

# CITY OF WEST WENDOVER

## EMPLOYEE APPRAISAL FORM INSTRUCTIONS



There are 25 steps to complete this employee evaluation process:

1. A Department Head is provided with the Appraisal Cover Sheet and one copy of each of the following:
  - 1) An Employee Self Evaluation Worksheet
  - 2) Supervisor Evaluation Worksheet
  - 3) A Final Appraisal Form – electronic or via the web ([www.westwendovercity.com](http://www.westwendovercity.com))
2. The Supervisor shall schedule a Final Appraisal meeting with the Employee in such time to have the **Final Appraisal Form completed and returned to the City Manager by the Due Date.**
3. The Supervisor shall provide to the Employee being appraised, the Self Evaluation Form at least three days in advance of the Employee’s scheduled Final Appraisal date. This is to provide the Employee with an opportunity to review and rank their performance prior to the Final Appraisal meeting with the Supervisor.
4. The Supervisor shall use the Supervisor Evaluation Worksheet or a draft of the Final Appraisal Form to provide a review of the Employee’s performance for the identified period. This as well should be completed at least several days in advance of the Final Appraisal meeting.
5. The Supervisor and Employee shall meet at the specified date and time to complete the Final Appraisal Form, which will be subsequently signed and dated by the Supervisor and Employee. As part of the Final Appraisal meeting, the Supervisor and Employee should discuss and compare each other’s evaluation of the Employee. If there is a disagreement between the Supervisor and the Employee with regard to a particular rating, the Supervisor’s rating will be final and such score shall be recorded. The Employee may provide his/her comments under the comment area. The Final Appraisal Form will be the document of record with regard to the Employee’s Performance Appraisal and be made part of the Employee’s Personnel File.
6. The Final Appraisal Form is divided into 11 **Categories**. They are:
  - 1) Interactions/Communications
  - 2) Personal Behavior
  - 3) Planning and Organization
  - 4) Decision Making
  - 5) Quantity and Quality of Work
  - 6) Leadership
  - 7) Safety
  - 8) Technical Knowledge – Job Specific
  - 9) City Training/Goal Accomplishment
  - 10) Overall Performance
  - 11) Goals and Career Development

### **A REVIEW OF RATING EMPLOYEE COMPETENCIES (“CONSIDER”)**

7. Employee Competencies identify the Employee requirements found in most positions. Each Competency includes an overall “Description” and what is expected of an Employee to be considered.
8. A more detailed explanation of each Employee Competency is set forth in the “Expectations” section and assists in identifying the behaviors that should be considered in evaluating the Employee’s performance. The Competencies listed are not applicable in the same way to all positions.
9. **The N, S, E rating symbol under “Consider”** identify areas of particular importance in determining the overall rating of each employee for each particular Category. Use the “Description of Actions and Behavior” section to record conclusions and, if appropriate, to describe any notable examples of performance or behavior that are related to the conclusions. **Of particular importance is the impact, positive or negative, that the Employee competency has on the progress towards work goals established for the Employee in the Goals portion of the appraisal.**

10. During the discussion with the Employee regarding Competencies, Supervisors are expected to identify and clearly communicate the importance of the individual Competencies to the individual's job and how these Competencies will be weighed along with the Work Goals in determining the overall performance of the Employee. This is particularly important at both the start and end of an evaluation period.
11. Describe any specific expectations for performance and behavior along with your initials in the "Comments" section. Typically, this will be completed as the last step in the process. Discussion with and concurrence by the Employee is strongly encouraged.
12. Supervisors rate an Employee's overall performance in each **Category 1 to 5 (1 being the lowest, 5 being the highest)**. The Category Rating is reached by examining and considering each Competency and Work Goal, which will lead to the overall rating for that Category. The Category Rating number is placed in the Category Rating box located in the upper right corner of the page. This Category Rating summarizes the Supervisors evaluation for that particular Category. Supervisors are encouraged to use whole number ratings; if a whole number rating is not applicable, "half" ratings (2.5, 3.5, etc.) may be used. Make sure to assess one Competency and one Work Goal at a time rather than arriving at an overall Category Rating and then backing into each Competency and/or Goal. Category Ratings **ARE NOT** rankings of one Employee relative to another Employee. Therefore, it is possible, though very unlikely, that all Employees would be rated at the same level.
13. Refer to the definitions below to assist you. **A written explanation is required for every Category Rating less than 3.5 or greater than 4.**

Category Rating No.

**-Note Revision-  
March 2, 2015  
Satisfactory/On Target  
is now a  
(3.5) Rating**

- (5) *Excelling*: Employee's performance during the rating period demonstrates possession of substantial knowledge and ability. Performance clearly and consistently exceeds the performance expectations for this position and the Employee's performance serves as a role model for other Employees. No training or assistance is needed in this area. It is unlikely that any employee in this position could perform better.
- (4) *Outstanding*: Employee's performance demonstrates knowledge and ability that is stronger than necessary for "Acceptable" or "Satisfactory" performance. Performance consistently meets expectations and is frequently above expectations and rarely, if ever, falls below expectations. The Employee does not need assistance in performing work, rarely makes mistakes and works with minimum supervision.
- \* (3.5) *Satisfactory/On Target*: Employee demonstrates sufficient breadth of knowledge and/or ability in this work goal or competency to meet job performance expectations. Areas of weakness are balanced by areas of strength. Failures in meeting expectations and errors in performance do not interfere with the overall productivity of the work unit. The Employee typically meets expectations and generally corrects errors with limited instruction or assistance.
- (2) *Below Satisfactory/Below Target*: Some aspects of the Employee's performance are acceptable; however, significant weakness in performance occurs. Failures in meeting expectations and errors in performance that interfere with the overall productivity of the work unit occur often. Deficiencies may be corrected through a combination of increased efforts on the part of the Employee, remedial training, and/or increased supervision. Close monitoring of performance is necessary. Improvement is required if the Employee is to remain employed in the current position or is serving an initial probationary period and is required to meet the "At Target" expectations of this position.
- (1) *Significantly Below Target/Failing*: Performance is poor and the Employee's continued employment is in immediate jeopardy. The Employee frequently fails to meet job expectations. Failures are so consistent and serious that they frequently interfere with the ability of the work unit to complete its work or provide its service. Employee does not apply a level of knowledge and/or ability sufficient to allow continued employment. A score of (1) Significantly Below Target on any Category

Rating indicates the Employee's performance must improve significantly within a limited period of time. It is often accompanied by disciplinary action.

14. Use the "Overall Performance" Category No. 10, to describe overall evaluation of the Employee's performance and behavior during the evaluation period.

### **GOALS AND TRAINING**

15. At the beginning of the performance year or a few weeks after the new employee begins work, the Employee and Supervisor will work together to establish Work Goals and expected performance levels.
16. Typically, each Employee will have 2 to 4 major Work Goals that contribute to the Department Goals and are capable of being met over a period of time (3 months to 1 year).
17. At the end of an evaluation period, the Supervisor should evaluate the Employee's progress toward meeting the established goals.
18. At the conclusion of the evaluation, new goals are identified.
19. Each step in the review and establishment of Goals will be repeated during each subsequent evaluation period, typically 1 year unless the Employee is a new employee in which case the review would be approximately 90 days. In addition the review may take place if the Employee is transferring to another department, which may require an appraisal prior to a full year.
20. When establishing and reviewing Goals, keep in mind that they should:
  - a. Relate to principal areas of job responsibility
  - b. Describe "what" a person does
  - c. Are in terms of specific and results expected
  - d. Are measurable and tied to quality or quantity insofar as possible
  - e. Are realistic and attainable, yet contain some "stretch"
  - f. Are clearly understood by the employee and supervisor
  - g. Are modified if duties or goals change during the year
  - h. Are prioritized using (A) highest, (B) high and (C) important.

An Employee needs to be provided an opportunity to expand their development and work related opportunities throughout their time of employment. In doing so, the Supervisor along with the Employee should identify and designate such training as applicable through the next evaluation period and/or generally in the future. This may include department specific training and/or citywide training. In addition, the Supervisor and Employee should discuss and evaluate higher education opportunities that may be appropriate for the Employee.

21. The Final Appraisal Form will need to be signed and dated by the Department Head if the Department Head is not the individual conducting the Final Appraisal with the Employee and the Appraisal Cover Sheet must be attached as the front page to the Final Appraisal Form.
22. The Employee Self Evaluation Worksheet may be kept by the Employee or turned in along with the Supervisor Evaluation Worksheet and Final Appraisal Form by the Supervisor or Department Head.
23. The Final Appraisal Form, Supervisor Worksheet and Employee Self Evaluation Worksheet if included are submitted to the City Manager. The City Manager shall review the Final Appraisal Form for completeness and acceptance. Once the City Manager has accepted, the Final Appraisal will be made part of the Employee's Personnel File.
24. The City Manager will destroy the Supervisor Evaluation Worksheet and if included, the Employee Self Evaluation Worksheet.
25. The City Manager will provide a copy of the Employee Payroll Rate Change to Payroll for processing any pay rate change, merit or other payroll matter.