**SECTION: MANAGEMENT**

**POLICY:** Performance Evaluation **EFFECTIVE DATE:** insert date adopted

**STATEMENT OF PURPOSE:**

The performance evaluation process provides a means for coaching, evaluating, and rewarding employees. The process is based on constructive feedback and open communication between supervisors and team members.

1. The city believes that the performance policy should:
2. Ensure employees understand their job responsibilities and have specific goals to meet.
3. Provide employees with actionable and timely work feedback.
4. Invest in development opportunities that help employees grow professionally.
5. Recognize and reward employees’ work in financial or non-financial ways (e.g., awards.)
6. Goal setting is also a critical part of the performance evaluation process. All goals should utilize the S.M.A.R.T. format: S–Specific; M-Measurable; A-Actionable; R-Reasonable and T-Time Bound.
7. Performance evaluations influence salaries, promotions and transfers, and it is critical that supervisors are objective and consistent in conducting performance reviews and in assigning overall performance ratings.

**DEFINITIONS:**

* 1. Job Skills and Ability:

1. Job Understanding: The employee's grasp of their role and its place within the organization.
2. Job Knowledge and Skills: The extent to which the employee has the necessary knowledge and skills to perform the job.
3. Quality of Work: The accuracy, thoroughness, and attention to detail in an employee's work.
   1. Work Habits:
   2. Observance of Working Hours: Adherence to the designated work schedule.
   3. Attendance: Regularity and punctuality in showing up for work.
   4. Other: This section allows for evaluation of additional factors crucial to the job, like specific project goals or contributions to training or supervisory goals.
   5. Performance Evaluation Scheule: Performance appraisals are conducted [*annually/quarterly/semiannually*] on [*an* *established focal date each year* / *dates announced by HUMAN RESOURCES*]. New hires are evaluated periodically during the introductory period. A formal documented performance evaluation is required at the end of the introductory period, and then on schedule with the rest of the organization. Each manager/supervisor is responsible for the timely and equitable assessment of the performance and contribution of subordinate employees.

**APPLICABILITY:**

This policy applies to all full- and part-time employees of the city. [See Civil Service Rules for performance evaluation process].

**PROCEDURE:**

* + 1. HUMAN RESOURCES will establish the format and timing of all review processes. The completed evaluations will be retained in the employee’s personnel file.
    2. Supervisors will attend performance evaluation training to ensure they are trained on proper completion of the performance evaluation. Employees are encouraged to submit a “Self-Evaluation” on the same performance evaluation form utilized by the city.
    3. HUMAN RESOURCES will review all performance evaluations to ensure the language and examples used reflect the appropriate rating, and goals have been set for the coming fiscal year PRIOR to the supervisor’s performance evaluation discussion with the employee.
    4. Supervisor’s Responsibility: If you supervise a team, you are responsible for your team members’ performance. To conduct effective regular meetings and performance evaluations, the city expects supervisors to:

1. Set clear objectives: Team members should know what you expect of them. When you first hire someone to your team, ensure they understand their job duties. Set specific goals for each team member (and team-wide if applicable.) Renew those goals during periodic performance reviews.
2. Provide useful feedback. During scheduled meetings with team members, give them guidance and praise, as appropriate. Be fair and specific to help them understand and implement your feedback.
3. Keep your team members involved. There should be two-way communication between a supervisor and their team. Make expectations clear but always take your team members’ motivations and aspirations into account. Discuss training and development opportunities that may interest your team members.
4. Keep logs with important incidents about each one of your team members. These logs help you evaluate your team, but they may also prove useful if you want to terminate, reward or promote your team members.
   * 1. Performance Improvement Plan (PIP): A performance improvement plan (PIP) is a document that aims to help employees who are not meeting job performance goals. A PIP covers specific areas of performance deficiencies, identifies skills or training gaps, and sets clear expectations for an associate’s future conduct. Objectives must be met within a certain period, and failure to do so may result in further employment actions, up to and including termination of employment.
     2. Employee’s Rights: The performance evaluation is an assessment by each employee’s supervisor. Should an employee disagree with anything written in their evaluation, they are encouraged to speak to their supervisor regarding their concern. The supervisor will have the right to change comments or a rating based on their further discussion with the employee. However, in the event that the supervisor does not agree with the employee’s request based on their unbiased perception of the employee’s performance, the employee may write a rebuttal to their review, which will be filed in the employee’s personnel file, along with the supervisor’s evaluation. The written review will remain unchanged.
     3. Performance Evaluation Tie to Salary:
   1. A performance evaluation may not always result in an automatic salary increase. City Council will consider increases as part of the annual budget process. The employee’s overall performance and salary level relative to position responsibilities must be evaluated to determine whether a salary increase is warranted. Out-of-cycle salary increases must be preapproved by the City Manager and Human Resources.
5. Cost of living increases may be awarded as approved by the City Council during the annual budget approval process.
   * 1. Exceptions to Policy: The HUMAN RESOURCES Director has the right to change, modify or approve exceptions to this policy at any time with or without notice.