

Performance Evaluation Policy

- 1.0 POLICY STATEMENT:** It is the policy of the City to conduct performance evaluations with all employees on a regularly scheduled basis as an employee development activity intended to assist and motivate employees to attain this maximum potential.
- 2.0 PROCEDURES:** The specific objectives of the performance evaluation program are: to motivate and guide employees toward greater self-development and improved performance by discussing significant strengths and areas needing improvement in a positive constructive manner; to provide a uniform means for supervisors to make merit pay determinations based upon their assessment of employee performance in relation to performance standards; to provide a means for evaluating employee suitability for continuation of employment beyond the probationary period and for job transfer and promotions; to identify training needs; to provide substantiating data for use as a guide to record employee progress.

All employees shall sign performance evaluation forms. Employee signature constitute

- 2.1 *Applications* - The performance of all employees should be reviewed on a regularly scheduled basis. The program described herein applies to all employee conduct and discipline. The review of unsatisfactory performances due to employee misconduct, rather than job inaptitude, should be handled under employee conduct discipline.
- 2.2 *Guidelines* - Performance standards represent the level of performance that is expected of employees in fulfilling the duties and responsibilities assigned to the position. Performance standards have been established for each employee to be evaluated. The department head and the supervisor are responsible for setting and reviewing those standards with all employees. Additional standards developed by the supervisor and the employee may be included for the purpose of performance evaluation. It is important that these expectations are communicated to employees.
- 2.3 *Reviewing Employee Performance* - Supervisors are responsible for conducting thorough, impartial and timely performance evaluations with employees who report directly to them. Performance evaluations are functions of “rating” employees on the basis of their performance in the job position in relation to the performance standards. Comparing or “ranking” the performance of one of the employees against another employee’s performance should not make the evaluation. The performance evaluation and the evaluation forms are intended to assist supervisors in recording their assessments of employee performance and in communicating the evaluation with employees.

- 2.4 *Performance Scale* - The Scale of Performance – The following scale of performance will be used to evaluate the performance standards of each factor. Each standard will be assigned a scale that best describes the employee's performance on the standard:
- 2.4.1 Outstanding – Employee consistently demonstrates competency that is superior to the job expectation. Employee is considered outstanding among his/her peers and is a positive role model. Work results and behavior are exceptional and valuable to the organization.
 - 2.4.2 Exceeds Expectations – Employee demonstrates competency that consistently meets and sometimes exceeds the job expectation. Employee is respected among his/her peers. Performance at this level provides a valuable contribution.
 - 2.4.3 Meets Expectations – Employee demonstrates full competency that consistently meets the job expectation. Performance at this level provides a satisfactory contribution.
 - 2.4.4 Needs Improvement – Employee needs to improve performance in order to develop competency to meet the requirements of the current position. Employee's performance may have a negative impact on the operation of the work unit/department. Employee has performed some duties successfully. Work is occasionally inadequate, late or poor quality. Performance clearly leaves room for improvement.
 - 2.4.5 Unacceptable – Employee needs to develop competency to meet the requirements of the current position. Employee's performance has a negative impact on the operation of the work unit/department. The employee is either unwilling or unable to meet acceptable job expectations. Work is frequently inadequate, late or poor quality. Performance leaves substantial room for improvement. Employee shall be placed on probation for a period of six months.
- 2.5 Whenever a supervisor has insufficient information concerning performance in a factor, the supervisor should confer directly with the employee and with other employee's performance.
- 2.6 Space is provided on the form to include pertinent comments relative to the employee's performance evaluation and should lead to a complete understanding of why the rating was made.
- 2.7 If the standard lacks importance in relation to the performance requirements of a position, the supervisor may omit rating the standard and indicate N/A.
- 2.8 In determining the overall employee performance rating, those factors containing standards most important to the duties of the position should be given the most weight. The initial weighting of factors will be equal. The weighting of factors

for future evaluation will be set and agreed upon for the division or department.

- 2.9 Employees have a section of the evaluation form to make comments. Employees are encouraged to enter comments in this section.
- 2.10 Where it has been determined that the employee's performance is unsatisfactory and immediate remedial action has not been effective and is unlikely to improve, the department head should confer with the Director of Human Resources to discuss continued employment of the individual. Involuntary termination of the employee initiated by the city requires prior approval by the department head, Director of Human Resources, and City Manager.
 - 2.10.1 Frequency of Performance Review - The performance of all full-time and part-time employees shall be evaluated on a regularly scheduled basis, and that schedule is based on the following:
 - 2.10.2 Probationary Employee - New employees with the city are on a probationary period for six months. During this probationary period, the employee is evaluated every two months, for a total of three evaluations in the six month period, by the immediate supervisor on the probationary form. Civil Service employees are on a probationary period for at least 12 months.
 - 2.10.3 Annual Performance Evaluation - For all non-probationary employees, the performance evaluation will be done annually. This evaluation date is initially the employee's date of hire anniversary. The performance evaluation date is adjusted as necessary to be consistent with the employee's salary review date. The intent is to evaluate employees not later than twelve months from the previous evaluation date. Special performance evaluations should be conducted at times other than the above when deemed necessary or appropriate by supervisors, (i.e., unusual improvement or decline in work performance).
- 2.11 *Administrative Procedure* - Department of Human Resources originates the performance evaluation form on employees that are scheduled for evaluation based on their last review date. The forms are distributed to the appropriate supervisors in each department.
- 2.12 Supervisor will prepare the performance evaluation and discuss with the employee on or before the scheduled review date and if applicable, discuss any pay increase or deferral of increase. Supervisor should encourage the employee to enter comments on the review affording sufficient time to develop his/her comments.
- 2.13 Supervisor will review the completed form for accuracy and merit justification with next immediate supervisor and department head.

- 2.14 Department of Human Resources reviews the evaluation and proposed pay change to determine that the planned increase is consistent with wage and salary administration policy guidelines. Action forms are signed and forwarded to the City Manager for approval. The approved merit adjustment is then processed through payroll.
- 2.15 *Merit Eligibility* - An employee who has been evaluated by his/her immediate supervisor as Meets Expectations or higher shall be eligible for a merit increase provided they are not on probation.
- 2.16 *Merit* – The performance evaluation is only one of several criteria, used to determine a merit increase that moves the employee within his/her pay level.
- 2.17 *Appeals Procedure* - Since the performance evaluation report has a potential to influence many of the personnel decisions that affect a city employee, the following should be considered as the appeal procedure for the employee if he/she disagrees with the report.
- 2.18 *Level of Reviews*
- 2.18.1 First Level of Review - In addition to the comments section on the performance evaluation form, the employee may appeal the review by presenting a written statement of the appeal to his/her immediate supervisor. The supervisor shall render his/her decision and comments to the appeal in writing and return it to the employee within five working days after receipt of the appeal. If the employee does not agree with the supervisor's decision or if the supervisor fails to provide a resolution to the appeal outlined above, the employee may present the appeal in writing to the supervisor's immediate supervisor. Failure of the employee to take further action within five days after the written decision of his/her supervisor or within ten days, if no decision is rendered will constitute a withdrawal of the appeal.
- 2.18.2 Further Level of Review - The supervisor receiving the appeal shall review it, render his/her decision and comments in writing, and return them to the employee within five working days after receiving the appeal. If the employee does not agree with the decision or if no answer has been received within five working days after the supervisor receives the appeal, the employee may present the appeal to the department head. Failure of the employee to take further action within five working days after receipt of the written decision of the supervisor, or if within ten days if no decision is rendered, will constitute withdrawal of the appeal.
- 2.18.3 Departmental Review - The department head receiving the appeal shall review it and discuss the appeal with the employee and render his/her decision and comments in writing and return them to the employee within

five working days after receiving the appeal. If the employee does not agree with the decision reached or if the department head fails to provide resolution of the appeal as outlined above, he may present the appeal to the City Manager. Failure of the employee to take further action within five working days after receipt of the decision of the department head or within ten working days if no decision is rendered, constitutes a withdrawal of the appeal.

2.18.4 City Manager - The City Manager, upon receiving the appeal shall discuss the appeal with the employee. The City Manager shall render his/her decision and comments in writing and return them to the employee within five working days after receiving the appeal. The decision of the City Manager shall be final.

3.0 RESPONSIBILITY: The Human Resources Director is responsible for the administration and communication of this policy.

APPROVED:

M. Denis Peterson
City Manager

Original:

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