

County of Mono



Performance Evaluation System

Job Performance Expectations and Standards

PERFORMANCE EXPECTATION/STANDARDS: Customer Service

Definition: Demonstrates professionalism toward fellow employees and customers. One's actions, attitude, and appearance bring credit to the department and County. Exercises tact and politeness when conveying one's opinion, mood or mental state about a specific subject or person, as it is in direct relationship to the job that is to be accomplished.

1 Far Below Standards	2 Below Standards	3 Meets Standards	4 Exceeds Standards	5 Outstanding Performance
<p>Frequently argumentative and uncooperative on the job.</p> <p>Reactive rather than proactive.</p> <p>Negative in many aspects of the job with supervisors, peers and customers.</p> <p>Displays an "I'm always right" attitude.</p> <p>Does not seek additional assignments when job tasks are complete.</p>	<p>Sometimes displays a negative attitude.</p> <p>Treats others in an inconsistent manner.</p> <p>Occasionally appears indifferent to others' problems and finding solutions.</p> <p>Usually receptive to others' ideas.</p>	<p>Performs job tasks in a positive, proactive manner.</p> <p>Is friendly, helpful and courteous to all customers.</p> <p>Is receptive to the ideas of others.</p> <p>Solves problems on the job rather than complaining or blaming.</p> <p>Praises and values the work of others.</p> <p>Meets County and department customer services standards</p>	<p>Includes the customer in all stages of job requirements.</p> <p>Readily informs customers of any inconvenience, length of time needed for completion of a task, and asks if there are any other problems.</p> <p>Helps customer prevent recurrence of a problem.</p> <p>Finds good things to say about job, organization and customers.</p> <p>Does what is asked, plus extra.</p> <p>Exceeds County and department customer services standards</p> <p>Looks for ways to do a better job.</p>	<p>Works proactively with others to find solutions.</p> <p>Enthusiastically encourages others to succeed on the job.</p> <p>Takes on new job task and develops new procedures.</p> <p>Readily assumes responsibility in situations that are positive or negative.</p> <p>Always displays a positive attitude in all aspects of daily job activities.</p>

PERFORMANCE EXPECTATION/STANDARDS: Judgment

Definition: Demonstrates sound decisions and the ability to complete one's work when obstacles are encountered. Develops alternative solutions after analyzing facts and makes acceptable recommendations.

1 Far Below Standards	2 Below Standards	3 Meets Standards	4 Exceeds Standards	5 Outstanding Performance
<p>Reluctant to correct problems that employee can handle.</p> <p>When solving a problem, inadvertently creates others.</p> <p>Forgets or fails to report problems.</p> <p>Often makes quick, inappropriate decisions that result in problems that must be fixed or additional work for co-workers.</p>	<p>Sometimes identifies and solves problems.</p> <p>Lacks good analytical skills.</p> <p>Does not practice problem-solving methods.</p> <p>Seldom discusses problems with peers to find solutions if the employee cannot do the job.</p> <p>Seldom thinks things through before acting.</p>	<p>Identifies and generates creative, effective, and efficient solutions.</p> <p>Encourages and implements change in a positive, proactive manner.</p> <p>Focuses on process improvement.</p> <p>Is a resource rather than an obstacle.</p> <p>Analyzes facts and makes sound evaluations.</p> <p>Develops alternative solutions.</p> <p>Provides acceptable recommendations.</p>	<p>Tries new ideas or procedures which are safe.</p> <p>Foresees potential problems and takes preventive action.</p> <p>Independently resolves problems and implements permanent changes.</p>	<p>Develops creative and innovate solutions to problems.</p> <p>Develops the means to institutionalize corrections.</p> <p>Develops and implements process improvements.</p>

PERFORMANCE EXPECTATION/STANDARDS: Adaptability (and Teamwork)

Definition: Demonstrates the ability to work together toward completion of a common goal and achieving it in the highest standard without personal prominence or recognition.

1 Far Below Standards	2 Below Standards	3 Meets Standards	4 Exceeds Standards	5 Outstanding Performance
Does not participate.	Seldom shares information with customers.	Shares knowledge and ideas with co-workers. Makes a good use of resources.	Consistently shares experience and knowledge with team members.	Improves the overall team process and promotes harmony within the organization.
Resists change.	Seldom listens and shares ideas.	Draws out and supports ideas of others.	Accepts and gives suggestions for constant improvement of the overall process.	Always encourages others to work together.
Helps only if required to do so.	Schedules work with others randomly.	Makes a conscious effort to organize and encourage the team to reach common goals.	Actively seeks solutions to problems that will benefit co-workers and enhance team cooperation.	Helps the team to set and achieve clear goals.
Shares little information.	Rarely supports ideas of others.	Is willing to confront team problems and give constructive feedback on each task and process.		Uses knowledge and ability for team to perform at a higher level.
Criticizes co-workers.	Lacks initiative to help co-workers make the overall process better.	Builds 'trust' relationships and supports dept. goals. Accepts responsibility Performs under stress and change Supports dept. goals and objectives		Always makes an effort to develop ways to improve work flow.

PERFORMANCE EXPECTATIONS/STANDARDS: Quality of Work

Definition: Demonstrates a degree of excellence in the performance of one's duties.

1 Far Below Standards	2 Below Standards	3 Meets Standards	4 Exceeds Standards	5 Outstanding Performance
<p>Does not complete assigned work in a timely manner.</p> <p>Requires constant supervision and direction in all aspects of the job.</p> <p>Work is incomplete and requires a callback.</p> <p>Customer is dissatisfied.</p> <p>Does not follow procedures.</p> <p>Wastes materials.</p>	<p>Sometimes does work correctly the first time and in a timely manner.</p> <p>Lacks pride in work or fails to give assignment the best of ability.</p> <p>Plans work ineffectively.</p> <p>Usually ensures the customer is satisfied and seeks customer feedback.</p>	<p>Provides service that meets/exceeds expectations for excellence.</p> <p>Completes work in the most effective, efficient way possible, using resources wisely.</p> <p>Supports co-workers.</p> <p>Accuracy and thoroughness in work completed</p> <p>Measures results.</p> <p>Provides neat and acceptable work products.</p>	<p>Consistently completes work with a minimum of callbacks.</p> <p>Sensitive to customer concerns and focuses on their needs.</p> <p>Anticipates the needs of customers.</p> <p>Consistently works to improve quality of services, procedures and processes.</p>	<p>Always completes work with minimum callbacks.</p> <p>Incorporates all customer needs into design/work plan.</p> <p>"Delights" the customer.</p> <p>Works with customer for quick response and satisfaction.</p>

PERFORMANCE EXPECTATION/STANDARDS: Attendance & Observation of Work Hours

Definition: Demonstrates responsibility or liability for one's actions; performs with the appropriate level of supervision; accepts responsibility and supervision; and applies themselves to their responsibilities.

1 Far Below Standards	2 Below Standards	3 Meets Standards	4 Exceeds Standards	5 Outstanding Performance
<p>Often late to work and/or meetings.</p> <p>Unprepared for work.</p> <p>Above-average use of sick time without documentation.</p> <p>Frequently not available or cannot be located.</p> <p>Habitually needs to use emergency sick/vacation time.</p>	<p>Sometimes late or absent from work or meetings.</p> <p>Has difficulty in prioritizing effectively and asking questions when in doubt.</p> <p>Does not always meet work deadlines.</p>	<p>Is dependable in terms of attendance and availability.</p> <p>Works as scheduled and is prompt and punctual.</p> <p>Makes good use of time and uses time properly.</p> <p>Initiates necessary actions to meet deadlines.</p> <p>Takes responsibility for own actions.</p> <p>Notifies dept. prior to absences.</p> <p>Schedules vacations and/or personal time off well in advance.</p> <p>Abides by County leave policies and avoids patterns of obvious absences.</p>	<p>Arrives early to prepare for work, or prepares for the next day's work before leaving.</p> <p>Consistently participates actively in meetings; provides suggestions and volunteers.</p> <p>Requests additional work and responsibility.</p> <p>Goes beyond doing the assigned task.</p> <p>Suggests new ways to do work to save time/money and keep problems from recurring.</p>	<p>Willing to spend whatever time is necessary to complete projects on schedule.</p> <p>Always within reach and ready to help.</p> <p>Has an enthusiastic "the buck stops here" attitude and accountability.</p> <p>Willing to take charge; provides solutions and resolves difficult problems.</p> <p>Helps out in other areas when needed.</p>

PERFORMANCE EXPECTATION/STANDARDS: Safety Practices

Definition: Demonstrates the ability to avoid undue risk and recognize or eliminate a hazardous situation, which may cause injury or loss to any person.

1 Far Below Standards	2 Below Standards	3 Meets Standards	4 Exceeds Standards	5 Outstanding Performance
<p>Fails to check instructions before starting a job.</p> <p>Disregards safety suggestions of others and safety guidelines.</p> <p>Does not use available safety equipment.</p> <p>Shows little concern for the safety of others.</p>	<p>Lacks good knowledge of safety standards and safe work practices.</p> <p>Occasionally does not check instructions thoroughly before starting job.</p> <p>Sometimes uses safety equipment improperly.</p> <p>Inconsistent in observing safety violations and hazards.</p>	<p>Knows/complies with job-related safety standards and encourages others to do the same.</p> <p>Attends and participates in safety meetings and training; uses proper tools for the job.</p> <p>Is attentive to issues in surrounding areas.</p> <p>Practices safe driving habits</p> <p>Appropriate use, maintenance and operation of tools and equipment.</p> <p>Promptly reports safety violations and hazards.</p> <p>Does not endanger self and others.</p>	<p>Assists others to work safety.</p> <p>Alerts/informs appropriate personnel of unsafe conditions.</p> <p>Gets others to follow safety standards.</p>	<p>Anticipates and incorporates safety changes into work.</p> <p>Always keeps job safe for follow-up personnel.</p> <p>Improves upon existing safety practices and standards.</p>

PERFORMANCE EXPECTATIONS/STANDARDS: Communication

Definition: Demonstrates the ability to exchange or convey ideas effectively, whether through speech or the written word, in carrying out one's responsibilities.

1 Far Below Standards	2 Below Standards	3 Meets Standards	4 Exceeds Standards	5 Outstanding Performance
<p>Spreads non-productive, negative information/gossip rather than engaging in constructive, healthy conversation.</p> <p>Does not confront situations, but tells others what they want to hear.</p> <p>Does not share nor accurately/completely convey needed information.</p> <p>Prepares poor, unclear, disorganized memos/reports.</p> <p>Shows little/no desire to listen to others.</p> <p>Will not participate in opening lines the communication.</p>	<p>Sometimes unclear in communication with customers and team members.</p> <p>Normally works to create understanding of situations.</p> <p>Seldom provides feedback on work status to supervisor or other customers.</p> <p>Has difficulty expressing thoughts and ideas clearly and positively.</p> <p>Does not always return calls/messages promptly.</p>	<p>Expresses thoughts, directions and ideas in a clear organized manner.</p> <p>Expresses written thoughts logically and professionally</p> <p>Uses language appropriate for customers.</p> <p>Is positive and constructive when communicating.</p> <p>Actively listens to all customers.</p> <p>Promotes communication throughout the organization.</p> <p>Applies themselves to their responsibilities.</p>	<p>Consistently achieves clear communication with customers and provides explanations on proposed solutions.</p> <p>Expresses thoughts/ ideas skillfully and concisely.</p> <p>Consistently prepares timely, error-free memos/reports without supervision.</p> <p>Always gains customer support through good communication.</p> <p>Seen as active supporter of good communication.</p>	<p>Always obtains customer feedback on job satisfaction.</p> <p>Paperwork conveys complex information in a concise, appropriate manner.</p> <p>Prepares excellent, original, innovative, timely reports and memos without direction.</p> <p>Always responds in writing to a written inquiry.</p> <p>Actively promotes quality communication with all customers.</p>

PERFORMANCE EXPECTATIONS/STANDARDS: Job Knowledge, Understanding and Skills

Definition: Demonstrates a clear understanding of one’s work and its integral relationship to other employees and departments in the achievement of an objective.

1 Far Below Standards	2 Below Standards	3 Meets Standards	4 Exceeds Standards	5 Outstanding Performance
<p>Lacks knowledge to complete the work assignments correctly.</p> <p>Requires repeated instruction and/or supervision to plan, schedule and complete work.</p> <p>Lacks knowledge of and/or does not comply with standard operating procedures of division or industry/professional standards.</p>	<p>Inconsistently plans, schedules and completes work assignments with occasional instruction and supervision.</p> <p>Has limited knowledge of department standard operating procedures and/or industry/professional standards.</p> <p>Lacks motivation to learn new procedures and methods, or apply training to job for improvement.</p>	<p>Possesses knowledge and skill to perform job competently.</p> <p>Through self-development and training, keeps current in field/vocation and applies new ideas and technology to job.</p> <p>Shares knowledge with co-workers.</p> <p>Demonstrates knowledge of work practices, methods, procedures and techniques.</p> <p>Knowledge of work standards, rules and requirements.</p>	<p>Consistently suggests new ideas for the job.</p> <p>Continually improves knowledge through education and training and applies such to work.</p> <p>Often implements ways to improve performance</p> <p>Often seeks to improve knowledge/performance through training and education.</p> <p>Often shares knowledge with and teaches others to improve performance.</p>	<p>Always initiates and completes work ahead of schedule with no instruction or supervision.</p> <p>Work always exceeds industry/professional standards.</p> <p>Always implements ways to improve performance.</p> <p>Always seeks to improve knowledge/performance through training and education.</p> <p>Always shares knowledge with and teaches others to improve performance.</p>

PERFORMANCE EXPECTATION/STANDARDS: Acceptance of Responsibility

Definition: Demonstrates responsibility or liability for one's actions; performs with the appropriate level of supervision; accepts responsibility and supervision; and applies themselves to their responsibilities.

1 Far Below Standards	2 Below Standards	3 Meets Standards	4 Exceeds Standards	5 Outstanding Performance
<p>Unprepared for work.</p> <p>Frequently not available or cannot be located.</p> <p>Often does not meet work deadlines.</p> <p>Uncooperative/non-participative in meetings.</p> <p>Unable to work without supervision</p>	<p>Needs assistance in performing routine tasks.</p> <p>Has difficulty in prioritizing effectively and asking questions when in doubt.</p> <p>Sometimes does not meet work deadlines.</p>	<p>Readily assumes responsibility for completing work assignments.</p> <p>Initiates necessary actions to meet deadlines.</p> <p>Takes responsibility for own actions.</p>	<p>Consistently participates actively in meetings; provides suggestions and volunteers.</p> <p>Requests additional work and responsibility.</p> <p>Goes beyond doing the assigned task.</p> <p>Suggests new ways to do work to save time/money and keep problems from recurring.</p>	<p>Always within reach and ready to help.</p> <p>Has an enthusiastic "the buck stops here" attitude and accountability.</p> <p>Willing to take charge; provides solutions and resolves difficult problems.</p> <p>Helps out in other areas when needed.</p>

PERFORMANCE EXPECTATION/STANDARDS: Initiative

Definition: Demonstrates initiative to complete one's work. When problems are encountered, takes the necessary action to complete job tasks and to recognize a more cost-effective method of performing one's duties.

1 Far Below Standards	2 Below Standards	3 Meets Standards	4 Exceeds Standards	5 Outstanding Performance
<p>Reluctant to do a job unless closely supervised.</p> <p>Unwilling to correct problems that employee can handle.</p> <p>Ignores obvious problems because "it's not my job."</p> <p>Does not participate in process improvement activities.</p> <p>Forgets or fails to report problems.</p>	<p>Has to be told often to do basic job functions.</p> <p>Sometimes identifies and solves problems.</p> <p>Does not practice problem-solving methods.</p> <p>Sometimes suggests methods to improve work procedures or production</p> <p>Seldom discusses problems with peers to find solutions if the employee cannot do the job.</p>	<p>Willingness to be a "self-starter"</p> <p>Identifies and generates creative, effective, and efficient solutions.</p> <p>Encourages and implements change in a positive, proactive manner.</p> <p>Focuses on process improvement.</p> <p>Demonstrates problem solving ability and resourcefulness</p>	<p>Often tries new ideas.</p> <p>Tries new procedures that are safe.</p> <p>Steps in and assists co-workers without being asked.</p> <p>Independently resolves problems and implements permanent changes.</p> <p>Takes the initiative to improve a process or procedure.</p>	<p>Always seeks to improve processes.</p> <p>Develops creative and innovate solutions to problems.</p> <p>Develops and implements process improvements.</p> <p>Encourages others to take initiative to improve processes</p>

PERFORMANCE EXPECTATIONS/STANDARDS: Other -- Empowerment

Definition: Demonstrates the ability to recognize and take responsible action by utilizing available resources essential to completing one's work.

1 Far Below Standards	2 Below Standards	3 Meets Standards	4 Exceeds Standards	5 Outstanding Performance
Lacks initiative to make decisions.	Does not always consult City and department policies when taking actions to satisfy customers.	Assumes authority and takes necessary action, within reasonable parameters.	Coordinates decisions with team and supervisor involving matters outside normal job parameters.	Actively shares experience and knowledge with all members of the team and encourages innovation.
Requires excessive supervision to accomplish tasks.	Seldom assists, suggests and aids customers in solving problems.	Has developed the ability to self-manage.	Knows when to step outside parameters to solve problems.	Always searching for methods of improving job performance.
Irresponsibly oversteps present guidelines.	Occasionally implements changes to meet customer=s needs.	Challenges the status quo with new ideas and approaches.	Seeks to find what all customers need, want and expect, and initiates problem solving actions.	Explores the limits of job performance.
Makes little effort to solve everyday problems.	Has difficulty in self-management.	Influences people to act.	Seeks new challenges.	Challenges the status quo positively, creatively and responsibly.
Does only what is told to do.	Shies away from challenges.			

PERFORMANCE EXPECTATIONS/STANDARDS: Other -- Leadership

Definition: Demonstrates the ability to guide, train, or direct others in successfully completing their work or in achieving a common goal.

1 Far Below Standards	2 Below Standards	3 Meets Standards	4 Exceeds Standards	5 Outstanding Performance
<p>Erratic attendance.</p> <p>Negative attitude toward supervisors or team.</p> <p>Discourages others from seeking to perform to their potential.</p> <p>Shows little initiative.</p> <p>Cooperates with others reluctantly and only after being coerced.</p>	<p>Attempts to cooperate and set example for teamwork and initiative.</p> <p>Exhibits inconsistent attitude in support of team effort.</p> <p>Provides minimal support/help to others.</p> <p>Tries to build trust and respect among team members.</p>	<p>Serves as a role model for others in areas of teamwork and initiative.</p> <p>Inspires and coaches others to achieve higher levels of performance.</p> <p>Gives and expects respect.</p> <p>Supports organization objectives.</p>	<p>Actively encourages and coaches others to be punctual and dependable.</p> <p>Seeks ways to improve self and team performance capabilities.</p> <p>Trains others in new responsibilities.</p> <p>Self-starter who sees what needs to be done and gets it done.</p>	<p>Plans for accomplishment (with and/or through others).</p> <p>Demonstrates contagious high performance.</p> <p>Always brings enthusiasm to the work place.</p> <p>Actively supports/ contributes ideas to further the team effort.</p> <p>Always seeks improvement of end product for self/team.</p> <p>Understands team mission.</p> <p>Is committed to excellence by example.</p> <p>Is a leader in seeking improvements to the total work environment.</p>