

CHAPTER FOUR

PERFORMANCE EVALUATION AND FEEDBACK PROGRAM

Table of Contents

| | |
|---------------------------------------------------------------------------|---|
| I. Purpose and Administration of the Performance Evaluation Program | 1 |
| II. Frequency of Feedback and Evaluation..... | 1 |
| III. Performance Evaluation Program | 1 |
| A. Rating and Review Process..... | 2 |
| B. Forms and Guidelines..... | 2 |
| C. Performance Evaluation Ratings | 3 |
| IV. Action Required for Less Than ‘Meets Expectations’ Performance | 4 |
| V. Completion and Maintenance of Performance Evaluation Forms..... | 5 |
| VI. Deferral of Performance Evaluation and Ratings..... | 5 |

Personnel Administrative Instruction 4.1 – Performance Evaluation Program

CHAPTER FOUR

PERFORMANCE EVALUATION AND FEEDBACK PROGRAM

I. Purpose and Administration of the Performance Evaluation Program

Performance feedback and evaluation is a vital part of personnel management. It is used to enhance performance through planning, discussion, and coaching, which may be formal and/or informal. Performance feedback and evaluation shall be accomplished through the City's general Performance Management Program.

II. Frequency of Feedback and Evaluation

All Permanent Full-Time (PFT) and Permanent Part-Time (PPT) employees shall participate in the Performance Evaluation Program that consists of performance planning, mid-year review, and annual performance management evaluation. All permanent employees will share a common review date as determined by the City Manager.

III. Performance Evaluation Program

The Director of Human Resources shall develop a performance evaluation program, to include appropriate forms, the results of which may be used as a factor in determining: eligibility for performance increases; promotion opportunities; succession planning; demotion or dismissal for 'Did Not Meet Expectations' performance; reassignment; and professional developmental training opportunities.

A. Rating, Review, and Signature Process

End of year performance evaluations for employees below Department Head level shall be prepared by the employee's immediate manager/supervisor and approved in writing by the reviewing authority or Department Head prior to discussion with the employee. The immediate manager/supervisor signature and reviewing authority signature must be completed *prior* to meeting with the employee. In cases where the Department Head is the rater, the City Manager or designee may review these ratings if it is deemed appropriate. Department Head evaluations shall be prepared by the Assistant City Manager and reviewed as appropriate by the City Manager. The employee's signature indicates that the employee received their performance evaluation. The employee's signature does not indicate the employee's agreement with the contents of the evaluation and/or the overall rating.

B. Forms and Guidelines

Annual performance evaluations shall be completed on appropriate forms developed by the Department of Human Resources and accessible on the City's website. Such forms shall include the overall rating categories described in Section C.

During the discussion, the employee should be encouraged to discuss job interests, career goals, and any other issues that will contribute to a clearer understanding of job capabilities and career objectives in relation to City and department goals. In addition, managers/supervisors should use this occasion to communicate the City's strategic plan, the department's objectives, values and behaviors and how the employee's contribution supports these objectives. Under ideal circumstances of continual and ongoing communication, nothing in the performance evaluation should come as a surprise to either

party. However, if the employee provides any information that causes the manager/supervisor to modify the rating, the change shall be made prior to obtaining the employee's signature. The employee must provide such information to their immediate supervisor within five work days (5) days of receiving the performance evaluation. The information will become a part of the employee's performance evaluation but does not guarantee that the rating will change.

C. Performance Management Evaluation Ratings

1. Exceeds Expectations:

The employee consistently exceeded expectations for quality, quantity and timeliness; consistently displayed and served as a role model for all values. The supervisor must document comments to support this rating.

2. Meets Expectations:

The employee meets or exceeds expectations for quality, quantity and timeliness; displays all other values most of the time. The supervisor is not required to provide additional comments to support this rating.

3. Did Not Meet Expectations:

The employee did not meet expectations most of the time for one or more of quality, quantity, or timeliness; or the employee did not display all values most of the time and requires corrective action. Employee is not making sufficient progress toward job requirements or goals. Employee has not demonstrated all or most performance factors. The supervisor must document comments to support this rating.

IV. Action Required for Did Not Meet Expectations Performance

When the manager/supervisor anticipates the possibility of an overall 'Did Not Meet Expectations' performance rating due to a significant decline or deficiency in performance, the employee shall be inform of that determination as soon as possible.

When an employee is assigned a 'Did Not Meet Expectations' rating or provided written notice of poor performance which could lead to serious consequences, such as demotion or dismissal, the manager/supervisor shall issue a Performance Improvement Plan (PIP) to the employee. The issuance of the PIP may occur at any time during the rating period that the manager/supervisor determines an employee's performance to be below a 'Meets Expectations' level or in connection with an end of year performance evaluation.

The PIP must state:

1. What job requirements the employee is failing to perform at the 'Meets Expectations' level.
2. What the employee must do to bring work performance to a 'Meets Expectations' level.
3. What efforts will be made by management to help the employee improve (e.g. on-the-job or formal training, regular feedback, mentoring).
4. The period of time given the employee in which to improve the job performance to a 'Meets Expectations' level shall be stated in calendar days. Such period must be reasonable in relation to the improvement desired but may not exceed six (6) months.

If the employee's performance does not improve to a 'Meets Expectations' level within

the specified time frame, the employee shall be removed from the position by reassignment, demotion, or dismissal as determined appropriate by the Department Head in coordination with the Director of Human Resources or designee. If the decision is to demote or dismiss, such action shall be completed in accordance with the applicable provisions of this manual concerning demotion and dismissal.

V. Completion and Maintenance of Performance Evaluation Forms

Performance evaluation forms shall be completed, to include all required comments and signatures, and maintained in accordance with a procedure developed by the Director of Human Resources in the form of a Personnel Administrative Instruction.

VI. Deferral of Performance Evaluation and Ratings

A performance evaluation and/or rating may be deferred in cases where an employee has been in a non-work status (e.g., FMLA, educational leave, work related injury or occupational disease, extended leave without pay) and/or the employee's manager/supervisor has not had sufficient opportunity to observe the work performance in the employee's regularly assigned duties. When an employee is in a non-work status for a prolonged period (usually more than 30 days or 240 hours), the Department Head may defer the performance evaluation for a time period that shall not exceed the total time of the employee's absence from regularly assigned duties. The deferral shall be documented by the Department Head in a memorandum to the Director of Human Resources with a copy provided to the employee. Any increase that results from a deferred performance management evaluation shall be prorated for the remainder of the evaluation period.