

City of Hesperia

Administrative Policies
and Procedures Manual

Document No.: ORG-15
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POLICY: HESPERIA HONORS PROGRAM AND PERFORMANCE APPRAISALS**1.00 PURPOSE**

The purpose of this policy is to further define the City's Personnel Rules and Regulations, as adopted originally on September 15, 1988 and which have been amended from time to time, by relating options for Pay for Performance incentives, as well as providing guidance on the preparation and administration of Performance Appraisals.

2.00 PROCEDURE

- A. For the purposes of this policy, a Performance Appraisal is the formal evaluation of an employee's performance prepared on the appropriate Performance Appraisal Form (Exhibits 1 and 2). Disciplinary actions and counseling are not covered under this policy.
- B. With the exception of short-term temporary employees, all employees of the City shall receive Performance Appraisals as provided for in this policy and the City's Personnel Rules and Regulations.
- C. All Performance Appraisals shall be administered on either one of the following forms, Senior Management/Management/Professional Supervisory (Exhibit 1) or General Employee (Exhibit 2), depending on the employee's position with the City. As only one form is being utilized per classification of employee, Performance Appraisals shall be administered under one of the following formats.

Annual

The employee is to be provided the opportunity to complete an Employee Self-Evaluation/Feedback Form (Exhibit 3). The rater is required to provide comments under each rating category and under Supervisor comments, with the exception of when an employee receives a "Meets the City's High Expectations" rating in a rating category.

Six-Month

An Employee Self-Evaluation/Feedback Form is not required. Rater comments are required only if the employee receives a "Does Not Meet Expectations" rating under a rating category and under Supervisor comments.

Any Probationary Period

An Employee Self-Evaluation/Feedback Form is not required. The rater is required to provide comments under each rating category and under Supervisor comments, with the exception of when the employee receives a

"Meets the City's High Expectations" rating in a rating category.

- D. All employees shall receive performance evaluations in accordance with the schedule noted in the City's Personnel Rules and Regulations.
- E. To provide employees an opportunity to actively participate in their annual Performance Appraisal, all employees who receive Annual Performance Appraisals shall be given the opportunity to complete and discuss with their immediate Supervisor an Employee Self-Evaluation/Feedback form. All employees shall be given at least thirty (30) days to complete the form. After the employees have completed the form, they shall be provided the opportunity to discuss their comments with their immediate Supervisor prior to the Supervisor's completion of the Performance Appraisal. Discussing the contents of the self-evaluation/feedback form is strictly voluntary on the part of the employee. If the employee does not wish to participate by completing a self-evaluation form, he/she should check the box indicating this, sign the form and return the form to the Supervisor. If an employee who completes a feedback form desires that said form be attached to his/her annual appraisal, they are to indicate this by checking the appropriate box on the submitted feedback form.
- F. To provide employees time to read and contemplate their Performance Appraisal, their Supervisor shall provide the employee a copy of the Performance Appraisal at least one (1) working day, but not more than three (3) working days, prior to discussing the employee's performance with him/her.
- G. As the 6-month Performance Appraisal is intended to provide feedback by the Supervisor on the employee's performance mid-point between annual appraisals, it is not necessary to provide the employee with an advance copy of the Performance Appraisal or to request that the employee complete a Self-Evaluation/Feedback form.
- H. An employee who desires to respond to any comment(s) in either his/her annual or 6-month Performance Appraisal shall have a maximum of five (5) working days from the date the appraisal is administered to prepare and submit his/her written response. In the event that an employee does not sign his/her appraisal or submit a written response to an appraisal within five (5) working days of the date the appraisal was discussed, the appraisal shall be processed with the notation in the employee's signature space "Employee Refused to Sign". For the purpose of this Policy, a work day shall be based on the employee's regularly scheduled days to work.
- I. Any dispute arising out of the content of a Performance Appraisal shall be handled by the respective Supervisor, Department Director and, if needed, the City Manager.
- J. Prior to discussing the Performance Appraisal with the employee, all Performance Appraisals are to be reviewed by the respective Department Director and the Deputy Human Resources/Risk Management Director.
- K. An appraisal given to an employee within 15 calendar days of due date shall not be considered as late.

- L. A variety of rating categories have been developed in the attached performance appraisal documents. The narratives that describe the level of performance within each rating category are offered as a general guideline of the behaviors that would support such a rating. It is understood that an employee may not demonstrate all behaviors contained within the narrative. Therefore, it is incumbent on the rater to add comments to each rating category, as required by the policy or as the rater deems necessary, to support the rating level.

M. Hesperia Honors Program (Pay for Performance)

All Hesperia salary ranges shall consist of (and upon implementation be converted to) 11 (eleven) 2% (two-percent) Honors Levels or Steps. Honors Level 11 is the maximum salary level for any given classification. As such, no additional base salary increases are available past Honors Level 11. Movement within a salary range as the result of the annual performance review shall be governed as follows:

- | | |
|---------------------------------------|---------------------|
| ➤ Does Not Meet Expectations: | 0 steps |
| ➤ Meets the City's High Expectations: | 1 Honors Level |
| ➤ Exceeds Expectations: | 2 – 4 Honors Levels |
| ➤ Far Exceeds Expectations: | 5 – 6 Honors Levels |

Please refer to the attached performance appraisal documents for categorical rating factors. The staff member must have a majority of the rating factors in the specific category to qualify for the Honors Level increase as noted above.

In addition, based upon Department Director recommendation and City Manager approval, the following Hesperia Honors lump sum payments may be awarded in any amount up to the maximum percentage allowed once in a 12-month time period for overall outstanding job performance that advances the mission of the City. (As such, the following percentages are the maximum award allowable in any 12-month time period and said award can only be given once in said 12-month time period regardless of the percentage awarded to the employee). For determining the lump sum award, only base annual salary will be used to calculate the award.

- Up to 2% (two-percent) for General staff
 - Up to 3% (three-percent) for Professional/Supervisory staff
 - Up to 3% (three-percent) for Management staff
 - Up to 4% (four-percent) for Senior Management staff
- (Performance lump sum awards for At-Will employees shall be governed by the individual employment contract with the City. For those At-Will employees without a performance clause, the above awards shall be applicable per classification).*

- N. Appointment of all new hires/employees within the Honors Level salary range shall be at the recommendation of the Department Director with ultimate approval by the City Manager. Initial Honors Level placement for existing staff shall be at the Honors Level that is closest to existing salary without any reduction in salary.

3.00 RESPONSIBILITY ASSIGNMENTS

EMPLOYEE:

Responsible to complete self-evaluation within 30 (thirty) calendar days of receipt if they desire to complete said form.

Responsible to read, discuss, and/or sign/respond to all appraisals provided for in this Policy within five (5) working days of the date the appraisal is administered to him/her.

SUPERVISOR:

Responsible to prepare and conduct appraisals at the time intervals provided for in Sections D or E of this Policy, or more often as deemed appropriate by the Supervisor/Department Director.

Responsible to have the respective Department Director and the Deputy Human Resources/Risk Management Director review all Performance Appraisals before they are formally discussed with the employee.

Responsible for proposing recommendations for Hesperia Honors lump sum awards/Honors Level salary increases and seeking Department Director approval prior to discussing said award/salary increase with the employee.

**HUMAN RESOURCES
DEPARTMENT:**

Responsible to inform Supervisors at least forty-five (45) working days before a Performance Appraisal is due.

Responsible, as requested, to assist Supervisors with the preparation of a Performance Appraisal.

DEPARTMENT DIRECTORS:

Responsible to ensure that Performance Appraisals are completed pursuant to the requirements of this Policy.

Responsible to review all Performance Appraisals prior to the appraisal being formally discussed with the employee.

Responsible for proposing recommendations for Hesperia Honors lump sum awards/Honors Level salary increases and seeking approval from the City Manager prior to discussing said award/salary increase with the employee.

Responsible to ensure City Manager review and approval of all Performance Appraisals that receive a rating of "Exceeds Expectations" or "Far Exceeds Expectations."

Responsible to seek City Manager approval of all new hires/employees.

**DEPUTY HUMAN RESOURCES/
RISK MANAGEMENT DIRECTOR:**

Responsible to review all Performance Appraisals before they are formally discussed with an employee.

Responsible to have the respective Department Director review Performance Appraisal Forms before they are formally discussed with the employee, as he/she deems necessary.

Responsible to periodically review and update this policy.

Responsible to ensure that Performance Appraisals are completed pursuant to the requirements of this Policy.

CITY MANAGER:

If required, responsible to review and sign Performance Appraisals, especially those that receive a rating of "Exceeds Expectations" or "Far Exceeds Expectations."

Responsible for approving or disapproving the hiring and salary placement of new employees.

Responsible for approving or disapproving all Hesperia Honors lump sum awards.

4.00 EXHIBITS

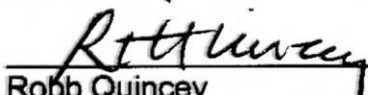
1. Senior Management, Management, Professional/Supervisory Employee Performance Appraisal Form
2. General Employee Appraisal Form
3. Employee Self-Evaluation/Feedback Form
4. Hesperia Honors Program Salary Schedule Example Matrix

Recommended for Approval:



Rod Foster
Deputy City Manager

APPROVED:



Robb Quincey
City Manager

CITY OF HESPERIA



PERFORMANCE APPRAISAL
Senior Management, Management, and
Professional/Supervisory Employee

EMPLOYEE NAME: _____

CLASSIFICATION/TITLE: _____

DEPARTMENT: _____

TYPE OF APPRAISAL: Annual ☐ 6-Month ☐ Probation ☐

Other: ☐ _____

REVIEW PERIOD: From: _____ To: _____

DATE PERFORMANCE APPRAISAL REVIEWED WITH EMPLOYEE: _____

SUPERVISOR'S NAME: _____

JOB KNOWLEDGE

<p><u>Does Not Meet Expectations</u> <input type="checkbox"/></p> <p>Does not display a clear understanding of job procedures, equipment, and methods; is not familiar with City procedures; does not demonstrate the ability to perform established job functions; continually needs assistance in completing assigned tasks.</p>	<p><u>Meets the City's High Expectations</u> <input type="checkbox"/></p> <p>Displays understanding of the job and related procedures; occasionally requires assistance or reassurance with duties; is able to work within the established guidelines to accomplish assigned tasks in an acceptable manner.</p>	<p><u>Exceeds Expectations</u> <input type="checkbox"/></p> <p>Understands job procedures, equipment, and methods; applies the appropriate skills to get the job done; takes steps to understand new operations and equipment used on the job; displays initiative in making improvements to the processes and work flow.</p>	<p><u>Far Exceeds Expectations</u> <input type="checkbox"/></p> <p>Consistently displays a thorough understanding of job procedures, equipment, and methods; performs all tasks without assistance; frequently increases job knowledge through on-the-job participation and independent study; has a clear grasp of work flow and processes, and contributes meaningful improvement suggestions on a regular basis.</p>
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Comments:

MANAGING RESOURCES (Financial/Human Resources)

<p><u>Does Not Meet Expectations</u> <input type="checkbox"/></p> <p>Often fails to plan for resource requirements and gives excuses for not meeting budget and/or project objectives; frequently exceeds budgeted resources; allows too many staff to be off at one time; inadequately monitors staff; allows projects to fall behind.</p>	<p><u>Meets the City's High Expectations</u> <input type="checkbox"/></p> <p>Makes effective use of financial/human resources by achieving results; usually works within budgeted resources and rarely exceeds limits; develops and adequately monitors budgets and staff absences; identifies ways to reduce costs/improve services.</p>	<p><u>Exceeds Expectations</u> <input type="checkbox"/></p> <p>Pursues ways to reduce costs while maintaining or improving service levels; effectively manages, supervises, and monitors staff absences; budgets effectively; evaluates the final consequences of alternative actions and bases recommendations on the most favorable benefits to the City.</p>	<p><u>Far Exceeds Expectations</u> <input type="checkbox"/></p> <p>Leads efforts to increase output and improve work flows; suggests ways to add value to the process; manages staff and budgets effectively; suggests City-wide process improvements and works with others outside of his/her department to implement suggestions; identifies City-wide revenue enhancing/cost reducing activities.</p>
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Comments:

PLANNING/ORGANIZING/TIME MANAGEMENT

Does Not Meet Expectations ☐

Has difficulty establishing goals, objectives and measurements; does not schedule time effectively; constantly misses deadlines; does not demonstrate the ability to plan and organize for the effective completion of a task; has difficulty in adjusting schedules when needed; is often late to work or leaves early – a clock watcher; does not plan leave time to minimize impact on City operations; cannot multi-task even the simplest of functions.

Meets the City's High Expectations ☐

Establishes well developed goals, objectives, measurements and action plans; monitors progress and informs supervisor as warranted; plans and organizes work satisfactorily; rarely misses scheduled deadlines; adjusts schedules when necessary; identifies potential problems; arrives and leaves work as scheduled; informs supervisor in advance of leave requests.

Exceeds Expectations ☐

Exhibits good planning and organizing skills; meets and/or exceeds the majority of task deadlines; identifies potential problems or delays and plans for them accordingly; is flexible in adjusting schedules when necessary; takes initiative to raise issues that need to be addressed by the City across department lines; works any and all hours to get the job done; informs supervisor of leave requests only after ensuring adequate coverage within the department.

Far Exceeds Expectations ☐

Often sought out to lead special projects; exhibits a high degree of goal-oriented, cooperative behavior; has an excellent grasp of the planning and organizing required to meet all task deadlines; schedules time effectively; displays flexibility in prioritizing assignments in order to avoid potential delays; dependable and loyal; except for emergencies, always schedules leave far in advance; is missed by other staff when away from the office.

Comments:

EVALUATE/DEVELOP TEAM MEMBERS

Does Not Meet Expectations ☐

Gives little or no feedback on performance; performance appraisals are late and not taken seriously; staff morale suffers as a result of lack of leadership; does not encourage staff development by refusing to allow for training or the sharing of assignments that would allow for employee growth.

Meets the City's High Expectations ☐

Provides on-going and regular performance reviews; formal appraisals are done on-time and provide honest and thoughtful feedback; provides regular coaching and recognition of employees.

Exceeds Expectations ☐

Regularly uses formal and informal recognition to motivate and promote team work and team accomplishments; performance appraisals are utilized and promoted as a learning tool; takes steps to develop new assignments and create opportunities to improve employee morale; conveys, by personal example, a commitment to employee learning and personal growth.

Far Exceeds Expectations ☐

Incorporates a multi-faceted approach to performance appraisals by actively soliciting feedback from internal and external customers; fosters an open and trusting environment; employees are encouraged to pursue continuous training and personal development; regularly delegates appropriate tasks.

Comments:

PROFESSIONAL DEVELOPMENT

Does Not Meet Expectations ☐

Places no value on professional development; conveys, by example, that he/she "knows it all" and, therefore, may use excuses to validate behavior; provides little or no feedback on how to provide for further learning and development opportunities.

Meets the City's High Expectations ☐

Participates in City-sponsored training programs; takes an active role in suggesting areas for learning; understands the importance of professional development to the organization as a whole; assesses personal strengths and weaknesses and identifies training to improve both.

Exceeds Expectations ☐

Views professional development as a key trait of employees that is directly related to team accomplishment and the mission of the City; is often sought for advice and guidance; shares knowledge learned with all levels of staff; incorporates learning into daily performance.

Far Exceeds Expectations ☐

Recognized as an expert in the field/profession; presents at regional/national conferences on the profession; is sought out as a mentor; promotes internships and nurtures the next generation of managers/staff; able to provide expert testimony in both a legal setting or at the committee level.

Comments:

LEADERSHIP/VISIONARY

Does Not Meet Expectations ☐

Does not display leadership qualities; creates dissension among staff; fails to provide timely feedback to staff; does not motivate staff to perform at peak potential; is constantly late in conducting staff reviews and preparing evaluations; consistently voices displeasure about work assignments, deadlines, and City methods to staff; has no vision of the future.

Meets the City's High Expectations ☐

Displays a satisfactory attitude toward work and departmental staff; tackles work assignments and usually follows through in a timely manner; provides satisfactory direction to staff; usually prepares staff evaluations on time; makes effort to maintain a productive and positive work environment; has ability to be visionary and seeks guidance on how to hone visionary skills.

Exceeds Expectations ☐

Exhibits leadership qualities on a consistent basis; brings staff together as a cohesive and productive group; takes steps to ensure that staff is aware and supportive of City goals; sets a good example for others; prepares staff evaluations on time; works to help staff improve their value to the organization; communicates a well thought-out vision in-line with the City mission.

Far Exceeds Expectations ☐

Establishes and maintains a positive work environment; consistently prepares staff evaluations on time, if not early; has the ability to tackle unforeseen problems with enthusiasm; takes pride in all that is done; receives comments of appreciation from other employees; defines vision by example and motivates other employees to push to the next level of accomplishment.

Comments:

QUALITY OF WORK

Does Not Meet Expectations ☐

Makes frequent errors; requires constant supervision; cannot be depended on to be accurate or to provide a satisfactory final product/task; work must be consistently checked.

Meets the City's High Expectations ☐

Good finished product; few if any errors; seldom makes mistakes on routine tasks; prepares reports in an effective manner; only requires limited supervision for routine tasks; overall work is satisfactory for the position.

Exceeds Expectations ☐

Generally exceeds work requirements; only spot supervision required for routine and special projects or reports; few, if any, errors; work requires only minimal, if any, correction.

Far Exceeds Expectations ☐

Work consistently exceeds requirements; analytical and/or technical skills are flawless; requires no supervision for routine tasks and very limited supervision on special projects or reports; work seldom requires correction; finished product can always be depended on for completeness and accuracy.

Comments:

QUANTITY OF WORK

Does Not Meet Expectations ☐

Is unable and/or unwilling to increase output; quantity of output is less than expected; does not display effort to improve methods to increase productivity.

Meets the City's High Expectations ☐

Identifies ways to improve work methods and increase quantity of output; usually delivers the quantity of work expected of the position; assignments are submitted in a timely manner.

Exceeds Expectations ☐

Consistently exceeds expected quantity of output; remains within budgetary limits without sacrificing end product; frequently offers new approaches and ideas toward improving work methods to increase output.

Far Exceeds Expectations ☐

Consistently maximizes output within budgeted resources; works to increase quantity without diminishing the quality; continually seeks to improve work methods to increase output through new ideas and valid applications.

Comments:

INITIATIVE

Does Not Meet Expectations ☐

Has difficulty in performing routine tasks without prompting from supervisor; frequently fails to correct problems encountered and that are within scope of responsibility; seldom offers to help department staff or others.

Meets the City's High Expectations ☐

Effectively completes routine tasks; proceeds to next task without prompting or reminding; provides assistance to department staff and others.

Exceeds Expectations ☐

Completes routine tasks in a timely manner; proceeds to next task or identifies work to be done without being prompted; suggests more efficient means of completing tasks; always assists department staff and others.

Far Exceeds Expectations ☐

Constantly completes work assignments ahead of time; is capable of working on multi-task assignments; continually seeks more efficient ways to perform duties; exhibits team-player qualities through assisting department staff and others; seeks more effective use of resources.

Comments:

GOAL ACHIEVEMENT

Does Not Meet Expectations ☐

Did not accomplish agreed to goals, objectives and measures; show little or no interest in meeting goals; is uninterested in the mission or advancement of the City; cares only about his/her personal agenda.

Meets the City's High Expectations ☐

Met most, if not all, goals, objectives and measures; ensured that supervisor was well aware of progress on all goals; takes time to develop on-going goals and suggests goals for the organization as well.

Exceeds Expectations ☐

Accomplished all goals in a timely manner; may have accomplished more goals than those agreed to; keeps supervisor well informed on progress of goals and work projects; suggests measurable goals and objectives for the department and the organization; focuses on attaining the goal and getting the job done right.

Far Exceeds Expectations ☐

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Comments:

INTERPERSONAL RELATIONS/CUSTOMER SERVICE

Does Not Meet Expectations ☐

Frequent complaints are made by others regarding inability to work cooperatively with staff; is unable to develop and establish productive working relationships; more than one staff member has lodged complaints; displays a negative demeanor; is not customer-oriented.

Meets the City's High Expectations ☐

Displays ability to work well with others and gets along well with most employees; disagreements, if any, are minor and resolved quickly and easily; establishes rapport with others to accomplish assigned tasks; displays a pleasant/agreeable demeanor; customers are usually pleased with conducting business with this employee.

Exceeds Expectations ☐

Establishes a good rapport with peers and others during the conduct of work; promotes good working relationships and environment by example; displays willingness to meet others more than halfway to accomplish City goals; fosters a team approach; values customer input to improve the City's operations and reputation.

Far Exceeds Expectations ☐

Can always be depended on to create an environment that encourages team commitment to City goals; has excellent interactive skills; constantly takes steps to build morale and good working environments; receives compliments of appreciation regarding treatment of others; consistently displays a positive demeanor; places the customer's needs first at all times, is patient, understanding and empathetic.

Comments:

COMMUNICATIONS

Does Not Meet Expectations ☐

Is unable to express ideas and thoughts clearly; written means are not accurately presented and/or oral means lack continuity of thought and clarity.

Meets the City's High Expectations ☐

Communicates appropriately in both written and oral manner; is effective in communicating with management, co-workers, and others encountered in the course of work.

Exceeds Expectations ☐

Displays good oral and written skills; conveys complete, concise, and clear information in an acceptable format; establishes a good rapport with those encountered in the course of work; can be counted on to present material in both an oral and a written means in an above average manner.

Far Exceeds Expectations ☐

Communicates clearly, thoroughly, and accurately in all oral and written means; provides reliable information in a prompt manner; ensures accurate transfer of information to others; communicates in a superior and courteous manner with management, co-workers, and others.

Comments:

SAFETY

Does Not Meet Expectations ☐

Makes frequent judgement errors when dealing with safety issues/matters; frequently fails to use protective clothing or equipment; excessive safety violations and related accidents have been recorded; staff may have been treated in an unprofessional or derogatory manner; routinely violates City Policies and Procedures, especially those relating to Safety.

Comments:

Meets the City's High Expectations ☐

Average safety record; strives to identify hazards and to maintain a safe work environment that is free of harassment and discrimination; arranges for appropriate maintenance of equipment used on the job; participates in safety meetings; adheres to City Policies and Procedures.

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OVERALL PERFORMANCE RATING

EMPLOYEE NAME: _____

The rating should reflect the total contribution the employee has made during the period under review, and it should be supported by the performance appraisal. Please check the appropriate rating box.

Does Not Meet Expectations ☐

Meets the City's High Expectations ☐

Exceeds Expectations ☐

Far Exceeds Expectations ☐

EMPLOYEE'S COMMENTS (Optional):

SUPERVISOR'S COMMENTS:

DEPARTMENT DIRECTOR'S COMMENTS (Optional):

CITY MANAGER'S COMMENTS (Optional):

Employee's Signature

Date

Supervisor's Signature

Date

Department Director's Signature

Date

City Manager's Signature (If Required)

Date

The Employee's signature indicates that the employee has been involved in a complete discussion of performance with the supervisor, has seen the completed feedback form, and has had the performance rating explained. The Employee's signature does not necessarily imply agreement with the content of the performance feedback form.

DISTRIBUTION TO: 1) _____ Personnel File (Original); 2) _____ Employee; 3) _____ Supervisor; 4) _____ Department Director.
Distributed by (Initials): _____ Date: _____



CITY OF HESPERIA

**PERFORMANCE APPRAISAL
GENERAL EMPLOYEE**

EMPLOYEE NAME: _____

CLASSIFICATION/TITLE: _____

DEPARTMENT: _____

TYPE OF APPRAISAL: Annual ☐ 6-Month ☐ Probation ☐

Other: ☐ _____

REVIEW PERIOD: From: _____ To: _____

DATE PERFORMANCE APPRAISAL REVIEWED WITH EMPLOYEE: _____

SUPERVISOR'S NAME: _____

General Employee

JOB KNOWLEDGE

Does Not Meet Expectations ☐

Does not display a clear understanding of job procedures, equipment, and methods; is not familiar with City procedures; does not demonstrate the ability to adhere to established job functions; continually needs assistance in completing assigned tasks.

Meets the City's High Expectations ☐

Displays understanding of the job and related procedures; occasionally requires assistance or reassurance with duties; is able to work within the established guidelines to accomplish assigned tasks in an acceptable manner.

Exceeds Expectations ☐

Understands job procedures, equipment, and methods; applies the appropriate skills to get the job done; takes steps to understand new operations and equipment used on the job; displays initiative in making improvements to the processes and work flow.

Far Exceeds Expectations ☐

Consistently displays a thorough understanding of job procedures, equipment, and methods; performs all tasks without assistance; frequently advances job knowledge through on-the-job participation and independent study; has a clear grasp of work flow and processes, and contributes meaningful improvement suggestions on a regular basis.

Comments:

DECISION-MAKING/PROBLEM SOLVING

Does Not Meet Expectations ☐

Often fails to gather relevant data and identify correct problem; analytical skills are weak; overly influenced by opinions/decisions of others; often fails to consider logical alternatives and consequences; delays or makes rash decisions; fails to offer solutions to identified problems or concerns.

Meets the City's High Expectations ☐

Gathers relevant facts; diagnoses problems accurately; makes logical conclusions/assessments; considers logical alternatives; considers pros and cons of a situation before making decisions and takes appropriate actions in a timely manner; shows confidence in decision-making ability.

Exceeds Expectations ☐

Constantly takes City-wide impact into account when making decisions; presents sound basis of actions; quickly grasps the essential issues and is proactive in identifying the primary onset of problems; willingly makes decisions and anticipates consequences.

Far Exceeds Expectations ☐

Always anticipates work-related needs and identifies/develops key data to make sound decisions; sees the "big picture" and focuses on major goals/objectives of the City; sought out by others for decision-making input on a regular basis, especially on complex issues.

Comments:

GOAL ACHIEVEMENT

Does Not Meet Expectations ☐

Did not accomplish agreed to goals, objectives and measures; shows little or no interest in meeting goals; is uninterested in the mission or advancement of the City; cares only about his/her personal agenda.

Meets the City's High Expectations ☐

Met most, if not all, goals, objectives and measures; ensured that supervisor was well aware of progress on all goals; takes time to develop on-going goals and suggests goals for the organization as well.

Exceeds Expectations ☐

Accomplished all goals in a timely manner; may have accomplished more goals than those agreed to; keeps supervisor well informed on progress of goals and work projects; suggests measurable goals and objectives for the department and the organization; focuses on attaining the goal and getting the job done right.

Far Exceeds Expectations ☐

Intentionally

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Comments:

INTERPERSONAL RELATIONS/CUSTOMER SERVICE

Does Not Meet Expectations ☐

Frequent complaints are made by others regarding inability to work cooperatively with staff; is unable to develop and establish productive working relationships; more than one staff member has lodged complaints; displays a negative demeanor; is not customer-oriented.

Meets the City's High Expectations ☐

Displays ability to work well with others and gets along well with most employees; disagreements, if any, are minor and resolved quickly and easily; establishes rapport with others to accomplish assigned tasks; displays a pleasant/agreeable demeanor; customers are usually pleased with conducting business with this employee.

Exceeds Expectations ☐

Establishes a good rapport with peers and others during the conduct of work; promotes good working relationships and environment by example; displays willingness to meet others more than halfway to accomplish City goals; fosters a team approach; values customer input to improve the City's operations and reputation.

Far Exceeds Expectations ☐

Can always be depended on to create an environment that encourages team commitment to City goals; has excellent interactive skills; constantly takes steps to build morale and good working environment; receives compliments of appreciation regarding treatment of others; consistently displays a positive demeanor; places the customer's needs first at all times, is patient, understanding and empathetic.

Comments:

DEPENDABILITY

Does Not Meet Expectations ☐

Arrives late and/or frequently leaves early on a routine basis; has multiple undocumented/unexcused absences from work within a review period; frequently takes breaks that exceed allotted time; fails to schedule time away from work so as to minimize impact on work.

Comments:

Meets the City's High Expectations ☐

Arrives/leaves work when scheduled; supervisor informed in advance of absences; absences are usually documented and excused; seldom late; calls in to supervisor in a timely manner; schedules time off in advance to minimize impact on work flow and co-workers.

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PROFESSIONAL DEVELOPMENT

Does Not Meet Expectations ☐

Places no value on professional development; conveys, by example, that he/she "knows it all" and, therefore, may use excuses to validate behavior; provides little or no feedback on how to provide for further learning and development opportunities.

Meets the City's High Expectations ☐

Participates in City-sponsored training programs; takes an active role in suggesting areas for learning; understands the importance of professional development to the organization as a whole; accesses personal strengths and weaknesses and identifies training to improve both.

Exceeds Expectations ☐

Views professional development as a key trait of employees that is directly related to team accomplishment and the mission of the City; is often sought for advice and guidance; shares knowledge learned with all levels of staff; incorporates learning into daily performance.

Far Exceeds Expectations ☐

Recognized as an expert in the field/profession; is capable of making presentations at regional/national conferences on the field; is sought out as a mentor; promotes internships and nurtures the next generation of staff; able to provide expert testimony in both a legal setting or at the committee level.

Comments:

WORK METHODS, PROCEDURES AND PRODUCTS

Does Not Meet Expectations ☐

Deviates from established work methods and procedures; follows some established methods and procedures but will also cut corners that are critical to project success; does not seek advice but uses "best guess" when uncertain of what to do; does not think through situations or consequences; work products are poor and lack substance/utilization.

Meets the City's High Expectations ☐

Understands and applies established work methods and procedures to a variety of job duties and responsibilities; proactively asks questions to clarify methods and procedures; makes suggestions for new policies and procedures; work products are acceptable.

Exceed Expectations ☐

Identifies methods and procedures that can be improved and provides recommendations for improvement; identifies situations when deviation from established policies is appropriate and provides well-matriculated and thought-out recommendations for review; work products consistently are beyond the City's expectations.

Far Exceeds Expectations ☐

Actively explores and keeps abreast of the latest methods, procedures and practices in his/her field; applies that knowledge in daily routines; shares that knowledge willingly with co-workers; and provides policy-level recommendations to supervisors for consideration; work products are by far the highest level of "complete staff work" and may have been utilized in other cities as a model or been shared at conferences as progressive business practices.

Comments:

COMMUNICATIONS

Does Not Meet Expectations ☐

Is unable to express ideas and thoughts clearly; written means are not accurately presented and/or oral means lack continuity of thought and clarity.

Meets the City's High Expectations ☐

Communicates appropriately in both written and oral manner; is effective in communicating with management, co-workers, and others encountered in the course of work.

Exceeds Expectations ☐

Displays good oral and written skills; conveys complete, concise, and clear information in an acceptable format; establishes a good rapport with those encountered in the course of work; can be counted on to present material in both an oral and a written means in an above average manner.

Far Exceeds Expectations ☐

Communicates clearly, thoroughly, and accurately in all oral and written means; provides reliable information in a prompt manner; ensures accurate transfer of information to others; communicates in a superior and courteous manner with management, co-workers, and others.

Comments:

SAFETY

Does Not Meet Expectations ☐

Makes frequent judgment errors when dealing with safety issues/matters; frequently fails to use protective clothing or equipment; excessive safety violations and related accidents have been recorded; staff may have been treated in an unprofessional or derogatory manner; routinely violates City Policies and Procedures, especially those relating to Safety.

Comments:

Meets the City's High Expectations ☐

Average safety record; strives to identify hazards and to maintain a safe work environment that is free of harassment and discrimination; arranges for appropriate maintenance of equipment used on the job; participates in safety meetings; adheres to City Policies and Procedures.

Intentionally

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Intentionally

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OVERALL PERFORMANCE RATING

EMPLOYEE NAME: _____

The rating should reflect the total contribution the employee has made during the period under review, and it should be supported by the performance appraisal. Please check the appropriate rating box.

Does Not Meet Expectations ☐

Meets the City's High Expectations ☐

Exceeds Expectations ☐

Far Exceeds Expectations ☐

EMPLOYEE'S COMMENTS (Optional):

SUPERVISOR'S COMMENTS:

DEPARTMENT DIRECTOR'S COMMENTS (Optional):

CITY MANAGER'S COMMENTS (Optional):

Employee's Signature

Date

Supervisor's Signature

Date

Department Director's Signature

Date

City Manager's Signature (If Required)

Date

The Employee's signature indicates that the employee has been involved in a complete discussion of performance with the supervisor, has seen the completed feedback form, and has had the performance rating explained. The Employee's signature does not necessarily imply agreement with the content of the performance appraisal form.

DISTRIBUTION TO: 1) _____ Personnel File (Original); 2) _____ Employee; 3) _____ Supervisor; 4) _____ Department Director.
Distributed by (Initials): _____ Date: _____

CITY OF HESPERIA
Employee Self-Evaluation/Feedback Form

EMPLOYEE NAME: _____

Department Name: _____ **Supervisor Name:** _____

Form Given to Employee (Date): _____ **Returned to Supervisor (Date):** _____

COVERS REVIEW PERIOD FROM: _____ **TO** _____

City records indicate that your Performance Appraisal will soon be due. In an effort to better evaluate your work performance, your feedback would be appreciated. Although **NOT REQUIRED**, this is an opportunity for you to reflect on the past months and take an active role in the evaluation process. Please provide responses in a thoughtful manner, and word your sentences as objectively as possible. If you do not wish to participate, please indicate below and return the form to your supervisor within two (2) working days. It is your option to decline, complete all, or any portion of this form. After you submit this form, the original will be retained in the supervisor's file, and a copy will be returned to you. Thank you.

☐ **I do not wish to participate or complete a self-evaluation form.**

☐ **Please attach this form to my annual appraisal.**

If you elect to participate, please respond to the following questions and return the form to your supervisor within thirty (30) days from today.

1. What do you feel are your top job-related accomplishments since your last review period?
2. What steps have you taken toward professional advancement since your last review?
3. Have you contributed any ideas to improve work, safety, communications, reduce costs, etc.?
4. In what ways and/or areas could you improve?
5. Please list three to five suggested goals for next evaluation period.

DISTRIBUTION: Original to Supervisor
Copy to Employee

Hesperia Honors Program Salary Schedule Example Matrix

Current City Salary Schedule

Executive Secretary

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
2748	2885	3029	3181	3340

Planner

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
4059	4262	4475	4699	4934

Information Systems Manager

<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
5091	5346	5613	5894	6189

Example of Proposed Hesperia Honors Program Salary Schedule

Executive Secretary

Honors Level	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>
	2748	2803	2859	2916	2975	3034	3095	3157	3220	3284	3350

Planner

Honors Level	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>
	4059	4140	4223	4307	4394	4481	4571	4663	4756	4851	4948

Information Systems Manager

Honors Level	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>
	5091	5193	5297	5403	5511	5621	5734	5848	5965	6085	6206

**RESOLUTION NO. 2004-65
RESOLUTION NO. HCRA 2004-07
RESOLUTION NO. HFPD 2004-23
RESOLUTION NO. HWD 2004-14**

**A JOINT RESOLUTION OF THE CITY COUNCIL OF THE CITY OF HESPERIA,
CALIFORNIA, AND THE BOARDS OF THE HESPERIA COMMUNITY
REDEVELOPMENT AGENCY, THE HESPERIA FIRE PROTECTION DISTRICT
AND THE HESPERIA WATER DISTRICT APPROVING ORGANIZATIONAL
POLICY NO. ORG-15, HESPERIA HONORS PROGRAM AND
PERFORMANCE APPRAISALS**

WHEREAS, the City of Hesperia and its subsidiary districts maintain that a pay for performance system known as the Hesperia Honors System is in the best interests of the organization; and

WHEREAS, the Council/Boards have approved organizational policy No. ORG-15, Hesperia Honors Program and Performance Appraisals; and

WHEREAS, the Council/Boards must adopt an employee salary matrix by resolution.

NOW THEREFORE, BE IT RESOLVED BY THE CITY OF HESPERIA CITY COUNCIL AS FOLLOWS:


Section 1. That the recitals above are true and adopted as findings.

Section 2. That organizational policy No. ORG-15 is approved and adopted.

Section 3. That the employee salary matrix attached as Exhibit A is approved and adopted.


Section 4. That the City Clerk shall certify to the passage and adoption of this resolution and enter it into the book of original resolutions.

ADOPTED AND APPROVED this 16th day of June 2004.



Tad Honeycutt, Mayor/Chair

ATTEST:

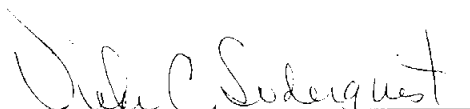


Vicki C. Soderquist, CMC/AEE
City Clerk/Board Secretary

STATE OF CALIFORNIA)
COUNTY OF SAN BERNARDINO)
CITY OF HESPERIA)

I, Vicki C. Soderquist, City Clerk of the City of Hesperia, California, do hereby certify that Resolution No. 2004-65 was duly adopted by the City Council of the City of Hesperia, California at an Adjourned Regular Meeting thereof held on the 16th day June 2004 by the following vote to wit:

AYES: Lindley, Nowicki, Pack, Vogler, and Honeycutt
NOES: None
ABSENT: None
ABSTAIN: None


Vicki C. Soderquist, CMC/AEE
City Clerk



I, _____, City Clerk of the City of Hesperia, California, do hereby certify that the foregoing Resolution No. 2004-65 is a full, true and correct copy of that now in file in this office.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the City of Hesperia, California, this _____ day of _____ 200__.

City Clerk

Seal

CITY POSITION SUMMARIES AND SALARY RANGE TABLES
SALARY RANGE TABLE

NON-REPRESENTED FULL-TIME CITY POSITIONS
2004-05 Fiscal Year Budget (Salaries Effective July 1, 2004)

<u>CLASSIFICATION TITLE / RANGE</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>
<u>GENERAL</u>											
Administrative Technician	2617	2669	2722	2776	2832	2889	2947	3006	3066	3127	3190
Construction Inspector	3339	3406	3474	3544	3615	3687	3761	3836	3913	3991	4071
Engineering Aide	2445	2494	2544	2595	2647	2700	2754	2809	2865	2922	2980
Executive Secretary	2748	2803	2859	2916	2974	3034	3095	3157	3220	3284	3350
Maintenance Crew Supervisor	3681	3755	3830	3907	3985	4065	4146	4229	4314	4400	4488
Payroll Analyst	3339	3406	3474	3544	3615	3687	3761	3836	3913	3991	4071
Information Systems Technician	2748	2803	2859	2916	2974	3034	3095	3157	3220	3284	3350
Personnel Technician	2748	2803	2859	2916	2974	3034	3095	3157	3220	3284	3350
Senior Code Enforcement Officer	3339	3406	3474	3544	3615	3687	3761	3836	3913	3991	4071
Senior Community Development Technician	2748	2803	2859	2916	2974	3034	3095	3157	3220	3284	3350
Senior Engineering Technician	3339	3406	3474	3544	3615	3687	3761	3836	3913	3991	4071
Senior Office Assistant	2617	2669	2722	2776	2832	2889	2947	3006	3066	3127	3190
<u>PROFESSIONAL/SUPERVISORY</u>											
Administrative Analyst	3339	3406	3474	3544	3615	3687	3761	3836	3913	3991	4071
Animal Control Supervisor	3866	3943	4022	4102	4184	4268	4353	4440	4529	4620	4712
Assistant Engineer	4059	4140	4223	4308	4394	4482	4572	4663	4756	4851	4948
Building Inspection Supervisor	3681	3755	3830	3907	3985	4065	4146	4229	4314	4400	4488
Code Enforcement Supervisor	3681	3755	3830	3907	3985	4065	4146	4229	4314	4400	4488
Customer Service Supervisor	3681	3755	3830	3907	3985	4065	4146	4229	4314	4400	4488
Community Development Technician Supervisor	3681	3755	3830	3907	3985	4065	4146	4229	4314	4400	4488
Management Analyst	4059	4140	4223	4308	4394	4482	4572	4663	4756	4851	4948
Plans Examiner	4059	4140	4223	4308	4394	4482	4572	4663	4756	4851	4948
Planner	4059	4140	4223	4308	4394	4482	4572	4663	4756	4851	4948
Personnel Analyst	4059	4140	4223	4308	4394	4482	4572	4663	4756	4851	4948
Project Manager	4059	4140	4223	4308	4394	4482	4572	4663	4756	4851	4948
Secretary to the City Manager	3181	3245	3310	3376	3444	3513	3583	3655	3728	3803	3879
Senior Construction Inspector	3681	3755	3830	3907	3985	4065	4146	4229	4314	4400	4488
<u>MANAGEMENT</u>											
Deputy Finance Director	6613	6745	6880	7018	7158	7301	7447	7596	7748	7903	8061
Deputy HR/Risk Management Director	6613	6745	6880	7018	7158	7301	7447	7596	7748	7903	8061
Human Resources/Risk Manager	5091	5193	5297	5403	5511	5621	5733	5848	5965	6084	6206
Information Systems Manager	5091	5193	5297	5403	5511	5621	5733	5848	5965	6084	6206
Information Systems Specialist	4262	4347	4434	4523	4614	4706	4800	4896	4994	5094	5196
Principal Planner	5091	5193	5297	5403	5511	5621	5733	5848	5965	6084	6206
Public Information Officer	4475	4565	4656	4749	4844	4941	5040	5141	5244	5349	5456
Public Works Superintendent	4475	4565	4656	4749	4844	4941	5040	5141	5244	5349	5456
Senior Accountant	4475	4565	4656	4749	4844	4941	5040	5141	5244	5349	5456
Senior Development Specialist	4475	4565	4656	4749	4844	4941	5040	5141	5244	5349	5456
Senior Management Analyst	4475	4565	4656	4749	4844	4941	5040	5141	5244	5349	5456
Senior Engineer	5091	5193	5297	5403	5511	5621	5733	5848	5965	6084	6206
Senior Planner	4475	4565	4656	4749	4844	4941	5040	5141	5244	5349	5456
Senior Plans Examiner	4475	4565	4656	4749	4844	4941	5040	5141	5244	5349	5456

CLASSIFICATION TITLE / RANGE**SENIOR MANAGEMENT**

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>
Assistant to the City Manager (Unclassified/At-Will)	5091	5193	5297	5403	5511	5621	5733	5848	5965	6084	6206
Deputy City Manager (Unclassified/ At-Will)	8039	8200	8364	8531	8702	8876	9054	9235	9420	9608	9800
City Clerk (Unclassified/At-Will)	5712	5826	5943	6062	6183	6307	6433	6562	6693	6827	6964
Deputy Director of Development Services-Community Development	7291	7437	7586	7738	7893	8051	8212	8376	8544	8715	8889
Deputy Director of Development Services-Economic Development	7291	7437	7586	7738	7893	8051	8212	8376	8544	8715	8889
Director of Development Services-City Engineer (Unclassified/At-Will)	8441	8610	8782	8958	9137	9320	9506	9696	9890	10088	10290
Director of Management Services (Unclassified/At-Will)	8039	8200	8364	8531	8702	8876	9054	9235	9420	9608	9800