

PERSONNEL RULES & REGULATIONS MANUAL

SECTION 1200 PERFORMANCE EVALUATIONS

Section 1201. Purpose

The purpose of the employee performance evaluation policy is to provide a comprehensive process by which each employee is periodically and regularly evaluated on his/her individual performance as it relates to his/her position. Regular performance evaluations:

- ♦ Help employees clearly define and understand their responsibilities
- ♦ Suggest ways in which employees can improve performance
- ♦ Facilitate better working relationships
- ♦ Provide a historical record of performance
- ♦ Contribute to professional development
- ♦ Provide a fair basis for awarding compensation based on merit

Section 1202. Scope

This policy applies to all classified employees and unclassified management employees, but may also apply to other employees as determined by the supervisor.

Section 1203. Policy

The employee performance evaluation process is intended to accomplish the following objectives:

- a. To allow the supervisor to communicate to the employee performance expectations and department/division goals and to allow for the mutual exchange of information about performance between the supervisor and the employee.
- b. To enhance individual employee performance and ensure effective City operations.
- c. To promote and support performance/behavior which is in conformance with the City's values-based culture.
- d. To document both formal and informal performance discussions held with the employee throughout the review period.
- e. To document performance areas in which the employee does well and those areas which require improvement; to establish performance goals and plans to correct performance shortcomings and focus on employee development.
- f. To determine successful completion of the probationary period and to determine successful progress in meeting performance requirements following a promotion.
- g. To help guide management decisions regarding employee salary increases, wage adjustments, training needs, assignments, promotions, transfers, demotions, disciplinary actions, continued employment with the City, and for such other purposes as may be deemed advisable.

Section 1204. Procedures

a. Supervisor Responsibilities

1. Clear Performance Standards

(a) Each supervisor is responsible for setting and communicating clear performance standards for his/her employees at the beginning of and throughout the review period.

(b) In evaluating employees, supervisors shall consider factors such as the experience and training of the employee, the job description, and the employee's attainment of previously set goals and objectives.

2. **Formal Evaluations**

On a regular basis and as described in this policy, each supervisor is responsible for conducting formal performance evaluations on each subordinate employee. A formal performance evaluation includes completing an Employee Evaluation Form, meeting with the employee to discuss the employee's performance and update the employee's work plan, and developing a performance improvement plan (if necessary). Performance evaluations shall include a summary of all past informal discussions related to performance during the review period and future performance goals.

b. **Employee Responsibilities**

1. The employee shall be responsible for following through on goals, objectives and comments as noted on the evaluation.

2. Each employee must complete an annual self-evaluation of his/her own performance as part of the formal evaluation process.

3. Each employee has the right to comment on his/her performance evaluation. If the employee chooses to do so in writing, such comments will be included in his/her personnel file.

4. Each employee is encouraged to provide feedback regarding his/her supervisors' performance as part of the formal evaluation process. This feedback may be submitted confidentially if the employee so desires.

c. **Performance Evaluation Schedule**

1. **Timely Processing**

The Human Resources Department will develop and maintain a system to assist supervisors in completing performance evaluations on time. The timely processing of performance evaluations is one of the most important leadership responsibilities for those in supervisory positions.

It is the Department Head's responsibility to ensure that performance evaluations are completed and returned to the Human Resources Department in a timely manner and no later than the due date established by the Human Resources Department.

Performance evaluations that are not fully completed will be returned to the department for completion.

2. **Frequency**

(a) **Annual Review**

Each employee will receive an annual performance evaluation to be conducted prior to the end of the fiscal year. All evaluation forms must be completed, approved and submitted to the Human Resources Department following the performance evaluation discussion by the date established by the Human Resources Department.

(b) **New Hires & Promotions**

Newly hired employees and employees who have received a promotion will be evaluated a minimum of (6) months from the date of hire or the date of promotion, and at six-month intervals while the employee is in a probationary status. During this six-month period, supervisors should closely monitor employees and perform frequent, informal counseling and evaluations.

(c) **Performance Issues**

Supervisors must conduct a formal performance evaluation at any time when the supervisor considers the employee's level of performance to be below standards and/or require

development. A Performance Improvement Plan must be completed as part of the performance evaluation and shall include measurable suggestions for change and specific time frames in which those changes are to occur, along with consequences should the employee fail to make the required changes.

d. **Performance Evaluation Forms**

1. **Employee Evaluations**

Formal employee performance evaluations must be completed using standard forms developed and made available to all supervisors by the Human Resources Department.

2. **Work Plan**

At the time of hire, the employee and the supervisor will establish a work plan outlining the employee's primary duties and responsibilities and continuing projects, special projects or assignments, and established goals and objectives for the position. Thereafter, the work plan will be reviewed and updated as part of the evaluation process. The information in the work plan is used to assist the employee and supervisor in communicating and reaching mutual goals. The Work Plan may be on the Work Plan form or a separate document.

3. **Self-Evaluations**

In addition to regular and periodic review by supervisors, each City employee must complete an annual evaluation of their own performance during the review year. Formal self-evaluations must be completed using a standard form developed by and available from the Human Resources Department.

4. **Supervisor Feedback**

When the annual review process begins, each City employee is encouraged to provide feedback regarding his/her supervisors' performance during the review year. Formal supervisor feedback must be offered using the standard form developed by and available from the Human Resources Department; however, the employee will not be required to sign the feedback form. Employees may provide feedback for their immediate supervisor and all in-line supervisors up to and including the City Manager. Each supervisor and all in-line supervisors up to and including the City Manager receive a summary of all feedback received.

5. **Retention**

The completed performance evaluation packet will become part of the employee's personnel file maintained by the Human Resources Department.

e. **Approvals**

Performance evaluation forms shall be reviewed and signed by the secondary supervisor (if applicable) and the Department Head before the immediate supervisor shall discuss and review the performance evaluation with the employee.

f. **Performance Evaluation Discussion**

Supervisors will conduct a discussion with the employee regarding the performance evaluation. The purpose of the discussion is to review past performance, address any questions about the performance review, and to set goals and objectives for the period ahead.

g. **Employee Signature**

1. Following the performance evaluation discussion, the employee should be asked to comment on the evaluation and acknowledge it by signing and dating the form.

2. The employee will be given a copy of the signed evaluation.

3. The employee's signature indicates that the performance evaluation took place and that the employee understands what was communicated. The employee's signature does not indicate that the employee agrees with the assessment.

4. If the employee declines to sign the form, he/she should be encouraged to discuss any concerns.

5. If, after such discussion, the employee still declines to sign the evaluation, the supervisor should note "employee declined to sign" on the form, add his/her initials and the date, and give the employee a copy of the evaluation.

6. The supervisor should notify the secondary supervisor (if applicable) and the Department Head when an employee declines to sign the performance evaluation form. *(July 1, 2011)*

Section 1205. Grievance Procedures

Any classified employee or unclassified management employee who believes that his or her performance evaluation is not a true reflection of his/her work performance should try to resolve differences in discussions with his/her immediate supervisor. If agreement cannot be reached, the employee may follow the guidelines for filing a grievance as set forth in Section 1700, Grievance Procedures.