

Town of Vienna

Employee Performance Rating System Defined

Performance Levels

Level	Description	Ratings
L5	Consistently performs as described by “Role Model” standards.	4.50-5.00
L4	Performs in some areas as described by “Role Model” standards and most often performs as described by the “Meets Expectations” standards, therefore “Exceeds Expectations”.	3.67-4.49
L3	Consistently performs as described by the “Meets Expectations” standards.	2.83-3.66
L2	Sometimes performs as described by the “Meets Expectations” standards and sometimes performs as described by the “Does Not Meet Expectations” standards.	2.00-2.82
L1	Frequently performs as described by the “Does Not Meet Expectations” standards that leads to a rating of “Unsatisfactory.”	≤1.99

The following are intended as guiding principles within three general groupings of performance. However, as you can see in the Performance Levels described **above**, there are degrees of ratings that more specifically define an employee’s performance during the evaluation year.

Broad Job Competency Levels in Final Scoring

Role Model L5	Meets Expectations L3	Does Not Meet Expectations L2
<p>In addition to effectively meeting and exceeding objectives outlined and achieving all indicators of success, proactively took on additional key work projects to address shift in organizational priorities; consistently provided the highest quality and timely work products and services to meet internal and external customers’ needs.</p>	<p>Effectively met goals and objectives and completed goals and objectives on time; achieved all indicators of success.</p>	<p>Did not effectively meet goals and objectives; objectives were not completed in a timely manner; achieved very few indicators of success.</p>
<p>See Specific Competencies listed on the Following Pages.</p>		

Behavioral Job Competency Levels

Examples

Part 6- Section A: All Employees

JOB KNOWLEDGE & APPLICATION

Role Model	Meets Expectations	Does Not Meet Expectations
<ul style="list-style-type: none">• Demonstrated an active interest in enhancing skills and learning new ones• Applied advanced functional or technical knowledge to do own job at a high level of accomplishment• Insightfully selected, combined, or invented appropriate tools or technology for tasks• Sought out by others for technical expertise and knowledge and for troubleshooting of complex technical issues• Consistently shared expertise with others, teaching skills and explaining concepts• Proactively modeled safety practices	<ul style="list-style-type: none">• Possessed and used the required functional and technical knowledge to do own work• Understood and applied facts and information related to assignments• Demonstrated the capability and knowledge base to share skills with others• Embraced changes that enhanced efficiency and production• Possesses knowledge of and adhered fully to safety policies and procedures	<ul style="list-style-type: none">• Was not up to functional or technical proficiency• Judgment and decision-making limited because of failure to obtain/retain and apply knowledge• Failed to work efficiently due to either lack of skills or knowledge, or unwillingness to apply• Demonstrated resistance to changes that may have provided higher quality of work• Failed to follow safe work procedures and policy• Failed to perform essential functions of job with or without reasonable accommodations

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TOOLS & TECHNOLOGY

Role Model	Meets Expectations	Does Not Meet Expectations
<ul style="list-style-type: none"> • Actively researched and selected new tools, resources and technologies to enhance job performance • Demonstrated a complete understanding of Town policies, priorities, and innovations by applying an organization-wide viewpoint to issue impacting own job • Seized opportunities to enhance technical expertise by engaging in pursuing personal improvement goals 	<ul style="list-style-type: none"> • Selected and properly used the tools, resources and technology that were most efficient for the job • Maintained an understanding of Town policies, priorities, and changes that impacted own work • Took initiative to suggest improvements of technology or tools to improve service 	<ul style="list-style-type: none"> • Even with guidance, did not properly use the tools, resources and support needed for work • Failed to select the tools and technology that were most effective for the job • Did not seek knowledge of organization specific information and policies needed to perform own work

QUALITY & CONSISTENCY OF WORK ACCOMPLISHMENTS

Role Model	Meets Expectations	Does Not Meet Expectations
<ul style="list-style-type: none"> • Took initiative to work to define measurable and/or observable outcomes for job expectations and monitored achievement of those outcomes • Independently defined tasks and held personal accountability for identifying effective approaches to achieve efficiencies and timely results • Consistently used performance measures or other data to make improvements to work practices 	<ul style="list-style-type: none"> • Used performance measures or other data to make fact-based decisions • Exhibited personal accountability for work, actions and results as defined by supervisor • Made realistic plans and appropriate decisions after considering work priorities, availability of resources and time management • Accomplished quantity and quality of work consistent with expectations of department measures and standards 	<ul style="list-style-type: none"> • Infrequently used data or measures when making decisions • Only with guidance prioritized work and made decisions • Consistently performed below minimum standards of job description or expectations • Did not hold personal accountability for work or actions

SERVICE & COMMUNICATIONS

Role Model	Meets Expectations	Does Not Meet Expectations
<ul style="list-style-type: none"> • Recognized throughout the organization as one who provided the highest quality customer service to all internal and external customers in a timely, efficient and effective manner • Developed highly effective relationships with customers seeking feedback to ensure delivery of products and services that address needs and increase customer satisfaction • Extremely well versed in Town services, policies and procedures • Adapted style to communicate information clearly and concisely • Followed-up with others to ensure thorough understanding of issues and concerns • Proactively promoted and practiced exchanging honest and constructive feedback • Consistently and effectively resolved conflicts • Embraced a diverse environment and demonstrated respect and compassion for others 	<ul style="list-style-type: none"> • Personally demonstrated a commitment to customers and to providing high quality services • Supported and modeled the Town's core values • Was professional and informative in all communications. • Recognized customers as individuals and treated them with courtesy and respect • Communicated information clearly and concisely • Listened to others' concerns and exchanged honest and constructive feedback with employees to ensure understanding • Identified and appropriately addressed conflicts • Worked well in a diverse environment 	<ul style="list-style-type: none"> • Rarely worked with customers to identify or clarify their needs and expectations • Rarely initiated customer contact or follow up • Frequently failed to communicate information clearly and concisely • Failed to listen to consider or understand others' concerns and inputs • Found it difficult to exchange honest and constructive feedback with others • Rarely worked to resolve conflicts • Did not work well in a diverse environment

RELIABILITY & INDEPENDENCE

Role Model	Meets Expectations	Does Not Meet Expectations
<ul style="list-style-type: none"> • Was dependable, trustworthy, and accountable for accomplishing work objectives with minimum supervision • Was recognized by the work group as contributing to its success • Modeled safe practices regularly • Always followed and encouraged others to follow all work rules including safety procedures and policies • Consistently punctual and considered departmental needs when pre-scheduling leave 	<ul style="list-style-type: none"> • Demonstrated honesty and integrity through own actions • Supported programs and activities that promoted a healthy work-life balance • Made realistic plans and appropriate decisions after considering work priorities, availability of resources and time management • Usually followed all work rules including safety procedures and policy • Habitually punctual and consistent with considering departmental needs when pre-scheduling leave 	<ul style="list-style-type: none"> • Failed to demonstrate honesty and integrity through own actions • Did not follow safe work procedures and policy • Consistently needed hands-on guidance from supervisor to develop and clarify job expectations • Needed help regularly to prioritize work and had difficulty with time management • Repeatedly tardy and unreliable

INNOVATION, MOTIVATION & INITIATIVE

Role Model	Meets Expectations	Does Not Meet Expectations
<ul style="list-style-type: none"> • Quickly adjusted focus in response to changes and shifting priorities • Consistently participated with supervisor to design and attain measurable goals • Made self-development a priority and invested own time in developing knowledge and skills • Independently devised and evaluated innovative solutions to a wide variety of issues or problems • Recognized as one who listened to and independently collaborated to address others' priorities, needs and concerns 	<ul style="list-style-type: none"> • Demonstrated flexibility in response to new or changing situations • Effectively worked with supervisor to develop and clarify job expectations and responsibilities • Sought opportunities for continuous learning, investing time and effort in acquiring knowledge, skills or abilities • Identified innovative solutions for issues or problems • Worked within team by promoting and motivating effectiveness through collaboration, inclusion, and valuing different opinions and perspectives 	<ul style="list-style-type: none"> • Did not easily demonstrate flexibility and adaptability in response to new or changing situations • Did not invest time in self-development • Seldom provided innovative solutions for issues or problems • Frequently failed to collaborate with others within or outside the work unit

Behavioral Job Competency Levels

Examples

Part 6 – Section B: Supervisors

PROGRAM MANAGEMENT

Role Model	Meets Expectations	Does Not Meet Expectations
<ul style="list-style-type: none"> • Took initiative to work with supervisor to plan group goals and monitored group for achievement of those goals • Independently defined tasks and held self accountable for identifying effective, efficient and timely results • Consistently made fact-based decisions using performance measures • Planned and prioritized work of self and of the group by considering the risks and impacts 	<ul style="list-style-type: none"> • Actively worked with supervisor to develop and clarify job expectations and responsibilities • Held self accountable for work, actions and results • Used performance measures or data to make fact-based decisions • Made realistic plans and appropriate decisions after considering the situation and the resources available 	<ul style="list-style-type: none"> • Needed hands-on guidance from supervisor to develop and clarify job expectations • Needed guidance to prioritize work and make decisions about work and time management • Did not plan for future contingencies • Did not exhibit initiative in carrying out the job • Did not assume accountability for work results • Infrequently used data or performance measures when making decisions

TEAM BUILDING

Role Model	Meets Expectations	Does Not Meet Expectations
<ul style="list-style-type: none"> • Clearly laid out goals of the team and encouraged members to contribute • Used positive words and actions to get the best contributions out of all contributors • Went out of the way to create teamwork within the department • Led the way to encourage cooperation between departments • Resolved issues that stood as a barrier to teamwork 	<ul style="list-style-type: none"> • Acted in a helpful manner to assist others on projects or issues • Had no serious differences with others or worked to smooth out differences where they existed • Promoted team effectiveness through collaboration, inclusion and valuing different opinions and perspectives 	<ul style="list-style-type: none"> • Cooperation not volunteered, had to be requested • Actively or passively worked against the goals of the group by comments or actions • Disparaged contributions of others • Failed to collaborate to ensure successful team outcomes

NEGOTIATING/CONFLICT MANAGEMENT

Role Model	Meets Expectations	Does Not Meet Expectations
<ul style="list-style-type: none"> • Proactively promoted and practiced exchanging honest and constructive feedback to minimize conflict • Recognized as one who listened to and independently collaborated to address others' priorities, needs and concerns • Articulated point of view in a professional, positive manner that encouraged cooperation • Effectively and independently resolved conflicts for a win-win situation 	<ul style="list-style-type: none"> • Communicated clearly in a way that was respectful • Listened to others' points of view in a respectful manner • Worked with others to be cooperative • Identified and appropriately addressed conflicts 	<ul style="list-style-type: none"> • Did not communicate with the goal of minimizing conflict • Failed to listen to, consider or understand others' concerns and input • Rarely worked to resolve conflicts

WORK TEAM MANAGEMENT

Role Model	Meets Expectations	Does Not Meet Expectations
<ul style="list-style-type: none"> • Demonstrated competence in selection, assignment and evaluation of team members • Held self and others accountable to team and Town objectives • Provided appropriate levels of counseling and discipline in support of the greater good • Had a plan to ensure that all subordinates receive appropriate training to maximize their potential • Made self development a priority and invested time developing new knowledge and skills • Assured safe work conditions and practices 	<ul style="list-style-type: none"> • Treated all persons with fairness and respect • Demonstrated honesty and integrity through own actions • Created a diverse and inclusive work environment in which each person was viewed as important • Made plans to provide appropriate training to develop subordinates • Sought opportunities for learning to acquire new knowledge, skills or abilities • Generally practiced safe work standards 	<ul style="list-style-type: none"> • Failed to demonstrate honesty and integrity through own actions • Did not always work to create a diverse and inclusive work environment in which each person was viewed as important and treated with fairness and respect • Was indifferent to self-development • Failed to work with subordinates to create and follow through on development plans • Failed to ensure safe work practices and working conditions

ASSET RESOURCE MANAGEMENT

Role Model	Meets Expectations	Does Not Meet Expectations
<ul style="list-style-type: none"> • Actively researched and suggested new tools, resources and technologies to enhance job performance • Independently devised and evaluated innovative solutions to a wide variety of issues or problems • Developed budget for the group with a focus on efficiency and effectiveness; led group to ensure decisions made comply with budgeted resources • Fully supported and practiced safe work processes in accordance with established policies and procedures 	<ul style="list-style-type: none"> • Selected and properly used the tools, resources and technology that were most efficient for the job • Maintained an understanding of policies, priorities and changes that impacted own work and the work of the group • Identified innovative solutions for issues or problems • Helped develop budget for group; took budget into account when making decisions • Had knowledge of and adhered fully to safety policies and procedures 	<ul style="list-style-type: none"> • Even with guidance, did not properly use the tools, resources and support needed for work • Often failed to meet deadlines and budget time wisely • Failed to select the tools and technology that were most effective for the job • Did not consider budget limitations when devising plans or actions for the work group • Did not follow safe work procedures and policies

Behavioral Job Competency Levels

Examples

Part 6 – Section C: Manager/Supervisor of Supervisors

GOALS & OBJECTIVES

Role Model	Meets Expectations	Does Not Meet Expectations
<ul style="list-style-type: none"> • Defined group goals; took initiative and monitored group for achievement of those goals • Defined tasks and held self and group accountable for identifying effective, efficient and timely results • Planned and prioritized work for self and group by considering risks and impacts 	<ul style="list-style-type: none"> • Actively worked with staff to develop and clarify job expectations and responsibilities • Held self and group accountable for work, actions and results • Made realistic plans and appropriate decisions after considering the situation and the resources available 	<ul style="list-style-type: none"> • Was unable or unwilling to set group goals • Did not exhibit initiative in carrying out the job to meet goals • Did not assume accountability for self or group work results

VISION AND STRATEGIC PLANNING

Role Model	Meets Expectations	Does Not Meet Expectations
<ul style="list-style-type: none"> • Advanced the organization's strategic plan; developed goals for the group that support the plan • Actively researched new methods to implement to meet objectives • Consciously considered contingencies and developed viable alternatives to achieve goals • Consistently made fact-based decisions using performance measures and best practices 	<ul style="list-style-type: none"> • Adhered to the organization's strategic plan; developed group objectives • Identified future contingencies, made contingency plans • Used performance measures, best practices or data to make fact-based decisions 	<ul style="list-style-type: none"> • Did not adhere to the organization's objectives or actively worked against those objectives • Did not plan for future contingencies • Infrequently used data or measures when making decisions

BUDGET/FINANCIAL MANAGEMENT

Role Model	Meets Expectations	Does Not Meet Expectations
<ul style="list-style-type: none"> • Developed budget with a focus on efficiency and effectiveness • Led group to ensure decisions made complied with budgeted resources • Analyzed projects for the cost/benefit to the organization • Proactively sought out and implemented innovative solutions that best utilized funds 	<ul style="list-style-type: none"> • Used current budget techniques to create realistic budget; took budget into account when making decisions • Identified innovative solutions for issues or problems that best utilized funds • Understood budget limits; ensured spending was within those limits 	<ul style="list-style-type: none"> • Was unable to prepare budget • Did not apply basic budgeting concepts • Did not consider budget limitations when devising plans or actions for the work group

TECHNOLOGY MANAGEMENT

Role Model	Meets Expectations	Does Not Meet Expectations
<ul style="list-style-type: none"> • Actively researched and selected new tools, resources and technologies that enhanced the performance of the group • Seized opportunity to enhance technical expertise by educating self and group in technology matters • Independently devised and evaluated innovative solutions to a wide variety of issues or problems utilizing technology 	<ul style="list-style-type: none"> • Selected and properly used the tools, resources and technology that were most efficient for the job • Identified innovative solutions for issues or problems • Enhanced technical expertise by inquiring or learning about new technology 	<ul style="list-style-type: none"> • Failed to select the tools and technology that were most effective for the job • Seldom provided innovative solutions for issues or problems • Resisted application of new technologies that would be helpful for the work group or the Town

LEADERSHIP/IMAGE

Role Model	Meets Expectations	Does Not Meet Expectations
<ul style="list-style-type: none"> • Created an environment by demonstrating equity and respect for all persons • Actively promoted trust among others and practiced discretion with sensitive issues • Was recognized as someone who created a diverse and inclusive environment in which each person is valued as important • Ensured that all team members received appropriate training to maximize their potential • Made self-development a priority and invested time and resources developing new knowledge and skills • Demonstrated superior skills communicating verbally and in writing to a wide variety of audiences, including but not limited to Council meetings and public presentations 	<ul style="list-style-type: none"> • Treated all persons with equity and respect • Demonstrated honesty and integrity • Created a diverse and inclusive work environment in which each person was valued as important • Made plans to provide appropriate training to develop team members • Sought opportunities for self-development • Effectively communicated verbally and in writing to a wide variety of audiences, including but not limited to Council and the public 	<ul style="list-style-type: none"> • Failed to demonstrate honesty and integrity • Did not always work to create a diverse and inclusive work environment in which each person was viewed as important and treated with fairness and respect • Failed to seek self and/or group development • Failed to work with subordinates to create and follow through on development plans • Did not effectively express ideas through written or verbal communication to a variety of audiences, including but not limited to Council and the public