

WORK PERFORMANCE EVALUATION FACTOR DEFINITIONS

1. JOB SKILLS AND ABILITY

- A. Job Understanding - The degree to which the employee perceives clearly and fully the nature and functioning of his/her job in the organizational setting and assignment.
- B. Job Knowledge and Skills - The extent to which the employee possesses the knowledge or skill to perform the job.
- C. Analytical Ability - The ability to analyze facts, arrive at alternative solutions and provide acceptable recommendations.
- D. Judgment - The ability to interpret correctly a situation and make sound evaluations as demonstrated by practical decisions and their results.
- E. Initiative in Work Improvement - The extent to which the employee applies himself or herself to their responsibilities and seeks to improve the level of work by initiating action on their own to accomplish the task without direction.
- F. Supervision Required - The amount of supervision needed to assure that the employee will perform his or her assigned duties in an acceptable and timely manner.
- G. Physical Condition - The extent to which the employee is physically capable of performing the more strenuous aspects of the job.

2. QUANTITY

- A. Amount of Work Performed - The volume of work produced in relation to the amount of work requiring completion or attention.
- B. Completion of Work on Schedule - The extent to which an employee completes work within given or reasonable time limits.

3. QUALITY

- A. Accuracy - The extent to which work is free from errors or omissions
- B. Thoroughness - The extent to which work is completed, with all details covered, avoiding the necessity to perform further work to complete it.
- C. Neatness of Work Product - The extent to which a finished work product exceeds the acceptable standard for legibility, cleanliness and orderliness.

3. QUALITY (continued)

- D. Oral Expression - The extent to which an employee is capable of verbally expressing himself or herself clearly, concisely and effectively to others.
- E. Written Expression - The extent to which an employee is capable of expressing his or her thoughts in writing in a logical manner and sequence, using appropriate grammar, punctuation and sentence structure.

4. WORK HABITS

- A. Observance of Working Hours - The extent to which an employee deviates, without permission, being prompt and/or present during designated work periods.
- B. Attendance - The extent to which an employee absences himself or herself from the job.
- C. Observance of Rules and Procedures - The extent to which an employee follows established County and departmental rules and procedures.
- D. Follows Instructions - The ability to perform according to written or verbal instructions.
- E. Plans and Organizes Work - The ability to develop an approach to work which will effectively utilize time, material and staff hours in an equitable manner to achieve the greatest results with a minimum of time and effort.
- F. Coordinating With Others - The extent to which the employee organizes his or her work activities to operate harmoniously with the work of others to achieve the best possible results for all.
- G. Attention to Duty - The extent to which an employee accomplishes work goals with a minimum amount of time and effort.
- H. Care of Equipment - The extent to which County equipment is properly expended, used and cared for.
- I. Exercises Proper Safety Practices - The extent to which the employee practices rules of safety to protect self and others.

5. ADAPTABILITY

- A. Performance in New Situation - The extent to which the employee adapts with a minimum of difficulty to new orders, policy changes new personnel different assignments, etc. and performs properly.
- B. Performance with Minimum Instructions - The extent to which the the employee effectively performs with brief instructions without further explanations.
- C. Performance Under Stress - The extent to which the employee is able to react quickly and properly under adverse conditions or in emergencies.

6. PERSONAL RELATIONS

- A. Acceptance of Supervision - The manner in which the employee carries out orders or suggestions relating to specific tasks or recurring responsibilities.
- B. Getting Along with Fellow Employees - The extent to which the employee willingly cooperates with other employees when the job requires it. Other employees include those within the Unit, Division and Department as well as, those from other Departments.
- C. Meeting and Handling the Public - The effectiveness of the employee in relating to the public for the mutual satisfaction of both in carrying out specific responsibilities.

7. OTHER

This section is to be used for the listing of additional factors of critical importance to the job. Describe the factors to be evaluated and describe the level of performance.

The individual employee's activity statement is the basis for evaluating additional factors requiring evaluation.

Additionally, employees who do not supervise are evaluated on their efforts according to their assignment in attaining the affirmative action goals established by the Board of Supervisors for women, minorities and persons with disabilities.

8. SUPERVISORY ABILITY

- A. Accepting Responsibility - The extent to which the employee voluntarily performs assigned duties, accepts new duties and assumes responsibility for the action of subordinates.
- B. Planning - The extent to which the employee anticipates needs, preplans work, and establishes appropriate schedules.
- C. Organizational Skills - The ability of the employee to effectively establish, coordinate and prioritize work assignments for the work group.
- D. Decision Making - The ability to consider and interpret correctly all of the important facts in solving a problem and arriving at a prompt and effective decision.
- E. Directing Work - The extent to which the employee gives appropriate direction and instruction to subordinates to effectively accomplish the work of the group.
- F. Improving Work Methods - The extent to which the employee takes actions or provides recommendations which result in improved work efficiency of service.
- G. Training - The extent to which the employee recognizes deficiencies in subordinates and provides personnel training through proper instruction.
- H. Evaluating Performance - The extent to which the employee accurately evaluates the performance of subordinates, documents observations, and works with subordinates in correcting their deficiencies.
- I. Disciplinary Control - The extent to which the employee maintains a consistent and impartial standard of acceptable conduct, performance and quality of work while exercising proper and effective discipline when required.
- J. Communication Skills - the ability to organize thoughts and effectively express them verbally and/or in writing.
- K. Counseling Skills - The extent to which the employee offers advice and guidance to employees on work areas that can be improved.
- L. Employee Complaints and Grievances - The extent to which the employee successfully resolves complaints or grievances of subordinates.
- M. Approachability - The extent to which others feel free to approach him or her for guidance, advice and counsel.

8. SUPERVISORY ABILITY (Continued)

- N. Fairness and Impartiality - The extent to which the employee judges subordinates honestly and on merit and interacts impartially towards each.

- O. Leadership and Motivational Ability - The ability to inspire the confidence, loyalty and willing cooperation and compliance of subordinates in accomplishing the group's responsibilities.

- P. Affirmative Action Accomplishments - Accomplishments in meeting the goals and objectives established by the Board of Supervisors for protected groups including women, minorities and persons with disabilities.