

CITY OF LEON VALLEY  
PROCEDURAL MANUAL  
PERFORMANCE EVALUATIONS

TABLE OF CONTENTS

SECTION I	OBJECTIVE .....	Page 1
SECTION II	PURPOSE .....	Page 1
SECTION III	DEFINITION OF TERMS .....	Page 1
SECTION IV	GENERAL GUIDELINES & RECORD KEEPING REQUIREMENTS .....	Page 2
SECTION V	COMPLETING THE EVALUATION FORMS .....	Page 3
A.	Employee Performance Evaluation Worksheet .....	Page 3
B.	Performance Evaluation Report .....	Page 4
SECTION VI.	DEFINITION OF RATING FACTORS: .....	Page 5
A.	Factor Checklist .....	Page 5
B.	Supervisory Factors .....	Page 8
SECTION VII	RECORD KEEPING REQUIREMENTS .....	Page 9

Last Revised 10/1/2005

CITY OF LEON VALLEY  
PROCEDURAL MANUAL  
PERFORMANCE EVALUATIONS

SECTION I - OBJECTIVE

The performance evaluation system of Leon Valley is an employee-oriented program consisting of joint employee/supervisor evaluations and frequent joint interactions to evaluate the achievement of performance goals.

SECTION II - PURPOSE

- A. The purpose of performance evaluations is to:
1. Assist the employee and the supervisor in mutually understanding the job requirements;
  2. Help the employee improve individual job performance;
  3. Recognize employee accomplishments and good work;
  4. Assist the employee in planning his or her employment goals with the City;
  5. Help determine eligibility for promotion, conversion to regular status or retention.

The form itself is a neutral instrument. How much effort individuals are willing to devote to the evaluation process will determine the value of the system. This evaluation system requires continuous communications between the employee and the supervisor.

This system makes the process of evaluations more meaningful. It helps the employee and supervisor understand more fully what is involved in doing their jobs as well as clarifying the relationship of their work to others around them. The individual gets direct feedback on how he is progressing through periodic reviews.

SECTION III - DEFINITION OF TERMS

- A. Appraisal Date - Date the employee completes the evaluation period in his current position.
- B. Completed Evaluation - Employee, supervisor, reviewing supervisor and any other individuals in the chain of command have signed the completed form.
- C. Employee - Any City of Leon Valley employee receiving compensation and whose employment status is non-temporary in nature.
- D. Supervisor - The employee's immediate supervisor who is directly responsible for the work of the employee. The supervisor is defined as the person who oversees, reviews, or checks

the daily work of the employee or is the one who is most closely acquainted with the employee's work performance.

- E. Reviewing Officer - That individual with responsibility of supervising the immediate supervisor indicated on the performance evaluation form. In cases when chain of command dictates additional endorsements, these individuals will sign, concurring with the supervisor comments in the additional endorsements section. If concurrence is not given, additional comments will be attached.
- F. Department Head - That individual designated as being in charge of the department.
- G. City Manager - That individual with the responsibility of managing the administrative affairs of the City of Leon Valley.

#### SECTION IV - GENERAL GUIDELINES AND RECORD KEEPING REQUIREMENTS

- A. All performance evaluations will be completed in accordance with this Manual and will be submitted according to the following guidelines:
  - 1. Informal Performance Evaluations  
Informal evaluations will be conducted quarterly to chart employee progress in achieving the goals they have set up with their supervisors. Informal evaluations will be maintained by each Department and used to assist in writing the formal evaluations.
  - 2. Formal Evaluations  
Formal evaluations are discussed jointly by employees and supervisors and are submitted on at least an annual basis and at other times as specified below. Each Department is required to establish a formal chain of command through which evaluations will be routed and reviewed. This chain of command should be the same chain as for disciplinary actions and shall be posted in a visible area within the Department. The employee is required to sign the City's copy of the evaluation to signify that a discussion of the rating has taken place. This signature does not imply agreement with the evaluation. Formal evaluations are kept in the employee's permanent personnel file. These evaluations are done at the following times:
    - a. Probationary Period: Employees on probationary status because of new hire or being in a new job with the City will be formally evaluated at three months and six months of employment. Supervisors are required to discuss the employee evaluation form with their new employee(s) at the beginning of the probationary period;
    - b. Annual Evaluation: An annual evaluation will be done on each employee on their anniversary date;
    - c. Special Evaluation: A formal evaluation will be done at the following times: when required for disciplinary action, promotions, exceptional performance awards, when transferred to a different job, when there is a change in rating officers, and upon termination of employment with the City.

- B. Attention must be paid to the proper time sequence in submitting evaluations to the City Manager.
1. When submitting the probationary, termination or annual employee evaluation the evaluation and supporting documentation must be received by the Human Resources Office at least five (5) days prior to the anniversary date of the employee.
  2. When any other employee change of status is applicable, the evaluation must be received by the City Manager at least ten (10) calendar days prior to the effective date of the change of status.
  3. During the evaluation process, the job description should be reviewed and utilized by both the employee and rating officer.

#### SECTION V - COMPLETING THE EVALUATION FORMS

A. Employee Performance Evaluation Worksheet

This worksheet is completed by the employee and is used to assist the supervisor and the employee in completing the Performance Evaluation Report. The employee needs to carefully fill out all sections of the Worksheet, giving it much thought and consideration. This is the employee's input into the evaluation process.

1. Employee will complete general information at the top of the form which includes name, position title, report date, etc.
2. Section A - This section is completed by the employee. Check one column for each factor. Column (6) may be checked when a factor is not considered applicable to a particular job. Additional spaces have been provided to type in any additional factors. In the absence of specific standards for a factor, the employee should use their own opinion based upon normal and customary performance expected through job experience as to what constitutes standard performance. Standard does not mean average; in fact standard performance can often be higher than average performance. For a detailed explanation of each factor, see Section V.
  - a. Excellent - The employee's performance stands out above and beyond that of anyone else in the Department. The employee not only performs well above standard but consistently takes on extra work, and initiates innovative methods for getting work accomplished. This rating will be reflected by comments in Section B.
  - b. Above Expectations - Total performance is above standards for the factor. This rating will be reflected by comments in Section B.
  - c. Fully Satisfactory - The employee consistently demonstrates competent performance, meeting supervisor expectations for the factor.
  - d. Needs Improvement - Total performance occasionally or periodically falls short of normal expectations. Specific deficiencies will be noted in section

B. This Rating indicates the employee's belief that necessary improvements can and will be made.

e. Not Satisfactory - Total performance is clearly inadequate. Specific deficiencies will be noted in Section B. Employee has demonstrated inability or unwillingness to improve or to meet standards. Performance not acceptable for the factor to be rated.

3. Section B - Self-explanatory. Fill out as completely as possible. This is the employee's opportunity to write about their job performance, job needs and goals and objectives for the next rating period.

#### B. Performance Evaluation Report

1. Section A - This part contains administrative information needed to identify the individual being evaluated and the reason for the evaluation.
2. Section B - This section is prepared jointly by the supervisor and the employee. When a discrepancy exists, the supervisor's rating will be used. One column should be checked for each factor. Column (6) may be checked when a factor is not considered applicable to a particular job. Additional spaces have been provided to type for any additional factors. In the absence of specific standards for a factor, the rating should be based upon normal and customary performance expected through job experience as to what constitutes standard performance. Standard does not mean average; in fact standard performance can often be higher than average performance. A detailed explanation of each factor is given in Section V below.
3. Section C: Knowledge and Skills - Discussed and prepared jointly by supervisor and employee; explain reasons for ratings given in Section B of Performance Evaluation Report. As in Section B of the Report, if a compromise can't be reached by the employee and supervisor, the supervisor's opinion will be the one recorded. Documentation is required for any ratings in the Excellent/Above Work Performance or Needs Improvement/Unsatisfactory columns.
4. Section D - Performance Objectives - List specific objectives the employee was to work on during the evaluation period and state whether or not results were achieved and what the results were. This section is completed by the supervisor and the employee together.
5. Section E - Performance Rating - The supervisor reviews Sections A - D and ranks the employee on the rating scale.
6. Section F - Objectives for Next Rating Period - After discussing Section E, specific job performance objectives for the next rating period will be indicated in this section. This section is completed by the supervisor with employee input. If the employee is evaluated as needing improvement or being unsatisfactory in certain job factors, objectives which are designed to assist the employee to improve their job performance will be noted in this section.

7. Section G- Prepared jointly by employee and supervisor; This section will outline specific actions to be taken by the employee and supervisor to accomplish the objectives outlined in Section F.
8. Section H - Supervisor Comments - For the supervisor to document any points not brought out previously in the evaluation, any major discrepancies in the evaluation, etc.
9. Section I - Signatures - Once all parts of the evaluation are completed, signatures are obtained and the evaluation is forwarded up the chain of command to the City Manager.

## VI. DEFINITION OF RATING FACTORS:

In order to give a uniform understanding to all City employees, the below list of factor definitions has been developed. Each factor should be checked in relation to the individual employee's duties and amount of responsibility. Do not assume that all of the factors are of equal importance. The degree of importance in each factor will vary according to the requirements of each employee's position.

### B. Factor Checklist:

1. Observance of Work Hours: Refers to punctuality in reporting to or leaving a duty station in accordance with the prescribed schedule of working hours, breaks, or leaves of absence. Can the employee be relied upon to be working when and where he is supposed to be?
2. Attendance: Reflects absences from duty for any reason. This factor introduces the opportunity for necessary or desirable counseling of an employee regarding his improper or excessive use of leave privileges, especially if his attendance has become unreliable.
3. Grooming and Dress: An appropriate type of dress and standard of good grooming is required in every position. Does the employee meet the standards of dress appropriate for the position he or she holds or the duties he or she performs?
4. Compliance with Rules: Members of each department within the City are subject to rules and regulations. Does the employee consistently comply with rules and regulations applicable to the employee and his/her job.
5. Safety Practices: Nearly all employees, even those who do not work under physically hazardous circumstances, must comply with reasonable safety practices, particularly in situations involving the public. Does the employee endanger his/her own safety or the safety of others by his/her actions? Does the employee help to prevent accidents by practicing good safety procedures?
6. Public Contacts: Refers to all public contacts made through personal or telephone conversation, correspondence, and day-to-day appearance before the public. Is the

employee courteous and discreet in his/her public contacts and behavior? Is he aware of the necessity to present a consistently good appearance to the public?

7. Suspect Contacts: As with public contacts, this factor may not apply to some employees and yet may be extremely significant in the cases of other employees. Is the employee's attitude or behavior toward suspects or prisoners detrimental to security, a good image, or investigative efficiency?
8. Employee Contacts: Reflects only those contacts which either improve or reduce the effectiveness of the employees involved. It does not apply to an employee's personal popularity or lack of it. Does the employee bother or embarrass others with his/her personal problems? Is the employee a positive influence on the morale of others.
9. Knowledge of Work: This factor should not be confused with, or restricted to, the technical knowledge an employee is required to bring to a specialized job class. It is much broader and includes particularly the range of pertinent policies, regulations, and procedures relating to his assignment. For example, has the probationary employee acquired an acceptable working level of job knowledge?
10. Work Judgements: Every employee makes decisions depending upon the degree of responsibility assigned in his position. Does the employee make a minimum of poor judgements in the course of his work? What effect do his/her judgements have on the quantity and quality of work produced by the employee and by others?
11. Planning and Organizing: Measures the manner and method in which an employee approaches his/her assigned duties and how successful the planning and organizing is in achieving desired results. Does the employee make allowances in organizing jobs so that all foreseeable circumstances are properly taken into account? Does lack of planning or poor organizing indicate reasons for low production or poor quality of work?
12. Job Skill Level: This factor relates particularly to the mental and/or physical skills required in a given position. Has the employee made any effort to improve his/her basic skill levels? Should the employee undertake a brush-up or back-to-school program? Has he or she taken advantage of related in-service training opportunities?
13. Quality of Work: The degree of excellence of the work performed over the entire rating period is measured here. In rating this factor, attention should be paid to the consequences of poor quality work. Is the employee's work effective, accurate, thorough, and acceptable? Do errors in the employees work affect the efforts of others?
14. Volume of Acceptable Work: Refers to the amount of work required to meet job standards. Does the employee consistently accomplish a day's work for a day's pay? Does he or she produce enough work so that he or she is clearly an asset to the department?
15. Meeting Deadlines: If work schedules are important enough to set reasonable deadlines, were these deadlines met? If the employee could not meet deadlines, did

he or she give advance notice? Did the employee show an honest attempt to meet deadlines?

16. Accepts Responsibility: Refers to the degree of willingness an employee exhibits when given responsibility, and the manner in which they have carried out the responsibility. Does the employee readily accept responsibility or avoid it?
17. Accepts Direction: The work direction as used herein is synonymous with such words as supervision, training, and instruction. Does the employee demonstrate that he has accepted the direction by carrying them out to the best of his/her ability? Does he or she chronically challenge supervision, instruction, or orders? Is the employee resentful of direction or supervision?
18. Accepts Change: Use this factor to evaluate the traits of adaptability and flexibility. Does the employee accept change willingly? Does he or she adapt satisfactorily to new work surroundings, new equipment, new procedures, new supervisors?
19. Effectiveness Under Stress: There are some positions where pace, pressure, and tempos are consistently demanding. Is the employee capable of meeting the demand? Is the employee's work generally organized well enough to meet unforeseen contingencies? Before marking this factor, consider whether stress is inherent in the position or results from the employee's failure to properly plan and organize his/her work.
20. Appearance of Work Station: Refers to the neatness and efficient arrangement of work areas. Does the appearance of the work station contribute to a desirable work atmosphere or a proper public image?
21. Operation and Care of Equipment: Reflects the employee's concern for safe, responsible, and reasonable operation or use of equipment. Is the employee concerned with conservation of equipment? Does the employee request appropriate maintenance and repair of equipment when necessary?
22. Work Coordination: Measures specifically the necessary coordination of work that directly or indirectly involves other employees or departments. Characteristics of this factor include preplanning, timing, and consistent work judgements. Has the production process been slowed because of obstructions caused by the employee? Have they facilitated it due to good ideas?
23. Initiative: Refers to initiation of action by the employee. While initiative shows up in the form of suggestions and constructive criticism, it is most obvious when the employee originates investigations or acts to produce more efficient, productive or economical methods and procedures. Does the employee take opportunities to exercise initiative or have to be prodded into action? Does he or she offer practical constructive criticism?
24. Spaces 24-28: These spaces have been left blank for additional factors the Department Head may consider necessary in achieving a view of the employee's job effectiveness.

If a department is to utilize additional factors in the evaluation of a position, these factors must be defined in a manner similar to the factors described above. During the planning for the next evaluation period, these factors must be presented to and discussed with the employee.

C. Supervisory Factors: besides Factors 1 - 28, the following should be completed for those who supervise and evaluate the work of others.

29. Planning and Organizing: they require knowledge, talent, and mental effort in planning and organizing the work of subordinates. How well does the employee analyze and then put into effect improved and more efficient work processes? Does the employee plan improvements or changes and effect them in a logical and systematic manner?
30. Scheduling and Coordination: This is the next logical step and is a critical phase of the supervisor's function. Does the employee affect the necessary scheduling of work? Does he or she anticipate schedule problems, or is he or she surprised and "caught short" when these occur? Does the supervisor keep his/her supervisor informed of problems and delays, or does he or she wait until these may be discovered, or until it is too late for planning adjustment?
31. Training and Instructing: Refers generally to orientation of new employees or to the demonstration and exploration of technical methods and rules in which the new employee cannot be expected to be competent. It also refers to introducing regular employees to changing methods, procedures, and techniques, as well as improving basic qualifying skills to their highest potential level. Refers also to instructions given in day-to-day or periodic observation and supervision of employee performance. Does the supervisor plan and carry out a program of orientation and training for new employees? Does he or she provide training for permanent employees in new methods and procedures? Does he or she assist employees in self-development programs?
32. Effectiveness: This factor is designed to measure the results achieved by the supervisor and his subordinates. Are assigned functions accomplished? Completely? On time? Is the quality of work produced by the supervisor and his subordinates up to standards?
33. Evaluating Subordinates: Measures the accuracy and manner in which the supervisor approaches and completes the formal evaluation of his subordinates. Are the supervisor's evaluations consistently objective, fair and accurate?
34. Judgements and Decisions: Refers to the practical exercise of authority and responsibility by the supervisor. Does the supervisor exhibit firmness and fairness in judgements affecting employees? Does he or she cause resentment or other adverse reactions to his decisions because of poor timing, or the manner in which he or she states them? Does the supervisor balance employee and department interests when these are not fully compatible?

35. Leadership: Does the supervisor spur subordinates to their best efforts through example rather than by relying on the authority of supervisory position? Does his/her intelligent exercise of leadership create an atmosphere in which employee attitudes are optimistic and positive?
36. Operational Economy: Refers to the conservation of time and material. Is the supervisor truly budget conscious? Does the supervisor remain aware of changing costs and receive the most benefit for the department through this awareness?
37. Supervisory Control: Refers to the maintenance of order in all areas of supervisory jurisdiction. Do the supervisor's employees perform their duties and functions in an orderly and disciplined manner that promotes work objectives? Do his/her employees have a clear understanding of behavior and performance standards that are expected? Does the supervisor enforce these standards consistently? Is the discipline and control too oppressive or too relaxed?

## SECTION VII RECORD KEEPING REQUIREMENTS

The Employee Performance Evaluation Worksheet and Performance Evaluation Report will be utilized to comply with the record keeping requirements of this Manual. A copy of these forms are attached.