W RANGES
DIRECTORS (DSS Ranges)

Employee Position Description & Performance Evaluation Manual

City – County Human Resources Department

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PERFORMANCE PLANNING

As a supervisor, your primary responsibility is getting the job done. The best way to do this is by developing your staff. This is what performance planning is all about. It means planning work assignments in the context of your department's goals, as well as your employees' goals.

Performance Planning involves two interrelated parts. The first is the Employee Position Description which provides explicit examples of the employee's responsibilities and the actions taken to fulfill these responsibilities.

The second part of Performance Planning is the Employee Performance Evaluation, which is a measure of the employee's effectiveness in carrying out the responsibilities and actions outlined in the Position Description. This booklet will explain Performance Planning in detail so you can complete these forms accurately and effectively.

THE EMPLOYEE POSITION DESCRIPTION

WHAT IS IT

The Employee Position Description is a detailed outline of the responsibilities and actions an employee carries out in his position. This form should be completed for every City employee and a copy on file in the department and with Human Resources. A performance evaluation cannot be completed without a Position Description.

WHO COMPLETES THE POSITION DESCRIPTION

There are two different methods for completing the Employee Position Description. Both methods are acceptable. It is up to you, as a supervisor, to choose which method you prefer.

The first method we suggest is that you, the supervisor, complete the Position Description and then give it to the employee to read and sign. You alone clearly define the responsibilities and actions that are to be carried out by the employee in his position.

The second method we suggest is an open discussion between you and the employee of the job responsibilities and actions that are to be carried out by him. In this method, it is the responsibility of the supervisor, with the help of the employee, to make sure the responsibilities and actions are clear and accurate. The supervisor should sign the Employee Position Description only when it is finalized, and the supervisor and employee are in total agreement as to the contents of the Position Description.

WHEN CAN IT CHANGE

A Position Description can only be changed or updated in the first six months of an evaluation period. An evaluation period is the year's time between one performance evaluation and the next. For example, if an employee receives an evaluation in January 2005, the next evaluation would be due in January of 2006. This employee's Position Description could only be changed between January of 2005 and July of 2005, because that would be the ***first*** six months of the evaluation period.

An employee may be assigned additional responsibilities in the second six months of the evaluation period. However, it would not be fair to rate the employee on those responsibilities when he has had less than six months in which to perform those responsibilities.

HOW TO COMPLETE THE POSITION DESCRIPTION

Performance evaluations are based on the information provided in the Employee Position Description, so be sure this information is clear and accurate. The employee's name, class title and the original or revision date of the Position Description should appear on the Employee Position Description.

The Position Description should be divided into two parts to assist with compliance with the Americans with Disabilities Act (ADA). Responsibilities should be designated as **"Essential"** job functions and **"Non-Essential"** job functions.

"Essential" responsibilities are identified as those functions that must be performed by the individual in the position. Generally, Essential functions are the reasons or purpose for the job to exist.

"Non-Essential" responsibilities are identified as those functions that could be performed by another individual if the employee should become disabled under the Americans with Disabilities Act. Non-Essential functions are generally job duties characterized as non-reoccurring in nature, and are often considered secondary to the basic job.

RESPONSIBILITIES

An employee's job should consist of a clear set of responsibilities. These responsibilities are the major duties of the position for which the employee is held responsible. Each responsibility statement should contain an **activity clause** (the actual responsibility), a **connector phrase** (so that, in order to), and a **measurable end result** (what must happen to carry out the actual responsibility).

> *Example:* To review consulting engineer's plans **(activity clause)** so that **(connector phrase)** the plans meet the minimum requirements of the plat **(measurable end result)**.

There should be as many major responsibility statements on a Position Description as necessary.

PRIORITY LEVELS

Priority Points are assigned to each of the responsibilities. Responsibility One is the most important, and therefore should receive the highest number of priority points. Responsibility Two is next in importance, and receives the second highest number of priority points, and so on. It is up to you, as a supervisor, or up to you and the employee together, to decide how many points a responsibility should receive. **Priority points for all the responsibilities must equal a total of twenty (20) points.**

Example: Using the previous example, you decide the most important responsibility is **"To review consulting engineer's plans so that the plans meet the minimum requirements of the plat"**. You assign it eight (8) points. Responsibility Two is next in importance. Let's say you assign it six (6) points. You decide Responsibility Three should receive three (4) points, and Responsibility Four, being least important, receives two (2) points.

Priority Level	Responsibilities
8	Responsibility 1
6	Responsibility 2
4	Responsibility 3
2	Responsibility 4
20	TOTAL POINTS

As you see, the priority points equal twenty (20).

The point distribution is up to you, as long as Responsibility One has the highest number, Responsibility Two the second highest, and so on. Properly assigned priority points will identify to the rating supervisor and the employee the relative worth of each responsibility to the job.

ACTIONS NECESSARY TO MEET RESPONSIBILITIES

An employee has specific actions that he is assigned to perform that are necessary to successfully carry out each responsibility. There are usually one to six action statements for every responsibility. Each action statement is specifically related to the activity clause **"To review consulting engineer's plans so that the plans meet minimum requirements of the plat"** of the responsibility.

Total responsibility points should equal Twenty (20) at all times.

Example:

Priority Level	Responsibilities	Actions Necessary to Meet Responsibilities
8	**1. To review consulting engineer's plans so that the plans meet the minimum requirements of the plat.**	A. Coordinate review of submitted plan. B. Review plans for compliance with design procedures and standards. C. Evaluate the completeness of plans. D. Approve plans for construction.

Notice how each action statement is directly related to the activity clause **"To review consulting engineer's plans** of the responsibility. See example on the following page.

Attorney I - ASSISTANT CIVIL ATTORNEY

PRIORITY LEVEL	RESPONSIBILITIES	ACTIONS NECESSARY TO MEET RESPONSIBILITIES
	ESSENTIAL JOB FUNCTIONS	
1. 7 pts	Prepare assigned cases for presentation court, and administrative tribunals so that the legal interests of the City are protected and enforced; handle appeals before appellate tribunals.	a. Prepare and review pleadings, and analyze nature of case. b. Investigate the case through use of depositions, interrogatories, admissions and interviewing of witnesses. c. Conduct legal research. d. Locate physical and documentary evidence. e. Negotiate with the appropriate parties involved to attempt resolution. f. Prepare motions and trial briefs. g. Conduct trials; analyze cases; develop evidence as needed; and present case in court and make oral and written objections, motions, and arguments; conduct direct and cross examination, communicate with Judge and/or Jury in an effective manner. h. If necessary, prepare appellate pleadings and briefs.
2. 6 pts.	Advise City officers and employees, assigned boards and commissions on legal issues and questions so that the City functions in a lawful manner; provide oral and written opinions in a timely effective manner; make effective use of available research tools, including statutes, ordinances, case reporters, legal encyclopedias, annotations, and computerized legal database.	a. Attend committee meetings, board meetings and public hearings. b. Respond to inquiries for legal advice by providing legal memorandums and opinions. c. Conduct legal research. d. Represent board and commissions in legal matters.
3. 6 pts	Draft and review various ordinances, resolutions, contracts, and other legal documents so that the City may carry on its various activities with the public; make effective use of dictation equipment or equally efficient alternative.	a. Gather and review facts. b. Review and draft documents as to form legal correctness, and as to accomplishment of intended purpose; select appropriate language. c. Review applicable statutes, ordinances, and regulations for contract conformity. d. Negotiate with parties to prepare city contracts, working with other affected departments.
4. 1 pts	Advise the public on legal questions so that they may be informed as to the function of the City government or its position on matters pertinent to them.	a. Give oral opinions by telephone and in person. b. Research statutes, ordinances, and regulations when necessary.

THE EMPLOYEE PERFORMANCE EVALUATION

In a performance evaluation, we primarily evaluate work methods and the quality of work produced, not the employee's personality traits. As a supervisor, you should establish a clear link between the performance evaluation and the City's merit pay system. This is perhaps one of the most difficult aspects of making the performance evaluation a working tool. That is, assuring it does indeed become a basis for compensation - both granting and withholding merit increases.

TYPES OF EVALUATIONS AND WHEN THEY ARE USED

Annual or Merit Evaluation - prepared three weeks prior to the established eligibility date. Employees at the maximum rate for their pay range must be evaluated annually on the established eligibility date, even though they are not eligible for an increase.

Demotion for Cause - prepared at least ten working days prior to the effective date of a demotion related to performance.

Other - prepared when there is a need for a comprehensive evaluation of an employee other than on the established eligibility date. This would occur when:

a. The supervisor determines that notice to an employee of declining performance is necessary.

b. An employee is transferred to a different job during an evaluation period. (See page 12)

c. An employee had two supervisors during an evaluation period. (See page 12)

For Period: From --- To --- - This portion should state the actual dates the Performance Evaluation covers.

Completion of Probation - a rating is not required. The employee receives a four and one-half percent (4½%) merit increase upon successful completion of the six (6) month probationary period. The employee's eligibility date is changed to one year from the current eligibility date. This applies to employees with a pay range prefixed by the letter “M” or “W”.

HOW IS THE PERFORMANCE EVALUATION USED

The usefulness of any Employee Performance Evaluation depends almost entirely upon the understanding, impartiality, and objectivity with which the evaluation is made. A performance evaluation is a basic tool of supervision. It should be used to help the employee improve his job

performance. The care and skill used by the supervisor in evaluating an employee is a measure of the supervisor's ability to direct the work of the employee.

The Employee Performance Evaluation, made in an informed and conscientious manner, can be valuable to supervisor and employee alike. Through periodic review of the employee's work performance, the supervisor gains a better understanding of the employee's knowledge, abilities and skills. Thus, the supervisor can more effectively develop and train the employee in the use of his respective abilities, and can recognize commendable or outstanding job performance. At the same time, it enables the supervisor to assist the satisfactory or less than satisfactory employee in improving his performance.

From the employee's standpoint, this evaluation is important because it specifically points out how well he is progressing on his job and performing the work assigned.

WHO PREPARES THE PERFORMANCE EVALUATION

The rating supervisor is responsible for completing the Employee Performance Evaluation. Each Department Head, or his designated representative, should assign a rating supervisor and a division supervisor for each employee in the department whenever possible. The rating supervisor should have thorough knowledge of the employee's work responsibilities and job performance. The division supervisor should review the evaluation.

If the employee had two rating supervisors during the evaluation period, each supervisor should evaluate the employee for the time the employee was under his supervision.

> *Example:* One supervisor supervised an employee for the first three months of an evaluation period. Another supervisor supervised the employee for the other nine months of the evaluation period. Supervisor One would give 3/12 of an evaluation and Supervisor Two would give 9/12 of an evaluation. Together, the two would equal a single evaluation of the employee. How to compute this combined total will be explained under Special Cases on page.

GUIDELINES FOR THE RATING SUPERVISOR

The following suggestions should aid rating supervisors in the objective and correct procedures for evaluating employees.

1. Consider each **action** separately, taking into account the particular **action** you are evaluating. Do not be influenced by your general opinion of the employee's overall performance, and/or performance on other actions which do not relate to the one being evaluated.

2. Do not be influenced by one or two unusual incidents, but evaluate in terms of regular day-to-day performance. Do not go beyond the evaluation period in your consideration.

An incident that occurred in last year's evaluation period should have no influence on this year's evaluation.

3. Consider your evaluation in terms of the employee's **present** duties, not in terms of the duties of a higher or lower classification.

4. Do not consider potential value or ability of the employee. Your evaluation should reflect the level at which the employee is actually performing his duties.

5. The expectations of a supervisor toward the employee's performance level should vary from employee to employee. For instance, a supervisor should not expect the employee who has been on the job only one year to perform at the same level as someone who has been in a similar position for four years.

6. The supervisor should use his own judgment when evaluating the employee's work performance. He should not be influenced in his evaluation by the opinion of others.

Supervisors should maintain a continuing process of employee evaluation through day-to-day observance. This facilitates the written evaluation when it is due. Supervisors should make every effort to ensure that the evaluation actually reflects the employee's performance. Equal consideration should be given to each employee when completing the evaluation. The evaluation should not be viewed as something to "get out of the way".

HOW TO COMPLETE THIS FORM

When beginning an evaluation, the first thing that needs to be done is to get out the Employee Position Description form, also referred to as the Responsibilities and Actions page, which is the sole basis for the evaluation.

EVALUATING THE EMPLOYEE

Each identified **action** on the position description should be evaluated in accordance with one of the following five levels.

1. **Outstanding (5 points) -** The employee's achievements and contributions greatly exceed the expectations of the position. This indicates unusually high performance.

2. **Commendable (4 points) -** The employee's achievements and contributions exceed the expectations of the position. This level should reflect progressive improvement of job or professional performance. The employee should exemplify work standards for which the satisfactory employee should aspire.

3. **Satisfactory (3 points) -** The employee's achievements and contributions meet the expectations of the position. This level should reflect that the employee is performing in a

satisfactory manner, but has shown little improvement in job or professional performance during the evaluation period.

4. **Conditional (2 points) -** The employee's achievements and contributions are slightly below the expectations of the position. This level indicates that the employee's performance is slightly below the work standards of the satisfactory employee.

5. **Unsatisfactory (1 point) -** The employee's achievements and contributions are greatly below the expectations of the position. Immediate improvement is needed. This level indicates the need for immediate counseling by the rating supervisor in order to improve the employee's work performance. Unsatisfactory performance cannot be accepted over long periods of time and will ultimately lead to disciplinary action if not corrected.

Points may be given as whole or half points. An employee who performs an action at an above satisfactory level part of the time, but does not consistently exceed performance expectations, may be rated at 3.5 points for a specified action.

The appropriate level of performance for each action should be indicated in the corresponding action column on the evaluation form. The letters (A, B, C, etc.) on the form are the letters of the actions on the position description.

Example:

Responsibility	Actions Necessary to Meet Responsibility			
Number	A.	B.	C.	D.
1	3	3	4	4

In this example, which is Responsibility One as shown in the Example Position Description on page 6, the supervisor felt that the employee's performance was satisfactory or commendable on each of the actions. For this responsibility there were four actions; other responsibilities may have more or less.

STEPS FOR COMPUTING TOTAL POINTS

1. ***Total Action Points*** **-** When computing total points, the first step is to sum the action points for each responsibility. **Do not** sum all the action points for all the responsibilities. Each responsibility is done individually. Using the previous example, the sum would be 14 (3+3+4+4).

2. ***Total Action Points Over Number of Actions*** **-** A fraction is created by placing the sum of the action points (14) for a responsibility over the total number of actions (4) for that responsibility (14/4). You then divide this (14/4) to put it in decimal form (3.50). The number should **always** be rounded to **two** decimal places.

3. ***Multiply*** **-** The decimal number you get from the above step (3.50) is multiplied by the number of priority points assigned to the responsibility. The answer is rounded to two decimal places (3.50 X 8 = 28.00).

4. ***Total Points*** **-** This is the number obtained in the above step (28.00). The number should **always** be rounded to **two** decimal places.

Total Action Points/ No. of Actions			**X**	**Priority Points**	**=**	**Total Points**
14/4	=	3.50	x	8	=	28.00

Complete these steps for each responsibility.

If, for some reason, the employee did not have an opportunity to perform an action, indicate N/A in the appropriate rating box, and divide by one less action. If the employee was not allowed the opportunity to complete a responsibility, do not evaluate the responsibility. But remember, you will need to redistribute the priority points to the other responsibilities in order to maintain a total of 20 priority points.

THE OVERALL RATING

This is the sum of the total points for each responsibility. The **Total Points** column on the Evaluation form is added and that number is the OVERALL RATING. The Overall Rating score is now compared to the following scale to determine the percentage increase the employee should receive. The same scale appears on the second page of the Employee Performance Evaluation form.

Scale	**Increase**
100.00	5.00%
95.00 to 99.99	4.50%
90.00 to 94.99	4.00%
85.00 to 89.99	3.50%
80.00 to 84.99	3.00%
75.00 to 79.99	2.50%
70.00 to 74.99	2.00%
65.00 to 69.99	1.50%
60.00 to 64.99	1.00%
59.99 and below	0.00%

SPECIAL CASES

There are two special cases that affect the computation of the Overall Rating on the performance evaluation.

1. ***Transfer of Job Assignment*** **-** In the event that an employee is transferred to a different job during an evaluation period, a weighted formula, based on time within a job assignment, should be used. When this situation occurs, the employee is evaluated for each job assignment separately. The Overall Rating for each assignment is then multiplied by the time spent in that particular assignment to give you the weighted points.

   Example: An employee is in a position for the first five (5) months of the evaluation period, and is then transferred to another position for the last seven (7) months of the evaluation period. Remember, a normal evaluation period is 12 months. The employee's Overall Rating for his first job was 70.50, and 75.00 for his second job. The employee's weighted total is figured as follows:

   A. First Job: 70.50 (Overall Rating) X .417 (5/12) = 29.40 **(rounded to two decimal places)**
      Fraction (.417) was created by dividing time in position (5 months) by 12 months.

   B. Second Job: 75.00 (Overall Rating) X .583 (7/12) = 43.73 **(rounded to two decimal places)**
      Fraction (.583) was created by dividing time in position (7 months) by 12 months

   C. Sum: 29.40 + 43.73 = 73.13 which is the total weighted points or Overall Rating of the employee's evaluation. The employee would receive a 2% increase.

2. ***Two Supervisors*** **-** In the event an employee has two rating supervisors during an evaluation period, the employee's Overall Rating is calculated much like the "Transfer of Job Assignment." Each supervisor fills out an evaluation based only on the time in which the employee was under his supervision. Just as in the above example, the employee's Overall Rating is multiplied by the amount of time each supervisor supervised the employee. The sum of the calculations is the total weighted points or Overall Rating of the employee's evaluation.

   Example: Supervisor One supervised the employee for the first three months of the evaluation period and gave the employee an Overall Rating of 75.25 on the performance evaluation. Supervisor Two supervised the employee for the remaining nine months of the evaluation period and gave the employee an Overall Rating of 80.50 on the performance evaluation. The employee's total weighted points are figured as follows:

   A. Supervisor One: 75.25 (Overall Rating) X .250 (3/12) = 18.81 **(rounded to two decimal places).**

B. Supervisor Two: 80.50 (Overall Rating) X .750 (9/12) = 60.38 **(rounded to two decimal places)**

C. Sum: 18.81+ 60.38 = 79.19 which is the total weighted points or Overall Rating of the employee's evaluation. The employee would receive a 2.50% merit increase.

PAGE TWO OF THE PERFORMANCE EVALUATION

Recommendations or Comments by Rating Supervisor

This section provides an excellent opportunity for the Rating Supervisor to comment on exceptional performance, as well as to suggest areas needing improvement. The Rating Supervisor **must sign** this portion of the form, regardless of whether or not he makes any comments as to the employee's performance.

Recommendations or Comments by Division Supervisor (If there is one)

The Division Supervisor should comment on the employee's job performance and record any comments to supplement those of the Rating Supervisor. The Division Supervisor **must** also sign this portion of the form regardless of whether or not he makes any comments as to the employee's performance.

Pay Determination by Department Head

Overall Rating **-** This is obtained from Page One of the rating form. Compare the Overall Rating to the Scale to determine the percentage increase.

Increase Received **-** This is the actual percentage increase received. In some instances, it would differ from the percentage increase given above. For example, the employee's Overall Rating merits a 3% increase. However, granting a full 3% increase would result in the employee's rate of pay exceeding the maximum for his pay range. The increase received then becomes the **actual** percentage granted to bring the employee's rate of pay to the maximum for his pay range. The actual percentage granted is figured as follows:

$36.950= employee's hourly rate prior to merit increase.
$37.500= maximum hourly rate for employee's pay range.

$36.950 x 3.0% = $38.059. The 3% increase results in the employee's rate of pay exceeding the maximum hourly rate ($37.500).

The actual percentage granted is computed by dividing the maximum hourly rate ($37.500) for the employee’s pay range by the employee’s hourly rate ($36.950) prior to the merit increase.

$37.500/$36.950 = 1.5%. This is the actual percentage increase received. This figure should be rounded to **one** decimal place.

Pay Action **-** The appropriate box should be marked to indicate the type of action:

Pay Increase Approved - Overall Rating is 60.00 or above.

Pay Increase Denied - Overall Rating is 59.99 or below.

Not Eligible for Pay Action - employee, for example, is at the maximum rate for his class. He would be rated on his eligibility date, but is not eligible for a pay increase.

Other - employee, for example, has received a demotion for cause and his rate of pay is being reduced. To be used if a personnel action results in a reduction in pay.

Summary Comments **-** The Department Head should record any comments he may have. The Employee Performance Evaluation form **must be signed** by the Department Head **before** the post evaluation interview with the employee.

Post Evaluation

After the Department Head signs the Employee Performance Evaluation form, it is recommended that the Rating Supervisor discuss with the employee the content of the performance evaluation. The purpose of such discussion is to explain the completed evaluation and future performance expectations. The post evaluation interview should also allow the employee an opportunity to discuss personal goals and objectives for the next evaluation period.

Employee's Comments

This section is completed **after** the Department Head has seen the evaluation and commented on it, and **after** the post evaluation interview. Here the employee may record any comments or statements regarding the evaluation, either positive or negative. The employee **must** sign the form. Please note, the employee's signature **does not** mean he agrees with the evaluation. It only means he has seen the form and reviewed it with the Rating Supervisor.

A Driver's License Number is required **only** when operating a vehicle is necessary to the satisfactory performance of the employee's assigned duties.

There is an example of the Employee Performance Evaluation at the end of this booklet.

FORM DISTRIBUTION

The Employee Performance Evaluation form consists of three parts which should be distributed as follows:

Scan or original (ratings only)- Human Resources Department
Copy - Department Files
Copy - Employee

The scan or original sent to the Human Resources Department, will be reviewed before it is placed in the employee's file. A copy of the Employee's Position Description should accompany the original copy of the Employee Performance Evaluation only when:

1. The employee receives his first evaluation.

2. The Employee's Position Description has been revised and a subsequent evaluation has been completed.

The intent is to have a copy of the employee's most current Position Description on file in the Human Resources Department.

NOTE: Whether a merit pay increase is denied or recommended by the Department Head, a Personnel Action Form approving the action must be attached to the original copy of the Employee Performance Evaluation. These forms should arrive in the Human Resources Department at least two weeks prior to the effective date of the action. All evaluations are official and will be used as prescribed by the appropriate rules and regulations.

WHERE TO GET YOUR FORMS

All the forms you will need to complete the Employee Position Description and the Performance Evaluation are located on the Human Resources Department's intranet web site.

Go to: http://intralinc.lincoln.ne.gov
– Enter your mainframe user ID and password
– Click 'Login Now'
– Click on 'Human Resources' under City Departments
– Click on 'Forms'

The Employee Position Description is located under 'General and Joint City/County Forms'. You can download the form as a PDF or Word document. The Word version can be typed on directly from the software program you are using.

The Employee Evaluation is located under 'City of Lincoln Forms'. You can download the form as an Excel document. The Excel version "with calculations" has all the math work built into the form, and you can type directly onto the form from Excel.

EMPLOYEE PERFORMANCE EVALUATION

CITY/COUNTY HUMAN RESOURCES DEPARTMENT

'W' Ranges

DIRECTORS (DSS Ranges)

Last Name	**First**	**Social Security Number**
Doe	John	000-00-0000
Classification Title		**Current Range & Hourly Rate**
Attorney I		W01 $36.664
Class Code	**Department/Division**	
0705	City Attorney	

Purpose of Report

For Period from 9/20/2005 to 9/20/2006

___ Annual Evaluation
X Merit Evaluation

___ Demotion for Cause
___ Other_____

Responsibility Number	**Actions Necessary to Meet Responsibility** A	B	C	D	E	F	G	H	I	J	K	L	**Total Action Points/ No. of Actions**			**X**	**Priority Points**	**=**	**Total Points**
EXAMPLE:	**3**	**3**	**4**	**4**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**14/4**	**=**	**3.50**	**X**	**8**	**=**	**28.00**
1.	4	4	4	4	5	5	5	4					35/8	=	4.38	X	7	=	30.66
2.	4	3	4	3									14/4	=	3.50	X	6	=	21.00
3.	3.5	3	3.5	4									14/4	=	3.50	X	6	=	21.00
4.	3	4											7/2	=	3.50	X	1	=	3.50
5.														=		X		=	
6.														=		X		=	
7.														=		X		=	
8.														=		X		=	
9.														=		X		=	
10.														=		X		=	
11.														=		X		=	
12.														=		X		=	

Date of Employee Position Description utilized for evaluation: 1/2005
(Please attach copy if new employee or if Position Description is revised)

Overall Rating: 76.16

(Overall Rating = Sum of Total Points)

Important Note

The Employee Position Description must be used with this evaluation form. In fairness to the employee, consider each responsibility and action carefully before rating. Judge the employee on the entire period covered by this report, not only upon isolated incidents. Evaluate each action of a responsibility according to the five levels defined in Rating Criteria. See the example provided above for proper placement of numerical values. Before rating your employees, please review your Position Description and Performance Evaluation Manual.

Rating Criteria

Employee's achievements and contributions in the position:

Greatly exceed expectations.....Outstanding (5 points)
Exceed expectations.....Commendable (4 points)
Meet expectations.....Satisfactory (3 points)
Are slightly below expectations.....Conditional (2 points)
Are greatly below expectations.....Unsatisfactory (1 point)

___ Human Resources ___ Department ___ Employee

O'Brien
Last Name

John
First

Employee Performance Evaluation

'W' Ranges DIRECTORS (DSS Ranges)

Recommendations or Comments by Rating Supervisor

Comment on any aspect of employee's performance that deserves positive or negative (area of needed improvement) feedback, involving areas such as, but not limited to: innovativeness, cooperation, attitude, politeness, safety observance, and abuse of allotted time for rest or lunch breaks. In the event of unsatisfactory or conditional performance, outline to employee a plan of improvement so that employee knows what is to be expected.

John has had another great year. He continues to show considerable initiative in completing review of the plans assigned to him. He is very thorough in the preparation of contract documents.

Rating Supervisor _____ Date: _____

Recommendations or Comments by Division Supervisor

John works well with others within the Division.

Division Supervisor _____ Date: _____

Pay Determination by Department Head

Overall Rating:
76.16 = 2.50 %
Increase Received: _____%

Scale	Merit Increase
100.00	5.00%
95.00 to 99.99	4.50%
90.00 to 94.99	3.00%
85.00 to 89.99	3.50%
80.00 to 84.99	3.00%
75.00 to 79.99	2.50%
70.00 to 74.99	2.00%
65.00 to 69.99	1.50%
60.00 to 64.99	1.00%
59.99 & below	0.00%

Pay Action

X Pay Increase Approved

___ Pay Increase Denied

___ Not Eligible for Pay Action

___ Other _____

Summary Comments

I concur with the above comments.

Department Head _____ Date: ____/____/____

Employee's Comments

My signature does not indicate agreement or disagreement with the contents of this evaluation. It only verifies that I have read the contents of this evaluation.

Driver's License Number (if required) _____ Exp. Date _____

Employee's Signature _____ Date: _____

For Personnel Department Use Only:

Personnel Action Form Received: ___ Yes ___ No

___ Human Resources ___ Department ___ Employee