

TAHOE-TRUCKEE SANITATION AGENCY

A Public Agency
13720 Butterfield Drive
TRUCKEE, CALIFORNIA 96161
(530) 587-2525 • FAX (530) 587-5840



Directors

Dale Cox: President
Dan Wilkins: Vice President
David Smelser
Blake Tresan
S. Lane Lewis
General Manager
LaRue Griffin

ANNUAL PERFORMANCE EVALUATION

Evaluation Form

All performance evaluation forms will be comprised of two sections: (1) TTSA Core Values and (2) Functional Competencies.

Every Agency employee will be evaluated on the TTSA Core Values. Each of the five Core Values are weighted equally and the section comprises 50% of the total evaluation score for all Agency employees.

Each job description will be assigned specific Functional Competencies based on relevance to primary job functions. The weighting of each individual functional competency within this section is calculated based on relative importance to the specific job description. The functional competency section will comprise the remaining 50% of the total appraisal score.

Evaluation Scoring

Each Core Value and Functional Competency is to be scored using a five-point rating scale. An overall score for each section is calculated by adding the individual competency scores and dividing by the number of competencies (subject to weighting of functional competencies). The two overall section scores are then averaged to calculate the final review score.

Following is a summary of scores that must be achieved in order to receive the listed Step Increase and Pay For Performance Appraisal (Non-Base Pay Compensation):

Steps Increases

- Evaluation Rating Score of 1.00 – 2.49 = No Step Increase
- Evaluation Rating Score of 2.50 – 5.00 = Step Increase

Pay for Performance Evaluation (Non-Base Pay Compensation)

- Evaluation Rating Score of 1.00 – 2.49 = 0% of annual salary (lump sum)
- Evaluation Rating Score of 2.50 – 2.99 = 1% of annual salary (lump sum)
- Evaluation Rating Score of 3.00 – 3.49 = 2% of annual salary (lump sum)
- Evaluation Rating Score of 3.50 – 3.99 = 3% of annual salary (lump sum)
- Evaluation Rating Score of 4.00 – 4.49 = 4% of annual salary (lump sum)
- Evaluation Rating Score of 4.50 – 5.00 = 5% of annual salary (lump sum)

Evaluation Ratings Defined

The performance rating definitions for Core Values and Functional Competencies are as follows:

5 – **Exceptional** - This rating occurs infrequently and acknowledges one or more of the following statements. The employee significantly and consistently surpasses performance expectations and achieves beyond the regular assignment in all areas. The employee demonstrates mastery of the skills and tasks involved. The employee regularly makes significant contributions well beyond work assignments. The employee is a model for excellence with a strong potential for advancement.

4 – **Exceeds Expectations** - The employee frequently surpasses performance expectations and demonstrates unique understanding of work well beyond job requirements. Errors in judgment are rare and seldom repeated. The employee shows enthusiasm, initiative, demonstrates high achievement and has made clearly identifiable contributions to the success of the Agency.

3 – **Achieves** - The employee demonstrates solid performance that consistently fulfills expectations and at times may exceed expectations. The employee achieves to the level of performance expected of a fully qualified and experienced employee and is reliable in attaining expected results. Desired initiative and output have been achieved, and the employee is capable and knowledgeable in most aspects of the work.

2 – **In Development or Needs Improvement** -The employee is either still developing this competency or is not consistently achieving expectations. Work results are inconsistent and/or below acceptable standards. Continued performance improvement is required.

1 – **Unsatisfactory** - The employee's performance is consistently below expectations and/or the employee has failed to make reasonable progress toward previously identified area(s) for improvement. The employee does not demonstrate knowledge or ability to perform the majority of assigned duties. The employee requires excessive supervision, direction and follow-up. The employee must show significant improvement.

Agency Mission Statement, Vision, Tagline

Mission Statement:

1. Operate and maintain the wastewater treatment plant and related facilities in a sound, efficient and effective manner.
2. Maintain a workplace that fosters professional growth and job satisfaction.
3. Protect its assets and investments through sound financial policies and practices.
4. Improve service through long-range planning and the wise use of technology.
5. Lead the discussion of strategy development for regional wastewater issues for the benefit of all customers and the environment.

Vision: Our Community, Our Water, Our Future

Tagline: Professional and United to make a positive impact

Core Values

- **Service** –*We take pride in our responsibility to the community, to the water and to the future. We extend our responsibility and dedication for service to all we encounter in our community, including each other, the Board of Directors, rate payers, member districts, contractors, taxpayers, and visitors.*
 - We:**
 - Prioritize, meet, and exceed our water quality requirements
 - Greet and welcome everyone within our community
 - Treat everyone consistently and equally
 - Exceed expectations in serving our community
 - Take ownership and follow through on all issues until resolved

- **Professionalism** - *We are a team of respectful professionals. Regardless of position, we provide leadership and take pride in doing what is right. As environmental and financial stewards, we are dedicated to serving in the safest, most positive, and efficient manner with the highest level of integrity.*
 - We:**
 - Lead by example and represent each other, the Board of Directors, the Agency and the Community in a positive manner at all times
 - Uphold the highest integrity at all times by being honest, accountable and trustworthy
 - Constantly seek ways to improve efficiency, productivity, processes and tasks
 - Are vigilant and take responsibility for maintaining personal, team, and community safety
 - Are active, positive participants in creating an enjoyable and respectful working environment
 - Are punctual, reliable and dependable at all times
 - Maintain a professional appearance

- **Teamwork** – *We support each other, the Board of Directors and our entire community, promoting collaboration and cooperation to fulfill our vision. We believe that through respectful and inclusive teamwork we achieve more. We value people who do what is best for the team and their own happiness.*
 - We:**
 - Actively seek ways to collaborate with each other and our member districts
 - Develop and lift each other up by sharing resources and transferring knowledge through inclusive cooperation
 - Respect how all positions relate to our vision and how our actions impact others
 - Recognize and support each other’s ideas, achievements and contributions
 - Treat each other with respect at all times
 - Assume positive intent by seeking to understand rather than to blame
 - Take responsibility, accept consequences, and seek collaborative solutions for our actions
 - Take stock and ownership of our own happiness and assess our fit with the culture

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- **Initiative** - *We continue to evolve to meet our community's future. We take personal responsibility for continuous improvement, learning, and growth which are critical to our environment, our individual success, and the success of the Agency. We support growth, development, succession planning, and job satisfaction. We acknowledge challenges will occur, but progress is impossible without change.*

We:

- Actively collaborate, seeking positive solutions for problems or issues as they arise
 - Seek increased responsibility and grow in our positions, taking ownership for our individual job satisfaction
 - Seek assistance and input when needed
 - Actively participate in learning opportunities and continuous improvements
 - Develop skills and engage in succession planning
 - Prudently research and apply new technologies and industry best practices where appropriate
 - Embrace and support change
- **Communication** – *We use kind and transparent communication to build positive and effective relationships with each other, the Board of Directors, and our entire community. Open, honest, and respectful communication is fundamental to the success of the Agency, the team and each of us as individuals.*

We:

- Create a climate of trust and respect through honesty, integrity and transparency
- Seek the truth and share the truth
- Will not spread divisive rumors because we recognize the negative impact to the community
- Listen effectively to understand, not to refute
- Communicate positively and effectively in both oral and written form
- Are inclusive, polite and approachable in all interactions
- Actively seek and provide honest but kind, constructive feedback
- Build relationships, when there are concerns, by including all parties involved in the conversation

NON-EXEMPT
Functional Competencies

- ❖ **Job Knowledge** (*Applies and improves extensive or in-depth specialized knowledge, skills and judgment to accomplish a result or to accomplish one's job effectively.*)
 - Demonstrates knowledge and mastery of techniques, skills, procedures and tools.
 - Maintains current knowledge and keeps abreast of current developments in field of expertise.
 - Uses resources effectively.
 - Seeks and acquires new competencies, work methods, ideas and information that will improve own efficiency and effectiveness on the job.
 - Uses technology to accomplish tasks efficiently and optimize performance.

- ❖ **Leadership** (*Supports supervisors and managers by displaying self-awareness and self-direction. Motivates self and others to achieve Agency goals.*)
 - Models the Agency core values and sets positive example for fellow team members.
 - Coordinates, schedules and distributes tasks effectively; monitors progress and performance.
 - Communicates clearly and respectfully at all times.
 - Requires minimal supervision, where applicable.
 - Engages in constructive debate with supervisors, exhibiting full commitment and support once decisions are made, sharing responsibility and accountability.
 - Makes decisions that are sound, accurate, timely and supported by the reasoning and inclusion of others.
 - Actively recognizes and supports the development and growth of other employees.

- ❖ **Compliance and Enforcement** (*Brings "customers" into compliance with Agency ordinances, regulations, and policies and initiates enforcement actions, if needed, in a fair, objective and reasonable manner.*)
 - Displays understanding of and ability to convey current ordinances, regulations and policies as well as the reasons for and benefits of compliance.
 - Clearly communicates enforcement process and consequences of non-compliance to customers, seeking voluntary compliance as a first course of action in all situations.
 - Treats all customers with care and candor; practicing active listening to ensure understanding of impacts to the customer, anticipating resistance, and working towards productive resolution with composure.
 - Demonstrates an understanding of the difference between the "letter of the law" and the "spirit of the law" and applies this understanding to situations as appropriate.
 - Recognizes situations that warrant assertive action, responds to egregious violations and moves forward without hesitation.

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- ❖ **Planning & Organization** (*Uses systematic approach to ensure efficient and effective accomplishment of goals and tasks.*)
 - Prioritizes and plans work activities.
 - Uses time and resources effectively and efficiently.
 - Integrates change to plans/schedules smoothly.
 - Complies with due dates.
 - Knows the status of own work at all times.

- ❖ **Problem Solving** (*Uses proactive, logical approach to address and resolve problems.*)
 - Identifies and resolves problems in a timely manner.
 - Gathers and analyzes information using logic, judgment and data to determine effective solutions.
 - Seeks assistance when necessary.
 - Develops alternative solutions and understands potential impacts of each.

- ❖ **Quality of Work** (*Produces results/service that meets or exceeds Agency expectations.*)
 - Demonstrates accuracy, thoroughness and timeliness.
 - Carefully monitors the details and quality of own work.
 - Sets and achieves goals.
 - Completes all work according to procedures and standards.
 - Meets productivity expectations.
 - Seeks opportunities to improve and promote quality and takes action to do so.

- ❖ **Safety** (*Adheres to all workplace and trade safety laws, regulations, standards and practices.*)
 - Performs work in a safe manner at all times; and refers to training, licensing, safety procedures and use of special equipment to prevent injury in the workplace.
 - Inspects the work environment and equipment, reports potentially unsafe conditions, and takes corrective action, if appropriate.
 - Cares for the organization's property, stores products and equipment in their organized proper location, uses equipment and materials properly, and performs maintenance and operational checks of job-related equipment.
 - Follows standard operating procedures, safety work rules and good general practices.
 - Encourages and supports others to be safe while at work and works to implement safety-oriented feedback.

EXEMPT
Functional Competencies

- ❖ **Fiscal Responsibility** (*Acts in a professional, conscientious manner at all times to safeguard and protect the Agency's financial resources.*)
 - Understands budget requirements and works within approved budget.
 - Monitors budget usage and ensures critical costs are covered.
 - Seeks ways to reduce costs.
 - Responsibly allocates and accounts for the use of fiscal resources, weighing alternatives and their benefits.
 - Safeguards fiscal resources, and adheres to all internal control procedures.
 - Complies with all applicable regulations, policies and procedures regarding the expenditure of funds.

- ❖ **Job Knowledge** (*Applies and improves extensive or in-depth specialized knowledge, skills, judgment and professional expertise to accomplish a result or to accomplish one's job effectively.*)
 - Demonstrates knowledge and mastery of techniques, skills, procedures and tools.
 - Maintains current knowledge and keeps abreast of current developments in field of expertise.
 - Demonstrates an understanding of Agency resources and commitments; uses resources effectively.
 - Seeks and acquires new competencies, work methods, ideas, and information that will improve own efficiency and effectiveness on the job.
 - Uses technology efficiently to accomplish tasks and optimize performance.
 - Displays knowledge of business principles as well as current and possible future policies, practices, trends and information affecting the organization.

- ❖ **Judgment** (*Makes decisions wisely and authoritatively, after adequately contemplating various available courses of action. Uses proactive, logical approach to address and resolve problems.*)
 - Makes decisions that are sound, accurate, timely and supported by the reasoning and inclusion of others; supports and explains reasoning for decisions.
 - Exhibits strong strategic and operational decision making skills.
 - Considers alternative available actions, resources, and constraints before selecting a method for accomplishing a task or project.
 - Considers the long-term as well as immediate short-term outcomes and actions.
 - Recognizes when to escalate appropriate or specific situations to the next higher level of expertise.
 - Gathers and analyzes information using logic, judgment and data to determine effective solution.

- ❖ **Managerial Leadership** (*Establishes and is a role model for the Agency vision and values; influences others to understand and agree about what needs to be done and how to do it. Facilitates individual and collective efforts to accomplish shared Agency objectives. Plans, organizes and coordinates the work of staff to achieve goals and objectives in the most efficient and effective manner. Works to improve and reinforce performance of staff to maximize both individual employee and Agency success.*)
 - Communicates the importance of and models the Agency core values.
 - Communicates a compelling vision and mission for the Agency.
 - Guides and motivates team to take actions that support the Agency's vision and values.
 - Recognizes strategic opportunities for change and effectively leads change.
 - Develops and maintains high performance standards for self and others that support Agency's strategic plan and holds self and other team members accountable for achieving results.
 - Supports employee development with ongoing coaching and feedback; ensures supervisors and professional staff are providing feedback as applicable.
 - Actively plans for the development of all staff to promote and strengthen the future success of the Agency.
 - Motivates team members by creating a climate in which people want to do their best.
 - Sets clear goals for the team. Clearly communicates expectations to staff and holds them accountable.
 - Clearly communicates objectives, goals and expectations, including decision making authority and any required actions, constraints, or deadlines.
 - Delegates tasks and decisions in a well-planned and organized manner and distributes the workload appropriately. Ensures staff have the necessary skills and resources.
 - Provides regular formal and informal constructive performance feedback; supports employee development with ongoing coaching to improve performance.
 - Acts promptly and decisively to address conflicts and/or performance issues.
 - Treats all staff fairly and consistently, and creates an inclusive environment in which staff members are encouraged to be innovative and share ideas.
 - Stays informed of team's issues and results; takes responsibility of and accountability for team's performance.

- ❖ **Managing Projects or Programs** (*Structures and directs others' work on projects or programs.*)
 - Ensures the projects or program's goals, purpose, and criteria for success are clearly defined. Clarifies the related roles and responsibilities, deliverables, milestones, limits for independent decision-making, and needs and desires of the primary customers.
 - Ensures needed resources and skill sets among staff are available.
 - Develops appropriate performance standards and methods of evaluating outcome quality.
 - Integrates the ideas and needs of others in developing feasible strategies to achieve goals.
 - Evaluates progress and success against performance standards. Appraises and resolves deficiencies and challenges. Ensures deadlines are met and keeps stakeholders informed of project/program status.

- ❖ **Planning & Organization** (*Uses systematic approach to ensure efficient and effective accomplishment of goals and tasks.*)
 - Prioritizes and plans work activities within the context of overall Agency goals.
 - Uses time and resources effectively and efficiently.
 - Integrates change to plans/schedules appropriately.
 - Complies with due dates and communicates status.
 - Knows the status of own work at all times.
 - Creates and implements practices, policies and procedures.
 - Sets clear, attainable goals and objectives.
 - Understands and applies information to contribute to the organization's strategic plan.
 - Adapts approach, goals and methods to achieve solutions and results in dynamic situations.

- ❖ **Quality of Work** (*Produces results/service that meets or exceeds Agency standards.*)
 - Demonstrates accuracy, thoroughness and timeliness.
 - Carefully monitors the details and quality of own work.
 - Perseveres to achieve desired outcome.
 - Completes all work according to procedures and standards.
 - Meets productivity standards.
 - Seeks opportunities to improve and promote quality and takes action to do so.

- ❖ **Supervisory/Professional Leadership** (*Displays self-awareness and self-direction. Communicates and supports Agency vision and values. Influences and motivates others to achieve Agency goals. Plans, organizes and coordinates the work of staff to achieve goals and objectives in the most efficient and effective manner. Works to improve and reinforce performance of staff to maximize both individual employee and Agency success.*)
 - Models the Agency core values and sets positive example for fellow team members.
 - Recognizes and encourages the behaviors that contribute to teamwork.
 - Demonstrates organizational awareness and works well with more senior managers; demonstrates an understanding of how senior managers think and work.
 - Helps others deal with the ongoing demands of change; sees and shows others the benefits of change.
 - Links Agency mission, vision and values to everyday work.
 - Motivates team members by creating a climate in which people want to do their best.
 - Sets clear goals for the team. Clearly communicates expectations to staff and holds them accountable.
 - Clearly communicates objectives, goals and expectations, including decision making authority and any required actions, constraints, or deadlines.
 - Delegates tasks and decisions in a well-planned and organized manner and distributes the workload appropriately. Ensures staff have the necessary skills and resources.
 - Provides regular formal and informal constructive performance feedback; supports employee development with ongoing coaching to improve performance.
 - Acts promptly and decisively to address conflicts and/or performance issues.
 - Treats all staff fairly and consistently, and creates an inclusive environment in which staff members are encouraged to be innovative and share ideas.
 - Stays informed of team's issues and results; takes responsibility of and accountability for team's performance.

	Core Values (50% of total)					Non-Exempt Functional Competencies								Exempt Functional Competencies								TOTAL
	Service	Professionalism	Teamwork	Initiative	Communication	Job Knowledge	Leadership	Compliance & Enforcement	Planning & Organization	Problem Solving	Quality of Work	Safety	Fiscal Responsibility	Job Knowledge	Judgment	Managerial Leadership	Managing Projects or Programs	Planning & Organization	Quality of Work	Supervisory/Professional Leadership		
NON-EXEMPT																						
ACCOUNTING SUPERVISOR	10%	10%	10%	10%	10%	8%	10%	7%	7%	8%	10%											
ACCOUNTING TECHNICIAN I/II	10%	10%	10%	10%	10%	8%	5%	7%	10%	10%	10%											
ASSISTANT ENGINEER	10%	10%	10%	10%	10%	8%	5%	3%	7%	10%	10%	7%										
ASSOCIATE ENGINEER	10%	10%	10%	10%	10%	8%	5%	3%	7%	10%	10%	7%										
CHEMIST I/II/III	10%	10%	10%	10%	10%	8%	5%	7%	7%	6%	10%	7%										
CMMS/GIS TECHNICIAN	10%	10%	10%	10%	10%	8%	5%	3%	7%	10%	10%	7%										
CUSTOMER SERVICE SPECIALIST I/II	10%	10%	10%	10%	10%	8%	5%	7%	10%	10%	10%											
EXECUTIVE ASSISTANT/BOARD CLERK	10%	10%	10%	10%	10%	8%	5%	7%	10%	10%	10%											
E&I SUPERVISOR	10%	10%	10%	10%	10%	8%	10%	5%	7%	8%	5%	7%										
E&I TECHNICIAN I/II/III	10%	10%	10%	10%	10%	8%	5%	3%	7%	10%	10%	7%										
INVENTORY CONTROL SPECIALIST	10%	10%	10%	10%	10%	8%	5%	3%	7%	10%	10%	7%										
IT SPECIALIST	10%	10%	10%	10%	10%	8%	5%	3%	7%	10%	10%	7%										
MAINTENANCE MECHANIC I/II/III	10%	10%	10%	10%	10%	8%	5%	3%	7%	10%	10%	7%										
MAINTENANCE SUPERVISOR	10%	10%	10%	10%	10%	8%	10%	5%	7%	8%	5%	7%										
OPERATIONS SHIFT SUPERVISOR	10%	10%	10%	10%	10%	8%	10%	5%	7%	8%	5%	7%										
OPERATIONS SUPERVISOR	10%	10%	10%	10%	10%	8%	10%	5%	7%	8%	5%	7%										
OPERATOR I/II/III	10%	10%	10%	10%	10%	8%	5%	3%	7%	10%	10%	7%										
PURCHASING AGENT I/II	10%	10%	10%	10%	10%	8%	5%	7%	10%	10%	10%											
SAFETY OFFICER	10%	10%	10%	10%	10%	8%	5%	7%	10%	8%	5%	7%										
EXEMPT																						
FINANCE & ADMINISTRATIVE DEPARTMENT MANAGER	10%	10%	10%	10%	10%								10%	5%	7%	13%	8%	7%			100%	
CHIEF PLANT OPERATOR	10%	10%	10%	10%	10%								8%	7%	7%		8%	7%	5%	8%	100%	
ENGINEERING DEPARTMENT MANAGER	10%	10%	10%	10%	10%								10%	5%	7%	13%	8%	7%			100%	
GENERAL MANAGER	10%	10%	10%	10%	10%								10%	5%	10%	13%	5%	7%			100%	
HUMAN RESOURCES ADMINISTRATOR	10%	10%	10%	10%	10%									8%	10%	10%	10%	7%	5%		100%	
INFORMATION TECHNOLOGY DEPARTMENT MANAGER	10%	10%	10%	10%	10%								10%	5%	7%	13%	8%	7%			100%	
LABORATORY DIRECTOR	10%	10%	10%	10%	10%								8%	7%	7%		8%	7%	5%	8%	100%	
MAINTENANCE DEPARTMENT MANAGER	10%	10%	10%	10%	10%								10%	5%	7%	13%	8%	7%			100%	
OPERATIONS DEPARTMENT MANAGER	10%	10%	10%	10%	10%								10%	5%	7%	13%	8%	7%			100%	
SENIOR ENGINEER	10%	10%	10%	10%	10%								8%	7%	7%		8%	7%	5%	8%	100%	