stated in a way that they can be measured by the supervisor, (ex: the employee will obtain his Grade II Water Certification within six months). The supervisor should accept goals that are obtainable in

the allotted time frame and avoid expecting unreasonable goals. The employee should set goals that are honest and require some effort on their part. The supervisor also needs to indicate how he/she will assist the employee in accomplishing his/her goals.

Section VII – Signatures

The employee needs to sign the evaluation, indicating that he/she has read the evaluation and discussed it with his/her supervisor, and received a copy. Signing the evaluation does not necessarily indicate agreement and comments may be attached in Section VIII.

Section VIII – Post Review

It is strongly recommended that the employee complete this section and it be forwarded to Human Resources, however, it is optional. This information will be shared with the supervisor to assist him/her in being more effective.