

TOWN OF NEEDHAM
PUBLIC WORKS PERFORMANCE EVALUATION POLICY #419

I. PURPOSE AND SCOPE

The Purpose of this policy is to outline the Town's Public Works performance evaluation program, including the use of the Performance Evaluation Form. The performance evaluation program has been developed to accomplish several goals: to continuously improve the effectiveness and efficiency of Town services; to provide an opportunity for two-way communication and planning between employees and supervisors; to assist employees in increasing the effectiveness of their job performance; to provide a mechanism for the establishment of individual and departmental goals; to serve as the basis of acknowledging employee's accomplishments and recognizing employee's potential need for guidance, training, and/or support; and to provide documentation of employee performance to serve as the basis for salary adjustments and personnel actions.

II. APPLICABILITY

This policy applies to Public Works Union employees.

III. DEFINITIONS

Refer to the Glossary of Terms in the Personnel Policy Manual for commonly used words and phrases.

IV. POLICY

It is the policy of the Town of Needham that all full-time and permanent part-time employees will be formally evaluated on an annual basis. Additionally, employees who are nearing the end of any probationary period will be evaluated prior to the determination as to whether the employee should be retained on a permanent basis. Informal evaluation of employees will occur throughout the year.

V. GENERAL PROCEDURES

A. Coordination

The performance review system will be monitored by the Personnel Department. Coordination will include the following tasks:

1. Informing department managers as to which reviews need to be completed;
2. Providing supervisors with the performance review forms needed to complete the reviews;

3. Monitoring the completion of reviews;
4. Placing the completed reviews in employees' official personnel files;
5. Keeping employee reviews in a secure file to protect confidentiality; and
6. Regulating access to employee review files.

B. Forms

All Public Works Union employees will be evaluated using the Department of Public Works Employee Performance Review Form.

C. Timing

All employees will be formally evaluated prior to the conclusion of the probationary period, and annually thereafter on their anniversary or step date. Informal evaluation of employee performance is on-going throughout the year.

D. Meetings

Working Foremen or other supervisory employees are expected to hold a private meeting with each of their employees to discuss the employee's performance over the preceding year. Supervisory employees will then review the evaluation with the appropriate Assistant Superintendent or Superintendent prior to finalizing the evaluation.

E. Compensation

For employees who are eligible for satisfactory performance step increases, the Director of Public Works will complete a Payroll Authorization Form and forward it to the Personnel Department, along with the Performance Review Form, as soon as the review is completed. The Personnel Department will then process the step raise request.

F. Employee Grievances

If an employee disagrees with his or her review, he or she may provide comments in the space provided. If the disagreement cannot be resolved within the department, the supervisor should refer the employee to the appropriate grievance or appeal procedure contained in the collective bargaining agreement.

VI. EVALUATION PROCEDURES

The following steps should be followed for all performance evaluations.

A. Evaluation of Primary Job Duties

1. Using the appropriate job description as a guide, the evaluator should identify the employee's four primary job duties and include them in the space provided. The evaluator should choose the duties which are most frequently done and most important for **the review year**. Job duty statements should include the "what" "how" and "why" of the work activity, and should begin with an action verb. Supervisors should remind employees that they are responsible for all job duties assigned, even if they are not written on the evaluation form.
2. The evaluator should then identify the performance criteria by which the employee will be evaluated. The evaluator should review each duty, and think about what it means to do it right. @ Is the most important aspect of the duty the work produced, or the work process? Work products can be described by the quality of the work, the amount of work to be performed, the time-frame in which the work should be done, and the cost of the work. Work process can be described by the way the employee works with others, and the procedures used to complete the work. For some duties, the work product may be the supervisor's focus in a given year. For others, the work process may need to be highlighted.
3. There should be two to four criteria for each job duty. These criteria should be observable, clear, specific, realistic, easy to follow, and similar for employees who are doing the same work. Supervisors should be wary of identifying performance criteria which are absolute and therefore unachievable.
4. An example of a job duty with performance criteria may be:

<p>Duty #1 Conduct water quality tests and adjust chemical dosages following DEP guidelines to maintain appropriate level of water quality.</p> <p><i>Performance Criteria (Performance is successful if...):</i></p> <ul style="list-style-type: none"> - all water treatment plants are tested once per day between 7:00 and 9:00 a.m. - water quality is maintained within prescribed standards

5. During the review, the employee's performance during the performance period will be evaluated according to the following Rating Guide:

Exceeds Expectations:	Performance exceeds the supervisor's expectations
Meets Expectations:	Performance meets the supervisor's expectations
Needs Improvement:	Performance may be inconsistent or inadequate on some factors
Below Expectation:	Performance is generally and routinely unacceptable.

6. A narrative description of the performance and supporting documentation must accompany any ranking of "Needs Improvement" or "Below Expectation."

B. Performance Standards

In this portion of the form, the supervisor reviews various aspects of the employee's performance, which are not specific to a particular job duty, using the Rating Guide, set forth above.

1. Quality of Work

- X Understanding of, and compliance with, Departmental rules, procedures, workflow, policies and operations.
- X Understanding own job responsibilities and how they fit into departmental operations; initiative in learning the responsibilities of other department positions, when appropriate.
- X Having any special skills required by the department; willingness and initiative taken to acquire additional knowledge and assume new tasks.
- X General understanding of departmental operations; knowing when to answer a question and when and how to refer it to someone else.
- X Organizational skills; ability to pace workflow and schedule time, timeliness of work.
- X General appearance of finished work products.
- X Accuracy of work -- number of errors or corrections.
- X Number of complaints or problems received from the public and other department staff due to work errors.
- X Degree of thoroughness applied to tasks; ability to follow work through to completion.

2. Quantity of Work

- X Quantity of output viewed in terms of the general volume of activity in the department; amount of work assigned versus amount produced; amount of work back-logged; volume of output compared to other staff.
- X "Interruptability quotient" -- ability to immediately resume work on one task after being interrupted to perform another task; ability to shift gears without coming to a halt.

Work Habits

- X Appropriate attendance level.
- X Consistently punctual; appropriate use of "breaks."
- X Works independently without requiring constant supervision.
- X Willingness to take on extra work when required by circumstances.
- X Performs work in such a fashion that the supervisor can rely on the work as accurate and timely.

Interpersonal Skills/Customer Service

- X Ability to get along with others in the division; ability to avoid or handle minor conflicts without the intervention of the supervisor.

- X Consistent attention to and patience with the public; tolerance of diversity; willingness to go out of one's way to assist the public and other employees, a consistently pleasant manner.
- X Ability to effectively handle complaints and problems.
- X Ability to resolve conflict rather than creating animosity.
- X Willingness to cooperate with peers and supervisor; ability to give and receive help; offering assistance to other divisions when workflow allows.
- X Ability to accept and understand criticism and to take appropriate action to correct and improve performance.

Communication

- X Clarity and appropriateness of oral and written communication with employees and customers.
- X Employee demonstrates appropriate level of information flow to supervisor, other employees.
- X Listening skills, the ability to understand questions and obtain additional information needed to answer correctly.

8. Supervisory Skills (If Appropriate)

- X Management skills -- success in planning and organizing work and achieving goals within scheduled time and fiscal limits.
- X Motivation of employees -- success in gaining cooperation and high levels of performance from employees supervised.
- X Development of employees -- success in training employees in skills required for assigned duties as well as providing for flexibility in back-up.

C. Evaluation of Goals for Previous Review Period (Optional)

The supervisor and the employee review the goals set the previous year. Each employee should have at least three (3) goals, which may be modified during the year if circumstances require. If a particular goal was not achieved through no fault of the employee, the evaluator should indicate that fact in the space provided.

D. Goal Setting for Next Review Period (Optional)

The evaluator and the employee mutually agree on the goals to be set for the coming year. Each goal should be a concise statement of the objectives to be attained within the performance period, and should have a specific target date.

E. Overall Evaluation for the Review Period

In the space provided, or on attached sheets if necessary, the evaluator should prepare a brief narrative detailing his/her overall evaluation of the employee for the previous review period.

G. Employee Comments

Any employee who wishes to comment will have the opportunity to do so before the evaluation is placed in his/her personnel file. This step is not mandatory, it is entirely at the employee's discretion.

ATTACHMENT 1

Examples of Criteria

Job duty for a cook:

Duty #1 Cooks lunch for residents each day following menu provided by dietician so that clients have a tasty diet

Performance Criteria (Performance is successful if...)

1. Food tastes good (Quality)
2. Hot food is hot and cold food is cold (Quality)
3. Enough food is prepared for all residents (Amount)
4. Meals are ready by meal time (Time-frame)
5. Food is not wasted during preparation (Cost)
6. Complaints are answered courteously (Works with others)
7. Directions from Dietician are followed (Works with others)
8. All health regulations are followed (Procedures)
9. Food is cooked at the right temperature (Procedures)

ATTACHMENT 2

Guidelines for Goal Setting

What is a Goal:

A goal is a statement of intention.

A goal is the result toward which effort is directed.

A goal is a target, a point of completion.

A goal is an agreed upon, measurable level of output.

How Should Goals be Written?

Goals Should be:

1. **Specific** State the exact result that you are seeking.
2. **Measurable** The goal should be observable and quantified.
3. **Realistic** The goal should be achievable within the appropriate time-frame.
4. **Written** In order to be measured, the goal must be written in clear, concise language and reviewed on a regular basis.
5. **Time-limited** Use specific dates for completion and for each sub-goal or follow-up meeting.
6. **Positive** Goals should be stated in positive terms.
7. **Action-oriented** Goals should be defined in action steps (sub-goals).

ATTACHMENT 3

Performance Evaluation Tips

1. Schedule the performance review meeting with the employee several days in advance.
2. Reserve a private room for the meeting where you will be undisturbed.
3. Review the employee's job description and note any changes which need to be discussed.
4. Provide the employee with a copy of the performance review form prior to the meeting.
5. Review any notes from regular supervisory sessions with the employee, any incident file, any special achievements or problem areas, and obtain input from other departments as needed.
6. Honestly critique your own performance as a supervisor during the review period.
7. Specifically define any problem areas and possible solutions prior to presenting them to the employee.
8. Outline the meeting format beginning with positive recognition for areas of strength.
9. Focus on job performance, not personality, as you evaluate each employee. It is your job to be fair and equitable, and to listen to the employee's point of view.

ATTACHMENT 4

The Performance Review Meeting

1. Be on time and devote your complete attention to this meeting.
2. Share with the employee the outline of the meeting, noting areas for discussion.
3. Ask the employee if there are any specific questions/problems that he/she would like to discuss and set these items into the agenda.
4. Review the previous year's Performance Evaluation Form, any mid-year discussions or special achievements, or other unique circumstances with the employee.
5. Compliment the employee on specific job accomplishments and strengths.
6. Review the completed Performance Evaluation Form with the employee if you have prepared it in advance. Some department heads prefer to complete the form after the meeting. In this case, you should provide the employee an opportunity to respond to the form after you have given it to him/her.
7. Present specific areas for improvement and discuss them with the employee. Listen carefully to the employee's point of view and his/her suggestions for how the problem could be resolved. Also ask the employee how you may assist him/her in this process.
8. Mutually agree on goals for improving problem areas and schedule a follow-up meeting to discuss progress within one month (if applicable).
9. Discuss any changes in job responsibility/career plans with the employee and consider advancement opportunities and training needs of the employee.
10. Have the employee sign the Performance Evaluation Form and comment as needed and return the form to the Personnel Department.
11. Regular on-going meetings with your employees and coaching sessions with employees experiencing problems will facilitate smoother review meetings with each of your employees since you will both be up-to-date on performance issues.

ATTACHMENT 5

Coaching Questionnaire for Supervisors

Coaching is a process used by supervisors to help an employee improve job performance. This questionnaire is designed to help supervisors clarify the specific job performance problem and determine a useful strategy prior to beginning the coaching process.

1. Identify the specific behavior that causes the unsatisfactory job performance. Link the behavior to the employee's job description.
2. Is the job performance problem important enough to warrant your time and energy to correct it?
If no, then don't waste your time on it. Consider the implications of the behavior on other employees -- will they be allowed the same latitude?

If yes, let your employee know that his/her performance is unsatisfactory and that both of you are going to work towards resolving the problem.

3. Does the employee agree that there is a job-performance problem in this area?

If no, refer the employee to his/her job description or workplace procedures and clarify the expected standards of performance.

If yes, ask the employee for a commitment to resolve the problem.

4. Prior to the coaching interview, ask yourself the following questions:
 - a. Are there obstacles outside of the employee's control that prevent him/her from performing the desired behavior?
 - b. Does the employee have the ability to perform the desired behavior? Is the employee motivated to do so?
 - c. Has the employee received enough or appropriate training?
 - d. What will be the consequences if the employee does not resolve the problem?
 - e. If the employee resolves the problem and achieves satisfactory work performance, what will be the reward/positive recognition?

ATTACHMENT 6

Interview Steps for Coaching Meeting with Employee

- Step One** In a private meeting with the employee, introduce the problem in a positive manner, acknowledging the employee's strengths on the job. Use the Employee Conference Form for Coaching Meeting as a guide.
1. Be specific in describing the problem, using examples.
 2. Ask the employee to verify and clarify the problem.
 3. Negotiate a mutual agreement on the exact problem and the exact behavior required on the job. Do not continue until you have reached agreement.
- Step Two** Identify and write down all possible solutions to the problem together., making sure the address the causes of the problem. Listen carefully to the employee's input and objections.
- Step Three** Agree on a solution to the problem and develop an action plan. Write down the specific actions that each of you will take, and include completion dates.
- Step Four** Schedule a follow-up meeting within one week; include the date, time and how progress will be measured. Another follow-up meeting in one month is advisable.
- Step Five** Reinforce and review all written agreements and be clear with the employee about the consequences on failure to reach resolution of the issue. Try to close the meeting on a positive note.

ATTACHMENT 7

Employee Conference Form for Coaching Meeting

Describe the job performance issue to be discussed. Mutually agree on the specifics of the problem and the desired behavior required to resolve it.

Discuss solutions which could improve the job performance problem.

Select one solution and write out the actions steps and completion dates.

Follow-meeting dates:

**Town of Needham
Department of Public Works
Employee Performance Review Form**

Name: _____	Date of Hire (Position): _____
Division: _____	Requested Action:
Date of Review: _____	9 Permanent at Probationary Period
Type of Review: _____	9 Annual Step Increase
Date of Hire: _____	9 Merit Step/Bonus/Raise

Evaluation of Primary Job Duties

List primary job duties and indicate the criteria to be used for evaluating the performance of each duty.

Duty #1

Performance Criteria (performance is successful if...):

9 Exceeds Expectations 9 Meets Expectations 9 Needs Improvement 9 Below Expectations

Duty #2

Performance Criteria (performance is successful if...):

9 Exceeds Expectations 9 Meets Expectations 9 Needs Improvement 9 Below Expectations

Duty #3

Performance Criteria (performance is successful if...):

9 Exceeds Expectations 9 Meets Expectations 9 Needs Improvement 9 Below Expectations

Duty #4

Performance Criteria (performance is successful if...):

9 Exceeds Expectations 9 Meets Expectations 9 Needs Improvement 9 Below Expectations

Performance Standards

Indicate whether the employee exceeds or meets standards, needs improvement or is below expectations

Quality: Employee demonstrates knowledge of job, performs work with accuracy, and maintains required technical skills.

9 Exceeds Expectations 9 Meets Expectations 9 Needs Improvement 9 Below Expectations

Quantity: Employee produces the appropriate volume of work on a regular basis, completes work on time, and performs extra work when asked.

9 Exceeds Expectations 9 Meets Expectations 9 Needs Improvement 9 Below Expectations

Work Habits: Employee is reliable, is able to work without direct supervision, complies with rules and regulations, and exhibits good common sense.

9 Exceeds Expectations 9 Meets Expectations 9 Needs Improvement 9 Below Expectations

Work Attitude: Employee accepts and is open to new ideas, accepts responsibility and new tasks willingly, is adaptable in emergency situations, and demonstrates initiative.

9 Exceeds Expectations 9 Meets Expectations 9 Needs Improvement 9 Below Expectations

Interpersonal Skills: Employee communicates effectively and appropriately with supervisors, peers and the public.

9 Exceeds Expectations 9 Meets Expectations 9 Needs Improvement 9 Below Expectations

Supervisory Skills: Employee plans and organizes work for subordinates, motivates staff, communicates effectively with employees and management. 9 Not Applicable

9 Exceeds Expectations 9 Meets Expectations 9 Needs Improvement 9 Below Expectations

Provide additional information for any rankings of Exceeds or Below Expectations.

Ranking Guide

Exceeds Expectations:	Performance exceeds the supervisor's expectations.
Meets Expectations:	Performance meets the supervisor's expectations.
Needs Improvement:	Performance may be inconsistent or inadequate on some factors.
Below Expectations:	Performance is generally and routinely unacceptable.

Goal Setting for Previous Review Period (Optional)

State each goal and indicate whether or not the goal was achieved during the review period.

Goal #1	_____
Goal #2	_____
Goal #3	_____
Goal #4	_____

Goal Setting for Next Review Period (Optional)

Outline the goals that you and the employee have set for the coming year.

Goal #1	_____
Goal #2	_____
Goal #3	_____
Goal #4	_____

Overall Evaluation

Evaluate the employee's overall performance for the entire review period.

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Employee Comments (Optional)

Employees should be afforded the opportunity to provide comments.

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Employee's Signature

Supervisor's Signature

Superintendent's Signature