



CITY OF IDAHO FALLS

Performance Measurement Manual

Performance Measurement

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Introduction

Philosophy

The basic philosophy of the City's evaluation system is to provide a means of communication about employee performance. Employees need and deserve to know how they are performing. Employees should be counseled on their strengths and weaknesses and what they need to accomplish in order to have better opportunities.

Goals

The system is designed to meet the following goals:

- Provide a uniform and equitable basis for appraising performance.
- Clarify the relationship between a supervisor's responsibilities and goals of the City.
- To support and reinforce the system by providing guidelines that are consistent between all employees and supervisors.
- To identify training and development needs.
- To provide direction to below standard performers.

Purpose of Performance Appraisal/Evaluation

A performance appraisal/evaluation is a systematic evaluation of the employee's performance and potential. It includes:

1. Employee's current performance, ability to carry out assigned responsibilities,
 2. Employee's potential for career development,
 3. Short comings to be corrected,
 4. Strengths to be enhanced,
 5. Training and experience required to correct weak spots, and
 6. Establish and carry out mutually agreed upon goals and objectives.
-

Performance evaluations can be used to set pay rates, select employees for training programs, preparing promising employees to meet coming manpower needs and decide on dismissals and promotional opportunities. Because the performance evaluation is used to effect future actions, it makes sense for the supervisor to place as much emphasis on the present and the future as on the past. The R-A-P review model sums up such an approach:

1. **Review** the past
2. **Analyze** the present, and
3. **Plan** the future

Through this evaluation process City of Idaho Falls expects:

1. To even out the differences among raters,
2. To make evaluations easier for the supervisors
3. To make evaluations more reliable, useful, and meaningful from the standpoint of the evaluator, the employee, and the City in general.

Performance Evaluation/Appraisal Process

The session is held in a quiet, private place where and when the employee and supervisor will not be interrupted. This is very important. Conducting the session in another setting gives the impression the conference is not important.

Important Questions for the Employee to Ask and Supervisor to Discuss:

1. What is expected before the next evaluation?
 2. What kind of help or attention can I expect to receive/can be provided?
 3. What changes are likely to occur in our department or division and how will they affect the employee?
 4. How do I know if I am meeting job requirements throughout the year?
 5. What do I need to do to improve?
 6. Do I have a chance for advancement?
 7. What is it I have to do in order to get a performance increase?
-

8. How is my supervisor going to evaluate my performance this year?
 9. What measurement or standards will be used?
 10. What are my strengths?
 11. What additional skills can I learn this year in order to grow in my position?
-

Job Performance

***Job performance:** The quantity or quality of output of various job duties or responsibilities. The work related activities expected of an employee and how well those activities are executed.*

Rating Level Characteristic Performance

5 Superior – Consistently exceeds job requirements, this is the highest level of performance that can be attained.

4 Exceeds Expectations – Frequently exceed job requirements; all planned objectives were achieved above the established standards and accomplishments were made in unexpected areas as well.

3 Meets Expectations- Able to perform 100% of job duties satisfactorily. Meets basic job requirements and expectations, in terms of contributions to the department/city. Does not require more help from supervisor than is implicit in position description. By definition, this is very satisfactory performance in a position in which high standard performance is required.

2 Marginal Performance – Does not consistently meet acceptable standards; requires more than minimum help from supervisor and others; problem areas need to be monitored closely, performance must improve to meet expectations of position.

1 Unacceptable – Fails to meet job requirements; performance clearly below minimum requirements. Immediate improvement required to maintain employment. .

NA Not Applicable – This rating factor does not apply to this position. The work related activities expected of an employee and how well those activities were executed.

On the annual performance evaluation form, the supervisor will insert nine (9) core job responsibilities/duties from the employee's job description for which the employee will be rated. The nine (9) core job duties should be listed under Section I. Job Performance.

Work Attitude

A. Cooperation: *The willingness to work and associate with other employees for the purpose of achieving City and Department goals.*

Rating Level

Characteristic Performance

5 Employee understands and assists others in the establishment of mutual interdependence among both co-workers and other work groups. Employee brings complete well thought out solutions and alternatives to supervisor.

4 Employee's actions promote cooperation and reduce conflicts. Other workers respect employee. Employee brings solutions to supervisors, which, with modifications, are useful and practical.

3 Employee is generally able to cooperate effectively with supervisors and subordinates. Conflicts occur seldomly and are resolved quickly and fairly. Coworkers accept employee.

2 Employee is often reminded to work on improving peer group relationships. Other coworkers avoid employee.

1 Employee's inability to cooperate with others reduces productivity for the work group. Employee's inability to cooperate leads to incomplete, inaccurate unacceptable work.

B. Acceptance of Supervision: The willingness to maintain amiable, cooperative relationships with supervisors.

Rating Level

Characteristic Performance

5 Employee accepts assignments with enthusiasm and follows through to assure prompt, reliable completion. Employee sets the pace for work unit productivity.

4 Employee accepts delegation readily and involves others in performance.

3 Employee meets schedules and maintains satisfactory output through the acceptance of delegation. Relationship with supervisor(s) is sound and productive.

2 Employee often accepts assignments but output is not up to standards. Employee is somewhat disorganized in work habits.

1 Employee appears disorganized and often refuses to accept direction. Employee's refusal to accept and follow through reduces others' productivity.

C. Adaptability: The willingness to adjust and to be flexible to changing conditions and requirements.

Rating Level

Characteristic Performance

5 Employee has the ability and willingness to develop new job skills, which further improve versatility. Employee takes time to explore and prove other practical alternatives.

4 Employee organizes work to promote challenge and learning; employee is willing to improve. Employee seeks out cross training opportunities.

3 Employee provides an example to others by seeking out self-improvement opportunities. Generally is willing to learn and adapt as necessary.

2 Employee does not make an effort to gain exposure to methods of improvement, work productivity or job satisfaction. Co-workers complain about obstruction of their efforts by this employee. The employee delays work out of reluctance to accept modifications or improvements.

1 Employee attempts to discourage others; accepts and expects work patterns to continue unchanged. Employee does not remember or will not follow instructions.

D. Initiative/Motivation: The energy and willingness to initiate action to solve problems.

Rating Level

Characteristic Performance

5 Employee initiates new projects and initiates appropriate action to resolve issues. Employee wants to work surpass others. Employee often volunteers for new projects/assignments.

4 New assignments are readily accepted. Effective proper corrective action is taken promptly without supervisory oversight.

3 Supervision is occasionally needed. Employee is interested in improving productivity.

2 Employee is self-paced and rarely initiates action. Employee delays work she/he does not like. Employee seldomly volunteers for assignments.

1 Employee does personal tasks at work. Employee does just enough routine work to get by. Employee objects to new or different assignments.

Human Relationships

A. Co-workers: *The willingness to organize and maintain comfortable working relationships with other employees.*

| Rating Level | Characteristic Performance |
|--------------|----------------------------|
|--------------|----------------------------|

5 Employee has ability to establish and build effective relationships. Employee sets an exemplary standard. Employee is regarded as the informal team leader or constant source of positive, constructive work attitudes.

4 Employee is respected and trusted by others; attends organizational meetings, activities, and events, and follows up on people. Employee tries to settle conflicts in work unit.

3 Employee is tactful, candid, and truthful and rarely exhibits anger or assigns blame. Employee is generally positive and supportive of other's efforts.

2 Employee allows personal issues to intrude in work. Employee reveals passive resistance.

1 Employee is not a team worker, is rude or uncooperative: avoids other employees. Employee frequently argues with or criticizes others. Employee fails to accept responsibility for poor working relationships.

B. Public Relations: *The willingness and ability to organize and maintain effective relationships with customers the public or media.*

| Rating Level | Characteristic Performance |
|--------------|----------------------------|
|--------------|----------------------------|

5 Employee has the ability to establish and further critical or sensitive public relations contacts. Employee successfully resolves sensitive, difficult public relations problems.

4 Employee is often sought out by public for information or assistance. Employee is usually successful in dealing with issues and complaints.

3 Employee is polite and cordial to public; known to follow through. Employee deals with issues calmly.

2 Employee occasionally receives complaints regarding actions. Employee is occasionally abrupt or interpersonal.

1 Employee insults or ignores others, creating problems. Employee is often late or misses public relations commitments.

C. Team Player: *Makes an effort to share information with other team players on matters related to their activities and actively participates in interdepartmental committees/ task forces/ teams, addressing citywide issues, has a firm understanding and is an advocate of the philosophy of the seamless organization.*

Rating Level

Characteristic Performance

5 Employee has the ability to work collaboratively with other departments and fosters a sense of team work. Employee looks at things from both the organizational perspective and the departmental perspective when arriving at solutions that will improve the overall organization. Volunteers to participate on committees and work teams.

4 Employee willingly participates on committees and work teams when asked. Employee makes every effort to share key information with other team players on matters related to their activities. Employee makes every effort to work with other departments.

3 When assigned to work on a team or a committee employee is committed and shares information and is a contributing member. Employee may occasionally volunteer to serve on committee or work team. Employee works effectively and cooperates with other departments. Not real proactive participation by employee. It is usually only when the employee is called upon by another co-worker when the employee will actually actively participate and contribute, but when asked does willingly help co-workers.

2 Does not willingly participate on committees and teams. Employee does not freely share information with other departments. It usually takes many requests before the employee will provide another department with the requested information.

1 Employee will not serve on committees and teams. Employee does not share information with co-workers. Employee complains about team assignments and would rather work alone. Does not see the value of committees and team projects. Employee makes little or no effort to collaborate with other departments.

Value of Work Product

A. Accuracy: *Correctness; freedom from error, exactness.*

Rating Level

Characteristic Performance

5 Work products reveal a level of reliability that consistently surpasses others in the same job. Work unit or individual's reliability consistently exceeds not only basic needs, but reveals that priorities are governed so that time is available to plan for accomplishing work and to verify work product accuracy.

4 Individual or work unit does not lose time as a result of having to verify, revise or repeat work.

3 Errors are noted and occasional reminders are needed. Employee makes suggestions to supervisors to improve work quality or methods.

2 Supervisor frequently issues reminders: work is inconsistent. Inaccuracy sometimes causes others to lose productivity.

1 Employee ignores requirements for accuracy; work products are frequently in disarray. Employee frequently rushes to meet deadlines, sacrificing accuracy. Errors consistently cause others to lose time or productivity.

B. Thoroughness: *The ability to carry through to completion, being careful and complete with details.*

Rating Level

Characteristic Performance

5 Employee consistently produces work that is well organized and reveals serious forethought. Others frequently seek employee's advice and rely on sharing employee's experiences and judgment. Employee feels responsible for work quality of the whole work unit, setting the standard for others, training and demonstrating tasks.

4 Employee is conscious of the need for completeness and work is reliable, strives to improve work quality and systematically plans methods to improve quality.

3 Employee produces work that is generally agreeable; employee reminds others of the need for thoroughness and rarely requires supervisor's oversight. Employee accepts new demands and challenges.

2 Supervisor must repeatedly remind employees of need for completeness and often assigns others to assist of complete work which employee could not or would not complete to standard(s).

1 Employee ignores needs for thoroughness, which results in others diminishing their efforts.

C. Productivity: Volume of output.

Rating Level Characteristic Performance

5 Employee's output sets and exemplary standard for others in the work group. Employee successfully plans methods to improve and measure output.

4 Employee works independently to meet standards of work quantity; employee seeks further training and/or experience to improve productivity.

3 Employee is aware of and meets quantity standards. Supervisory attention is rarely required.

2 Employee requires assistance to meet work output standards, improvement is needed. Output is erratic, revealing that employee can do the work but chooses not to meet standards. Supervisory oversight is required frequently.

1 Employee's inability or unwillingness to produce reduces the work output of coworkers and affects others' morale.

D. Completion of Work on Schedule: Timely; prompt; the ability to meet reasonable deadlines.

Rating Level Characteristic Performance

5 Employee's ability to meet deadlines sets an exemplary standard for others in the group. Work is most always completed in a timely fashion.

4 Employee is schedule conscious, frequently seeking methods to improve ability to meet deadlines. Employee anticipates most delays and schedules around them to assure timely completion.

3 Employee is aware of and meets deadlines consistently; employee alerts supervisor to necessary unavoidable delays. Employee rarely requires oversight.

2 Employee's refusal and/or inability to meet deadlines suggests that a personal or job related problem may exist.

1 Employee's actions cause others inconvenience, delay, and result in morale problems. Employee encourages others to avoid work or ignore deadlines.

Supervisory Skills

A. Adherence to Policies and Procedures:

Willingness and ability to understand and execute organizational principles over rules.

Rating Level

Characteristic Performance

5 Supervisor adheres to organizational policies and procedures and makes constructive suggestions for improvement even on controversial issues. Supervisor strives to assure that policies and procedures are not only followed, but also generally known, understood, and read or discussed to simplify problem solving

4 Supervisor strives to carry out new policies equitably and promptly. Supervisor is willing to take action in a logical consistent manner when specific policy is not available; takes the time to assure that work unit policies and procedures are written and available.

3 Supervisor rarely needs supervision or guidance to implement policies. Work unit policies and procedures are generally available when requested.

2 Supervisor may neglect policies or procedures with which she/he disagrees. Supervisor will not initiate policy or procedure action unless required to do so by supervisor.

1 Supervisor carries out policies and procedures only when supervised directly.

B. Training/Instruction of Subordinates: *The willingness to consistently devote the time necessary to prepare employees to carry out work assignments and advance to further work responsibilities.*

Rating Level Characteristic Performance

5 Supervisor assumes responsibility for training others as effective productive team members. Supervisor communicates high performance and quality standards to others; is willing to invest extra time in training.

4 Supervisor frequently appraises formally and informally performance of employees and responds with candid, brief comments to reward, praise and correct performance. Supervisor strives to make assignments in natural unit of work and to provide accurate information on the nature of the work and objectives so that workers can grow on the job. Supervisor's workers are usually qualified for promotions.

3 Supervisor rarely needs reminding about improving output, concentrating on employee training via on-the-job training.

2 Supervisor neglects training; prefers to give orders. Supervisor rarely discloses performance standards or counsels about training specifics; does not encourage questions.

1 Workers complain that supervisor obstructs their performance with poor organization and planning. Supervisor waits for employees to ask questions reducing productivity and is ignoring worker initiative.

C. Employee Performance Evaluations: *The process of assessing effectiveness, outcome or process; the ability to make judgment about work result.*

Rating Level Characteristic Performance

5 Supervisor works with the employee evaluation method to emphasize all employee's individual strengths and limitations as a basis for job training and effective working relationships. Supervisor works with employee evaluation method to reward employees with exceptional ability and establish job advancement opportunities; strive to build confidence in employee evaluation system.

4 Supervisor is capable of assigning qualified people to the proper work group. Supervisor documents observations made in the employee evaluation. Evaluations completed on schedule and contain well thought-out comments.

3 Supervisor is willing to listen to employees' comments and questions and to modify evaluation statements made in error; inform employees where they stand and sets courses for employee to improve work skills.

2 Supervisor is reluctant to review evaluations with employees or provide advance review copies. Supervisor fear employee reactions to evaluations: doesn't follow through with process.

1 Supervisor maintains no documentation to support employee evaluations. Supervisor substitutes promotions for merit, and/or manipulates evaluations to justify actions.

D. Disciplinary Control: *The ability to train by counseling, correct behavior, or mold: control gained by requiring proper understanding of authority; requiring self-control by others.*

Rating Level Characteristic Performance

5 Supervisor believes the real purpose of discipline is to encourage employee to behave sensibly at work: if discipline is necessary, she/he investigates thoroughly and takes action with impartiality; mature judgment and courage. Supervisor strives to prevent disciplinary problems by providing constructive leadership, interest in employees, and trying to offer an appealing work environment. Supervisor will take initiative to correct behavior at work and will document actions thoroughly.

4 Supervisor attempts to give employees opportunity to show initiative and discuss work methods; supervisor makes quality and quantity standards clear. Supervisor accepts justified reversals of disciplinary decisions by management.

3 Supervisor accepts disciplinary responsibilities well; emphasizes constructive criticism. Supervisor considers discipline a last resort; tries to determine the reasons for reduced performance and remedy problems.

2 Supervisor overlooks erratic or substandard performance; avoids disciplinary responsibility until productivity is reduced. Discipline undertaken too late to be effective.

1 Discipline not performed; production and morale problems in the work unit are clearly evident. Immediate improvement necessary.

E. Use and Care of Equipment and Supplies:

The proper utilization and maintenance of City equipment, facilities and tools.

Rating Level Characteristic Performance

5 Loss or damage to equipment is extremely rare. Preventive maintenance performed on schedule and documented in writings. Employee exceeds normal care standards and very little time is lost as a result of poor use/care of property.

4 Malfunctioning equipment reported and corrected quickly. Employee exceeds normal care standards and very little time is lost as a result of poor use/care of property.

3 Employee generally uses and maintains property correctly. Occasional reminders by supervisor sometimes required.

2 Inappropriate use or care of property may result in lost time or cost to the City. Carelessness in work is evident, but not predominant. Regular monitoring supervisor is required.

1 Employee does not use or care for equipment as instructed. Considerable damage to property occurs frequently. Direct supervision is necessary to assure proper use or maintenance.

F. Compliance with Safety Procedures and Regulations: *The willingness to comply with accepted safety rules for the protection of fellow employees.*

Rating Level Characteristic Performance

5 All safety procedures are followed and safety equipment properly used. Employee has no lost time due to negligent safety practices. Offers constructive suggestions to improve safety conditions.

4 Employee identifies unsafe conditions and corrects same resulting in minimal lost time due to accidents. Employee practices preventive safety procedures.

3 Work area and assigned City property are maintained in a safe manner. All accidents and hazards are reported by the employee immediately.

2 Unsafe work habits are exhibited on occasion. Supervisor must remind employee of safety procedures. Safety practices are inconsistent leading to lost time or injury.

1 Employee rarely follows safety rules. Work area is generally unsafe resulting in considerable opportunity for injury. Continual supervision is needed to avoid injury to employee or coworkers.

G. Observance of Rules and Regulations: The willingness to observe and comply with all appropriate rules and regulations governing the employment of employees.

Rating Level

Characteristic Performance

5 All rules and regulations are followed exactly. Questions are referred to the supervisor for interpretation. Employee sets and maintains exemplary standard of compliance.

4 Employee readily adheres to all rules and regulations such that work is of sufficient quality and quantity.

3 Infrequently, employee will require reminder from supervisor but generally follows rules and regulations. Employee may occasionally misinterpret a rule or regulation and need further guidance or assistance from the supervisor.

2 Employee deviates from standard rules and regulations with some regularity. Work output becomes questionable and non-observance may create problems with the Department. Informal discipline or counseling may have been given.

1 Rules and regulations are not observed. Disciplinary action is required to correct problem

Instructions/Guidelines

General Instructions:

1. The supervisor should provide each employee he or/she supervises an Employee Performance Evaluation Form to complete. The employee should be given at least three (3) working days to complete his/her self-evaluation. The self-evaluation provides an opportunity for the employee to reflect upon their actual work and accomplishments over the previous year. The employee should return the completed self-evaluation to his/her supervisor by the deadline provided by his/her supervisor. The employee should also complete the Key Development Goals form and return to their supervisor along with their self-evaluation.
2. The supervisor should review each self-evaluation and then complete their evaluation of the employee, incorporating data from the self-evaluation if appropriate.
3. The supervisor should carefully review the completed Evaluation and employee's Key Development Goals prior to the appraisal session.
4. The supervisor should select a location that will ensure uninterrupted privacy and make sure ample time is allowed for the appraisal session. The employee should receive a copy of the performance appraisal at least one (1) day prior to the meeting.
5. The supervisor should review the appraisal with the employee. The supervisor should also provide feedback on the employee's Key Development Goals and establish a process to track progress of goals.
6. Upon completion of the appraisal session, both supervisor and employee must sign and date the form. A signed copy should be provided to the employee.
7. The completed and signed appraisal form must be forward to the Human Resource Department by December 31st.

8. Any rating of “unacceptable” or superior requires written justification. . A **Performance Improvement Form** must be completed for any evaluation that results in an overall “unacceptable” rating. An **Employee Accomplishment Form** must be completed for any evaluation that results in an overall “superior” rating.

APPENDIX

CITY OF IDAHO FALLS PERFORMANCE IMPROVEMENT FORM



Employee Name: _____

Department: _____

Job Title: _____

Evaluator: _____

Performance Improvement

This form is completed for any employee whose overall evaluation rating is “unacceptable” Indicate the key accountability or success factor in need of improvement, the performance expectations, and the projected time frame involved. Performance improvement is meant to address any differences in supervisory expectations and employee performance. If satisfactory performance does not result within the projected time frame, supervisors are encouraged to use the performance improvement process. Contact Human Resources for assistance in these cases.

| Improvement Area | Expected Results | Time Frame | Support Actions |
|------------------|------------------|------------|-----------------|
| | | | |
| | | | |
| | | | |

Indicate review date of performance improvement progress: **Review Date:** _____

Document progress and results of performance improvement after this agreed-upon review date.

Please initial below to indicate review of the Performance Improvement Plan.

_____ Employee initials _____ Date
_____ Supervisor initials _____ Date

**CITY OF IDAHO FALLS
KEY DEVELOPMENT GOALS**

KEY DEVELOPMENT GOALS

In order to provide guidance and direction for the upcoming year, the employee shall establish five (5) key development goals. The first three (3) goals shall be challenges, tasks, or projects that are above and beyond your everyday duties and responsibilities. The last two goals established shall be goals that are professional developmental goals. The supervisor and employee shall determine a progress reporting schedule that works for the individual employee. It is recommended that there is at least a **semi-annual** report of progress with the supervisor and employee regarding the key development goals.

1.

Brief Explanation:

2.

Brief Explanation:

| |
|--------------------|
| 3. |
| Brief Explanation: |
| 4. |
| Brief Explanation: |
| 5. |
| Brief Explanation: |

