

Performance Evaluation Manual 2013

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1

AN IDEAL PERFORMANCE EVALUATION SYSTEM

Careful planning and implementation of an annual performance evaluation system is a fundamental element to insure that personnel are effective. This element of evaluation is not new. Supervisors continually evaluate employees on an informal and daily basis. When assignments are given, the supervisor decides which employee will perform best on that assignment based on knowledge, skills, and personal factors. By developing this performance evaluation system, we are formalizing these daily judgments made by the supervisor.

Because human judgment is part of every evaluation system, the process must be as completely objective as possible.

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OBJECTIVES OF PERFORMANCE EVALUATION

In most organizations, the primary goal of a performance evaluation program is the improvement of the overall quality of the service rendered by that organization. A number of specific objectives fall within the scope of the program. Some objectives listed below, although not all inclusive, indicate some primary uses for the performance evaluation system used by the City of Johnson City.

1. To improve the overall quality of service rendered by the City of Johnson City.
2. To motivate and guide employees toward greater self-development and improved performance by discussing significant strengths and areas needing improvement in a positive constructive manner.
3. To provide a uniform means for supervisors to make merit pay determinations based upon their assessment of employee performance in relation to performance standards.
4. To provide a means for evaluating employee suitability for continuation of employment beyond the probationary period and for job transfer and promotions.
5. To identify training needs.
6. To provide substantiating data for use as a guide to record employee progress.

Consequently, one of the most important and difficult tasks that the supervisor has to accomplish is a fair, accurate, and impartial evaluation. For the evaluation system to be effective, supervisors will have to deal with the facts of employee performance and stay away from opinions. Therefore, discussion between supervisors and employees should insure that performance evaluations be based on standards of job performance and behavior.

An employee has a right to know what a supervisor expects of them, and a supervisor must have foreknowledge and demonstrate skill when conducting performance evaluation interviews. This manual was written to assist the supervisor in accomplishing those requirements.

JOB STANDARDS AND FEEDBACK

It is important to provide measurable and realistic job performance standards so that the employee will know what is expected of him/her. Furthermore, it is essential for employees to receive information about how well they are doing in their attempts to meet their job standards. The more specific the feedback, the more valuable it will be in terms of reinforcing good performance or improving unsatisfactory performance. Equally important is that by telling employees what behaviors they will be evaluated on, the supervisor should communicate the important job aspects. The uses for providing specific feedback are:

A. PROMOTION

Although past performance evaluations need not be used as the exclusive basis for promotion, the results of the past evaluations should definitely be considered as part of the promotional process. While outstanding performance in one position is not a guarantee of success in a more responsible position, consistently good or above average performance is an indicator of possible future efforts of the employee. In addition, promotion can serve as a method of reward for superior performance.

B. DOCUMENTATION OF DISCIPLINARY ACTIONS

No employee working for the City of Johnson City should be terminated or demoted as a result of performance failure, but rather for failure to respond to planned positive action to help the employee improve. It is the supervisors' responsibility to recognize substandard performance, inform the employee of the discrepancy and the consequences and work with the employee to arrive at an acceptable solution. All these steps should be documented and the actions taken by the supervisor to correct it.

C. IDENTIFICATION OF TRAINING NEEDS

The performance evaluation system, particularly the section dealing with the setting of future job standards and action plans, are helpful in identifying certain training needs or special talents of the employee. This information can be very useful in developing training programs for particular departments or the organization as a whole.

D. IMPROVEMENT IN THE QUALITY OF SUPERVISION

The most important aspect of the Johnson City performance evaluation system is that it requires the supervisor to sit down with his/her employees on a regular basis and objectively discuss their job performance and abilities. Although performance evaluation is not the solution to all supervision problems, it does require that the supervisor devote some careful thought to the abilities, interests, and work performance of each individual he/she supervises. Additionally, the objective standards of the evaluation form require the supervisor to consider aspects of the individual's performance that might have otherwise been overlooked.

E. RECOGNITION OR POSITIVE REINFORCEMENT

Recognition or positive reinforcement of a desired behavior encourages its continuance. Supervisors should use recognition or positive reinforcement when an employee meets or goes beyond performance expectations. Positive reinforcement can consist of praise, verbal encouragement, showing appreciation for effort, and employee acknowledgement. When supervisors successfully use recognition or positive reinforcement the results can be increased employee productivity, improved morale of an individual or department, improved sense of employee self-worth, and improved sense of contribution to the division, department, and organization.

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RESPONSIBILITIES FOR PERFORMANCE EVALUATION

- **EMPLOYEE**

Each employee has a personal responsibility to be completely knowledgeable of his/her job duties and requirements. By the use of the job description, and with assistance of the supervisor, the employee should be able to describe what duties should be performed, how they should be done and what level of performance is expected. Ideally, this will be accomplished by discussion of job duties with the immediate supervisor and development of a list of specific satisfactory performance standards for the position. Employees shall sign their performance evaluation as evidence they have reviewed, not agreed with, the evaluation.

- **IMMEDIATE SUPERVISOR**

The employee's supervisor will be the evaluator and will be responsible for the daily evaluation of his/her employee's job performance, holding periodic review sessions with each employee to discuss job performance, completing the performance evaluation in an accurate and timely manner, and setting objective job standards for measuring employee productivity.

- **DEPARTMENT HEAD**

The department head is the "evaluator's" supervisor and has the responsibility of: reviewing the evaluation for accuracy and objectivity; and providing constructive comments for the employee to review. The department head should not change the supervisor's or 'evaluator's overall rating.

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PROCESS FOR PERFORMANCE EVALUATION

The Human Resources Department will forward a notice to the evaluator informing them of the employee name and performance evaluation date by which the form must be completed.

The evaluator then completes the form, giving it the time and attention it deserves. The evaluator forwards the form to the division head for review and comment. The Division Head forwards the form to the Dept Head for review and comment. The form is returned to

the evaluator. The evaluator and the employee schedule a time to discuss performance ratings and job expectations. This process affords the employee an opportunity to read any comments from those higher in the chain of command. The evaluator allows time for the employee to respond/comment on the evaluation. Most evaluation reviews with employees will be successfully completed at the time of the review, and the employee will comment and/or sign the evaluation at that time. If the employee asks for more time to respond, allow them that time, a day or two should be sufficient. The supervisor then forwards the original performance evaluation form to the Human Resources Department and may provide a copy for the employee.

The flow chart on the following page depicts the performance evaluation form process.

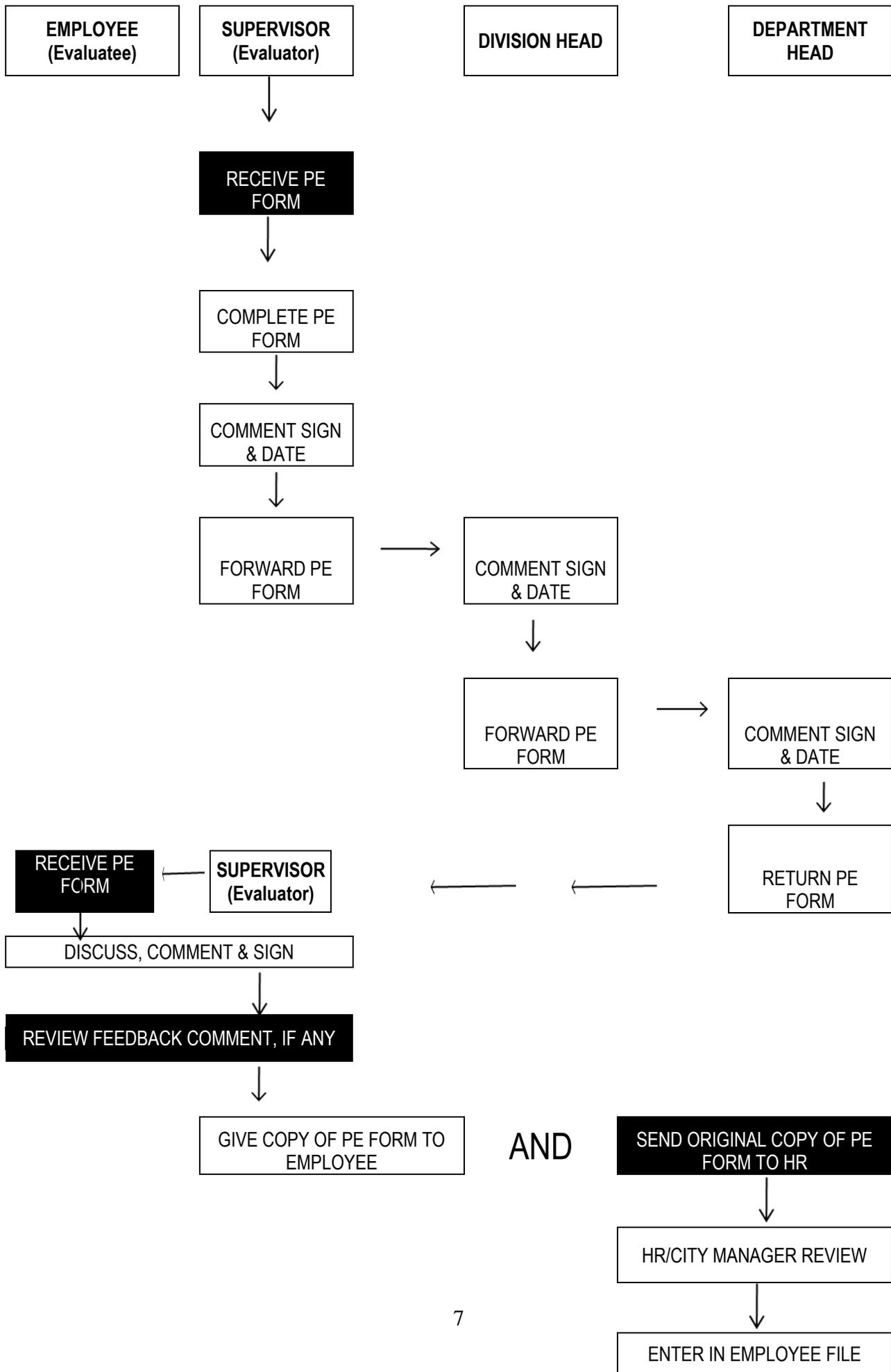
DIRECTOR OF HUMAN RESOURCES

The Director of Human Resources has the overall responsibility for the administration of the performance evaluation program for the City of Johnson City. That responsibility will include the distribution of the proper evaluation forms in a timely manner to insure that the performance evaluations are completed and returned by the specified date, to review the forms for completeness, to identify discrepancies and to insure proper safeguards for filing and maintaining the completed form.

CITY MANAGER

The City Manager will review the performance evaluations as deemed appropriate. He/she will ensure that any conflicts identified have been resolved in a fair and equitable manner, consistent with city policy and regulations.

Performance Evaluation (PE) Form Process



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OCCUPATIONAL CATEGORIES

There are seven (7) total occupational categories, listed in alphabetical order. They are:

1. Administration and Officials
2. Administrative Support
3. Fire Department
4. Management/Supervisory
5. Police Department
6. Professional
7. Technical and Skilled Craft Workers

The criteria used in selecting which positions/titles to place into an occupational category included reporting relation, breadth of responsibility, skill level of job duties, education and City appropriateness. The list of position titles and corresponding occupational categories are located in the appendix of this manual.

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PREPARATION TIPS FOR PERFORMANCE EVALUATION

To enhance fairness and reduce error in observation, when preparing a performance evaluation, the following considerations should be kept in mind:

- When doing the evaluation, consider the entire evaluation period. Try to enumerate high points and low points over the period. Look for areas of consistent behavior over the time period.
- Rate only what you have observed with notations as to the extent of the observation.
- The evaluation should be based on job performance, not personality. Focus on observable behavior and how it relates to performance on the job.
- Do not over identify or over sympathize with the employee and allow friendship to influence ratings. Never play favorites.
- Recognize the “halo effect” i.e., when an evaluator allows his/her overall, general impression to influence his/her judgment on each separate job standards. An employee should not be rated at the same level on all of the rating factors.
- Consider how the employee is performing in relation to what is expected. Evaluate the employee’s performance, not the importance of the job.
- Avoid errors of leniency and central tendency. Leniency occurs when most ratings pile up at the high end when they should be spread throughout the entire rating scale. Central tendency occurs when the evaluator rates all or most job standards in the middle of the performance range.
- It is human nature to dislike saying unfavorable things about employees; therefore, some supervisors tend to rate all their employees excellent. The two unfortunate effects of overrating employees are that the overrating misleads others that review his/her

evaluations, and the better, more productive employees suffer because one cannot distinguish the truly outstanding worker.

- Accuracy of recall over the evaluation period can be improved when the supervisor keeps a continuing written record of incidents of performance he/she has specifically observed and discussed with the employee.
- Recognize that some employees will never achieve a top rating, regardless of the length of service.

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RATING TOOLS TO USE

The following list consists of information on a variety of tools to help simplify the evaluation process. It is suggested that all of the tools described should be incorporated in the process of employee performance evaluations.

JOB DESCRIPTION

Before an effective job performance evaluation can be conducted, there must be a clear understanding of what the duties of the job entail and their priorities. To accomplish this, use the job specifications developed by the Human Resources Department for each job and discuss any discrepancies between the position being evaluated and the job description.

OCCURRENCE REPORTS

The evaluator should keep copies of reprimands and/or commendations as documentation for evaluations.

See the dept/division specific guidelines for sick leave/occurrences.

EMPLOYEE TIME CARDS

This would allow for accurate review of leave and sick time taken.

FACT FILE REVIEW

Each supervisor should make brief notes during the course of evaluation periods regarding specific incidents of work output, spot check observations of work and note a special situation that might have influenced work performance. It is not fair to the employee being reviewed to rely on memory alone. Things that happen last week tend to carry more importance than incidents that occurred several months ago. In addition, it is easy to remember that an employee failed to reach a goal, while forgetting the circumstances that caused the failure. Remember, in our evaluations of employees, we are looking for consistencies in behavior over a period of time and in a variety of circumstances.

RECORDS OF CONVERSATION REGARDING WORK PERFORMANCE

The best time to talk with an employee about a good or unsatisfactory performance is immediately after its occurrence. It is not advisable or good practice to save up incidents for an entire year and then discuss all those incidents in one rating period. The supervisor should discuss the situation immediately with the employee, arrive at an acceptable solution, and document the situation and what action each person has agreed to take by what deadline.

PAST EVALUATIONS

Previous performance evaluations provide good information about past performance of the individual as well as a method of reviewing the goals that were set in previous reviews and how well the employee has progressed in meeting those goals.

SPECIAL ACTIVITIES AND AWARDS

Consideration should be given to any special recognition or award that the employee has received for superior service, or special activities that the employee has been involved in to promote his/her career with the City.

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CONDUCTING THE EVALUATION INTERVIEW

It is very important to understand that the performance evaluation interview should be designed to review the program and development of the employee and to explain to him/her what is expected in terms of work performance. At the same time, keep in mind that first line managers and supervisors will conduct the evaluation interview, not a psychologist or skilled counselor. Remember, the interview should not be an in-depth psychological study, but a simple discussion between employee and supervisor about the employee's work performance. The following are a few tips in conducting an evaluation interview:

1. The interview should be scheduled at a time that is mutually agreeable to both parties. Enough time should be allowed for the interview so that the employee does not feel rushed.
2. The employee should be given complete attention during the interview.
3. The interview should be scheduled to allow freedom from interruption.
4. Be positive in the interview. Almost every employee has some strengths or good work characteristics that can be used as a starting point in the interview.
5. The evaluator should have a clear understanding that the subject of the evaluation is the employee's work performance and not his/her personality. The discussion should be job centered.
6. Avoid "surprises" in the form of negative comments of which the employee has not been previously advised in the on-going day-to-day process of supervision.
7. Communicate honest warmth and understanding. Develop a relationship of mutual trust, confidence, and respect.

8. Ask questions and listen. Allow the employee to express his/her reactions to the evaluation. You may discover some underlying causes to lack of performance.
 9. Ask the employee for suggestions of performance goals and standards and how his/her performance can improve.
 10. Don't show anger or hostility, regardless of the remarks that are made by the employee. Try to maintain your objectivity.
 11. Allow the employee his/her respect. Nothing is gained by proving him/her wrong or by being unduly hard-nosed.
 12. Work with the employee to develop a plan of positive action.
 13. End the interview on a relaxed and positive note.
 14. Allow a couple of days following the interview for the employee to submit any comments he/she may have concerning the evaluation.
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AFTER THE INTERVIEW

Once the performance evaluation has been completed, it is time to do a self-evaluation of the interview. If the following questions can be answered with a "yes", the evaluation you just conducted was successful.

- Does the employee know where he/she stands?
- If a low rating was given, does the employee know why?
- Does the employee know what must be done to improve performance?
- Is the employee positive and is he/she motivated to improve?
- Does the employee know the consequences if he/she does not improve?
- Have goals and standards been agreed upon for follow up in the next evaluation?
- Have you built a stronger relationship between the employee and yourself?

Hopefully, these pointers will assist you in your performance evaluation interviews even though they won't always be pleasant. It is difficult to tell an employee that his/her work is deficient. It is possible, however, to help the employee take an objective and constructive look at his/her own work performance and to help him/her work toward improvement.

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PROBATIONARY EVALUATION

The following performance evaluation program was designed to assist the supervisor in evaluating the employee during his/her probationary period.

FREQUENCY OF PROBATIONARY EVALUATIONS

Evaluate new hires and promoted employees at month 3 and 6.

Evaluate civil service employees at month 3, 6, 9, and 12.

PROBATIONARY EMPLOYEE EVALUATION

The probationary evaluation is recorded on the probationary evaluation form. The supervisor will identify the month the evaluation is to be completed. All new employees are on a probationary period of at least six months. Civil Service employees are on a probationary period of at least 12 months. During this initial period of employment, it is vital that the employee and the supervisor have an opportunity to discuss and agree on job standards, goals, and objectives so that each has a clear understanding of the job to be performed. The supervisor shall make a decision about probationary employee's continued employment by indicating so on the probationary evaluation form. The purpose of the probationary review can best be described by the following objectives:

1. To orient the new employee to his/her job position as to responsibilities, job location, and supervisory expectations.
 2. To develop a rapport between the new employee and the supervisor through constructive communication.
 3. To assist in planning for the best utilization of the new employee's capabilities.
 4. To provide an opportunity for each employee to discuss job concerns and interests with his/her supervisor.
 5. To assemble substantiating data for use as a guide for purposes of identifying needed training and determination of continued employment.
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ANNUAL PERFORMANCE EVALUATION

INTRODUCTION AND OBJECTIVES

This evaluation form is a management tool to assist the supervisor in the evaluation of the employee's job performance. The performance evaluation program is designed to:

1. Serve as a guide for evaluating the employee by using performance standards that have been set by the supervisor and the employee.
2. Assist in determining and documenting of special talents and abilities that might otherwise go unnoticed.
3. Provide the opportunity for each employee to discuss job concerns and interests with his/her supervisor.

4. Maintain or improve employee job performance and satisfaction by letting him/her know that the supervisor is interested in his/her job progress and personal development.
5. Assemble substantiating data for use as a guide for purposes of promotions, wage adjustments, training needs, disciplinary action, and termination.

SCALE OF PERFORMANCE

The following scale of performance will be used to evaluate the performance standards of each factor. Each standard will be assigned a scale that best describes the employee's performance on that standard:

OUTSTANDING - Employee consistently demonstrates competency that is superior to the job expectation. Employee is considered outstanding among his/her peers and is a positive role model. Work results and behavior are exceptional and valuable to the organization.

EXCEEDS EXPECTATION - Employee demonstrates competency that consistently meets and sometimes exceeds the job expectation. Employee is respected among his/her peers. Performance at this level provides a valuable contribution.

MEETS EXPECTATION – Employee demonstrates full competency that consistently meets the job expectation. Performance at this level provides a satisfactory contribution.

NEEDS IMPROVEMENT - Employee needs to improve performance in order to develop competency to meet the requirements of the current position. Employee's performance may have a negative impact on the operation of the work unit/department. Employee has performed some duties successfully. Work is occasionally inadequate, late or poor quality. Performance clearly leaves room for improvement. The employee may be placed on six month probation as deemed appropriate by the supervisor.

UNACCEPTABLE – Employee needs to develop competency to meet the requirements of the current position. Employee's performance has a negative impact on the operation of the work unit/department. The employee is either unwilling or unable to meet acceptable job expectations. Work is frequently inadequate, late or poor quality. Performance leaves substantial room for improvement. The employee shall be placed on six month probation. A probationary evaluation form will be completed and reviewed with the employee by the supervisor on third and sixth month of probation.

N/A (NOT APPLICABLE) - Evaluation of this standard is inappropriate or the evaluator has had no opportunity to observe the performance on this standard.

There is one exception to the use of the 5 tiered scale above: Factor I – Conformance to Policies, Procedures and Regulations. Instead of a 5 tier rating there are only 2 tiers – ME (Meets Expectation) or U (Unacceptable). The remaining factors are still rated on the 5 tier system. This should not affect the department's ability to use attendance to manage leave used by employees.

EVALUATION SECTION

The performance evaluation consists of three (A, B, and C) section in addition to the front page that is the employee information section.

SECTION A, PERFORMANCE REVIEW

This section is the performance review section. The number of factors within the performance review section varies based on the occupational category. The specific

performance standards within each factor heading will also be different based on the occupational categories. The immediate supervisor will evaluate the employee's performance for each standard. Below is an outline of the seven (7) occupational categories and their factor headings. The factor heading definitions follow this outline.

1. Administration and Officials
 - a. No factors are used. Only the performance expectation plan will be used to compare expected verses actual performance.

2. Administrative Support
 - a. Conformance to Policies and Procedures
 - b. Quality and Quantity of Work
 - c. Knowledge and Attitude Towards Job
 - d. Interpersonal Relationships
 - e. Initiative and Dependability

3. Fire Department

4. Management/Supervisory
 - a. Conformance to Policies and Procedures
 - b. Quality and Quantity of Work
 - c. Knowledge and Attitude Towards Job
 - d. Interpersonal Relationships
 - e. Management and Leadership Abilities
 - f. Decision Making
 - g. Safety Responsibility

5. Police Department

6. Professional
 - a. Conformance to Policies and Procedures
 - b. Quality and Quantity of Work
 - c. Knowledge and Attitude Towards Job
 - d. Interpersonal Relationships

7. Technical and Skilled Craft Workers
 - a. Conformance to Policies and Procedures
 - b. Quality and Quantity of Work
 - c. Knowledge and Attitude Towards Job
 - d. Interpersonal Relationships
 - e. Safety Consciousness

FACTOR DEFINITIONS

Conformance to Policies, Procedures, and Regulations – In this factor the evaluator will evaluate the employee on standards of City Policy and procedures of the job.

Decision Making – Refers to how well decisions are made, such as analysis, alternatives, appropriateness and timeliness.

Initiative and Dependability – Refers to how well the employee takes initiative to perform work duties, make decisions, and assist others and the employee’s reliability and dependability.

Interpersonal Relationships – This factor evaluates standards associated with how well the employee communicates and works with peers, supervision, and the public.

Knowledge and Attitude Towards Job – This factor encompasses the understanding of various phases of work, knowledge of necessary job-related fundamentals and behavior conducive to efficient and effective work habits.

Management and Leadership Abilities – This factor assesses abilities to plan, coordinate, organize and control organizational resources as well as inspire and lead employees to accomplish work.

Quality & Quantity of Work – Refers to how well assigned duties are performed, such as accuracy, neatness of product and the amount of work that is performed.

Safety Consciousness – This factor evaluates standards of proper maintenance and use of all issued and assigned equipment used in the performance of duties.

Safety Responsibility – This factor evaluates the manager/supervisor’s ability to know, implement, enforce and role model proper safety procedures.

COMMENTS SECTION

Each factor has a space for the evaluator to cite examples in writing that support and document the performance evaluation of those factors. This is an important section and must be completed in full. Narrative explanations are required for each factor area, and specific performance examples are required for all ratings of O, NI, and U.

Employees need narrative feedback. Comments are critical to show employees why they received the rating for that particular factor, and how to improve their performance during the next review period to earn a higher rating on that factor. Complete documentation of work behavior is needed to help the supervisor maintain objectivity and make the evaluation less subjective.

SECTION B, PERFORMANCE EXPECTATION PLAN

This section compares expected performance in a specific and descriptive narrative with actual performance results. The immediate supervisor may write as many expectations as deemed appropriate based on the scope of responsibility for the position.

All occupational categories have the performance expectation plan section. The Administration and Officials performance evaluation consist only of the performance expectation plan.

The performance expectation plan also has space provided for evaluator and employee comments. All comment space provided is an opportunity for the evaluator to summarize or elaborate on performance ratings and cite examples supporting performance ratings.

There are two pages to the Performance Expectation Plan, one for the current year objectives and one for next year objectives. All positions need annual goals/objectives.

WHEN WRITING GOALS, REMEMBER TO MAKE THEM SMART.

SPECIFIC - A specific goal has a much greater chance of being accomplished than a general goal. To set a specific goal you must answer the six "W" questions:

- *Who: Who is involved?
- *What: What do I want accomplished?
- *Where: Identify a location.
- *When: Establish a time frame.
- *Which: Identify requirements and constraints.
- *Why: Specific reasons, purpose or benefits of accomplishing the goal.

EXAMPLE: A general goal would be, "Get in shape." But a specific goal would say, "Join a health club and workout 3 days a week."

MEASURABLE - Establish concrete criteria for measuring progress toward the attainment of each goal. To determine if your goal is measurable, ask questions such as.....How much? How many? How will I know when it is accomplished?

ATTAINABLE – Most goals are attainable if you plan your steps wisely and establish a time frame that allows those steps to be carried out.

REALISTIC - To be realistic, a goal must represent an objective toward which you are both willing and able to work. Be sure that every goal represents progress.

TIMELY - A goal should be grounded within a time frame. With no time frame tied to it there's no sense of urgency.

T CAN ALSO STAND FOR TANGIBLE - A goal is tangible when you can experience it with one of the senses, that is, taste, touch, smell, sight or hearing. When your goal is tangible you have a better chance of making it specific and measurable and thus attainable.

SECTION C, PERFORMANCE RATING AND RECOMMENDATIONS

This section covers the overall rating of the evaluation. The page also contains a signature section for the employee, evaluating supervisors, and the department head to confirm and approve the evaluation. Additional comment space is provided for the employee, evaluator or department head.

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APPEALS PROCEDURE

Since the performance evaluation report has a potential to influence many of the personnel decisions that affect a city employee, the following should be considered as the appeal procedure for the employee if he/she disagrees with the report. (Civil Service employees should refer to Article 26 of the Civil Service Manual).

FIRST LEVEL OF REVIEW

In addition to the comments section on the performance evaluation form, the employee may appeal the review by presenting a written statement of the appeal to his/her immediate supervisor. The supervisor shall render his/her decision and comments to the appeal in writing and return it to the employee within five (5) working days after receipt of the appeal. If the employee does not agree with the supervisor's decision, or if the supervisor fails to provide a resolution to the appeal outlined above, the employee may present the appeal in writing to the supervisor's immediate supervisor. Failure of the employee to take further action within five (5) days after the written decision of his/her supervisor, or within ten (10) days if no decision is rendered, will constitute a withdrawal of the appeal.

FURTHER LEVEL OF REVIEW

The supervisor receiving the appeal shall review it, render his/her decision and comments in writing, and return them to the employee within five (5) working days after receiving the appeal. If the employee does not agree with the decision, or if no answer has been received within five (5) working days after the supervisor receives the appeal, the employee may present the appeal to the department head. Failure of the employee to take further action within five (5) working days after receipt of the written decision of the supervisor, or if within ten (10) days no decision is rendered will constitute withdrawal of the appeal.

DEPARTMENT REVIEW

The department head receiving the appeal shall review it and discuss the appeal with the employee and render his/her decision and comments in writing and return them to the employee within five (5) working days after receiving the appeal. If the employee does not agree with the decision reached, or if the department head fails to provide resolution of the appeal as outlined above, he/she may present the appeal to the City Manager. Failure of the employee to take further action within five (5) working days after receipt of the decision of the department head, or within ten (10) working days if no decision is rendered constitutes a withdrawal of the appeal.

CITY MANAGER

The City Manager, upon receiving the appeal, shall discuss the appeal with the employee. The City Manager shall render his/her decision and comments in writing and return them to the employee within five (5) working days after receiving the appeal. The decision of the City Manager shall be final.

ADMINISTRATION AND OFFICIALS

CRITERIA FOR POSITIONS:

- Report to City Manager
- Set broad organizational and/or department-wide policies
- Exercise overall responsibility for execution of these policies
- Direct individual departments or special phases of the agency's operations
- Provide specialized consultation on a local, regional or area basis
- Perform executive duties

POSITION TITLES

(listed alphabetically)

Assistant City Manager	Director of Parks & Recreation
Budget Manager	Director of Public Works
Director of Community Relations	Director of Purchasing
Director of Development Services	Director of Risk Management
Director of Emergency Management	Director of Transit
Director of Finance	Director of Water/Wastewater
Director of Human Resources	Fire Chief
Director of Fleet Management	Police Chief
Director of Information Technology	Staff Attorney

ADMINISTRATIVE SUPPORT

CRITERIA FOR POSITIONS:

- Responsible for internal and external communications
- Record and retrieve data and information
- Answer phones or interacts with employees and citizens
- Keep records or accounts
- Work at service counters
- Perform general office work

POSITION TITLES

(listed alphabetically)

Account Clerk	Human Resources Generalist
Accounting Technician	Juvenile Court Clerk
Accounts Payable Specialist	Office Assistant
Administrative Coordinator	Payroll Specialist
Box Office Clerk	Receptionist
Buyer	Records Specialist
Clerical Specialist I	Risk Management Specialist
Clerical Specialist II	Secretary
Collections/Customer Service Clerk	Senior Account Clerk
Courtroom Assistant	Stores Clerk
Customer Service Clerk	

MANAGEMENT/SUPERVISORY

CRITERIA FOR POSITIONS:

- Conduct or supervise programs or people
- Handle or direct with a degree of skill
- Interpret and enforce company policies and safety regulations
- Recommend measures to improve performance and quality of service
- Analyze and resolve work problems
- Assist workers in solving work problems
- Initiate or suggest plans to motivate workers to achieve work goals
- Is administratively adept to plan, organize and control work activities

POSITION TITLES

(listed alphabetically)

Aquatics Center Supervisor	Grounds & Turf Maintenance Supervisor
Assistant Director of Parks & Recreation	Head Lifeguard
Assistant Director of Public Works	Jail Superintendent
Assistant Director of W/WW	Juvenile Court Clerk
Assistant Solid Waste Manager	MPCC Operations Manager
Assistant W/WW Maintenance Supt.	Office Manager
Athletic Manager	Operations Supervisor
Auto Technician Shift Supervisor	Park Services Manager
Box Office Manager	Parts Manager
Center Supervisor	Recreation Services Manager
Chief Building Official	Senior Services Director
Chief Wastewater Plant Operator	School Transportation Supervisor
Chief Water Plant Operator	Seniors' Program Development Supervisor
City Engineer	Seniors' Services Director
City Forester	Solid Waste Manager
Civic Center Director	Special Education Transportation Supervisor
Collection Supervisor	Storm Water Manager
Crew Supervisor	Street Superintendent
Customer Service Manager	Surveyor Supervisor
Customer Service Supervisor	Traffic Superintendent
Director of Court Services	Traffic Systems Specialist
Director of Golf	Transit Office Manager
Facilities Maintenance Manager	Transit Operations Supervisor
Fleet Management Supervisor	W/WW Maintenance Superintendent
Fleet Management Superintendent	W/WW Maintenance Supervisor
General Supervisor	W/WW Superintendent
Golf Course Superintendent	W/WW Warehouse Supervisor
Golf Maintenance Manager	

PROFESSIONAL

CRITERIA FOR POSITIONS:

- Have specialized and theoretical knowledge usually acquired through college training, work experience and other training which provides comparable knowledge
- Follow a line of conduct as though it were a profession

POSITION TITLES

(listed alphabetically)

Assistant Golf Professional	Operations/Training Officer
Chief Correctional Officer	Para Transit Coordinator
Child Support Enforcement Specialist	Planner
Civil Engineer I	Plans Examiner
Civil Engineer II	Police Records Clerk
Civil Engineer III – PE	Pretreatment Coordinator
Community Development Coordinator	Probation Officer
Community Development Program Manager	Public Information Specialist
Correctional Officer	Recycling Marketing Coordinator
Crime Analyst	Senior Planner
Development Coordinator	Senior Planning Technician
Environmental Auditor	Special Transit Services Coordinator
Executive Assistant	Staff Accountant
Finance Supervisor	Surveyor
GIS Analyst	Tax Specialist
Golf Professional	TCCRP Project Director
Human Resources Manager	Technology Administrator
In-Home Service Coordinator	Traffic Engineering Manager
IT Administrator	Training/Development Coordinator
Maintenance Coordinator	Transit Planner
Management Analyst	Transportation Planning Coordinator
Marketing & Events Coordinator	Transportation Project Manager
Municipal Court Clerk	WWW Engineering Services Coordinator
Network Administrator	WWW Project Manager
Occupational Health & Safety Coordinator	

TECHNICAL AND SKILLED CRAFT WORKERS

CRITERIA FOR POSITIONS:

- Have thorough and comprehensive knowledge of a craft (mechanic, carpenter, operator, etc.)
- Have a combination of basic scientific or technical knowledge
- Contribute to the upkeep and care of buildings, facilities or grounds of public property
- Perform jobs that require special manual skill
- Acquire knowledge through on-the-job training, apprenticeship or formal training programs
- Acquired manual skill through specialized post-secondary school or equivalent on-the-job training

POSITION TITLES

(listed alphabetically)

Automotive Technician	Parts Clerk
Blaster Equipment Operator	Parts Runner
Code Enforcement Officer	Printer Specialist
Code Enforcement Officer II	Program Coordinator
Communications Manager	Public Service Worker
Communications Specialist	Recreation Worker
Communications Technician	Sanitation Equipment Operator
Construction Inspector	SCBA Maintenance Technician
Cross Connection Inspector	Senior Automotive Technician
Custodian	School Bus Driver
Design & Construction Coordinator	Senior Meter Reader
Engineering Technician	Seniors' Custodial/Transportation Aide
Engineering Technician II	Seniors' Health & Education Coordinator
Facilities Maintenance Mechanic	Sewer Rehabilitation Coordinator
Facilities Maintenance Mechanic II	Special Education Driver
Fleet Management Maintenance Technician	Stormwater Inspector
Freedom Hall Building Manager	Survey Technician
Freedom Hall Maintenance Supervisor	Tire Service Worker
Freedom Hall Maintenance Worker	Trade Inspector I
GIS Technician	Trade Inspector II
Golf Shop Attendant	Trade Inspector III
Instrumentation/Control Technician	Traffic Signal Technician
IT Specialist	Traffic Signs & Markings Technician
IT Technician	Transit Technician
Laboratory Analyst	W&S GIS Database Specialist
Landscape Technician	WWW Maintenance Mechanic I
Landscape Worker	WWW Maintenance Mechanic II
Lead Custodian	WWW Service Worker
Maintenance Supervisor	WWW Services Coordinator
Mass Transit Driver	Water Plant Operator I
Master Automotive Technician	Water Plant Operator II
MEO I	Water Plant Operator III
MEO II	WW Plant Operator I
MEO III	WW Plant Operator II
Meter Reader	WW Plant Operator III

FIRE DEPARTMENT

CRITERIA FOR POSITIONS IN WHICH EMPLOYEES:

- Perform prevention, suppression and education of fires
- Perform duties within the Fire Bureau

POSITION TITLES

(listed alphabetically)

Assistant Fire Chief
Assistant Fire Marshall
Fire Captain
Fire Lieutenant
Fire Sergeant/Engineer
Firefighter
Firefighter Trainee

POLICE DEPARTMENT

CRITERIA FOR POSITIONS IN WHICH EMPLOYEES:

- Maintain public order, safety and health
- Enforce laws and possess executive, judicial and legislative powers
- Are charged with the prevention, detection and prosecution of public nuisances and crimes
- Are sworn officers
- Perform duties within the Police Bureau

POSITION TITLES

(listed alphabetically)

Police Captain
Police Lieutenant
Police Major
Police Officer
Police Officer Trainee
Police Sergeant

You may access this document on the City's server in Public Folders, under Human Resources by clicking on the file named Performance Evaluation Manual.

Please contact Human Resources if you have any questions regarding this manual or need any assistance with the performance process.

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