PERFORMANCE EVALUATIONS POLICY

<u>Purpose:</u> To provide feedback, coaching and development plans for employees on a regularly scheduled basis.

<u>Policy:</u> Regular, annual performance evaluations are completed for all full-time and part-time employees at least one a year. The schedule for employees in the general compensation plan is determined by the department. Performance evaluations for employees subject to the police compensation plan are scheduled for the employee's position anniversary date. Generally, the annual performance evaluations are linked to merit adjustment.

Performance evaluations for temporary employees are typically completed at the end of their appointment or on a date selected by the department.

Procedure: Employees will be evaluated at least once annually. During the evaluation process, the employee will be given an opportunity to provide input on his/her work performance and accomplishments during the evaluation period. His/her supervisor will complete the annual performance evaluation form and discuss performance results with the employee. If the employee does not feel that the evaluation accurately reflects his/her performance, he/she may discuss those concerns with his/her immediate supervisor. He/she may also write any comments or concerns regarding the evaluation on the evaluation form or on additional pages as necessary. Employees may also schedule an appointment with Human Resources to discuss any issues regarding the performance evaluation. All forms and comments will be sent to the department head for final review.

Performance evaluations are reviewed when determining the employee's rate of pay, when being considered for other City and County positions, in determining suitability for re-hire after separation from City and County employment, or in making recommendations to future employers. Additionally, performance evaluations are used in determining when demotion, dismissal, or other disciplinary action is appropriate.

The department is responsible for providing a copy (paper or electronic) of the completed and signed performance evaluation to the employee; and the department will forward the original performance evaluation form to Human Resources. The original will be kept in the employee's personnel file.

Guidance to Supervisors/Managers:

The following provides guidance for supervisors/managers to assist in the performance/evaluation process. The performance evaluation process starts from the first day of the performance period and the supervisor/manager should meet frequently with the employee to set expectations and to provide feedback

and coaching. It is also recommended that the supervisor/manager maintain a performance log or record of each employee's performance. This allows the supervisor/manager the opportunity to review the log/record as necessary and take action accordingly. Regular communication and feedback gives the employee time to correct any deficiencies. The log/record works as a tool for the supervisor/manager in preparing the annual performance evaluation and allows the supervisor/manager to focus on overall performance and not just on recent performance.

A supervisor/manager may prepare an interim performance evaluation at any time. If an employee is assigned to a new position or area, the previous supervisor/manager should prepare an interim performance evaluation in order to supplement the annual performance evaluation prepared by the new supervisor/manager.

The supervisor/manager will prepare the performance evaluation on the form approved by the Department Head and the Human Resources Department. Completed performance evaluations should be forwarded to the Human Resources Department no later than one month following the end of the review period.

Setting Expectations

It is recommended that the supervisor/manager provide an orientation to a new employee within the first week of assignment to the work area. See the Employee Handbook section titled "Orientations" for a list of what should be covered during this orientation meeting. As part of the orientation, the supervisor/manager should advise the employee of his/her job duties and objectives and explain the supervisor/manager's expectations of the employee. A training program should be in place to assist the employee in learning his/her duties and responsibilities. The supervisor/manager should interact with the employee as needed during this training phase to provide coaching and feedback.

The supervisor/manager should also explain to the employee how he/she will be evaluated. This should include a discussion of priorities, expectations and how results will be measured.

Criteria for Job Objectives

Objectives should:

Be specific. The objective defines exactly what is to be accomplished in clear, precise language so that it is understood by all.

Be realistic and attainable, yet provide a reasonable challenge for the employee. The objective should be a valid expectation of future performance in a given time frame.

Address results, not activities. Objectives should describe goals rather than the means to achieve goals.

Be measurable. The objective should be capable of being measured quantitatively and/or qualitatively so that both employee and supervisor/manager can define and understand how the task will be evaluated.

Contribute to the overall goals and objectives of the department.

How Standards Are Established

The sources to be used in measuring performance should be defined. These can include:

Customer Feedback

Peer Assessment

Published Standards

Review of Work Product

Supervisor/Manager's judgment

Ongoing Communication

Ongoing communication maximizes the productivity of employees as they work toward achieving organizational goals and objectives. The supervisor/manager is responsible for providing ongoing guidance to employees; this reaffirms and recognizes changes in priorities, eliminates confusion, recognizes good performance and deals with poor performance.

In order to provide ongoing feedback and periodic performance review, the supervisor/manager should:

Select appropriate opportunities to provide feedback to the employee about his/her work.

Communicate effectively and honestly with the employee about his/her performance.

Assure that the employee understands the importance of good attendance.

Conduct one-on-one meetings with the employee at regular intervals such as weekly, monthly, or quarterly (rather than just once a year at the performance evaluation meeting).

Immediately address unsatisfactory performance.

Preparing for the Performance Evaluation

It is recommended that the supervisor/manager set a preliminary meeting with the employee to obtain feedback and information in order to write the performance evaluation. This is not a required step but one that fosters two-way communication between the supervisor/manager and the employee.

Here are key steps the supervisor/manager should follow:

Encourage the employee to participate in the performance evaluation process by preparing a self-evaluation or summary of performance document.

Obtain feedback from others who have frequent job-related contact with the employee.

Evaluate the employee's performance results against major work objectives and performance indicators. A new employee will probably not have established major work objectives and therefore may not be evaluated in this area. Performance indicators are listed on the performance evaluation form as well as the performance factors (ratings).

Review the employee's view of his/her performance from the self-evaluation form or other form.

Prior to meeting with the employee, prepare an initial draft of the performance evaluation form and review it with the designated second level reviewer. This should include an evaluation of the past year's Major Work Objectives, assignment of preliminary ratings for each Performance Indicator, Plans for Performance Improvement/Enhancement (Development Areas) and Goal Setting (new Major Work Objectives). The supervisor/manager should provide specific examples in the "Comments" sections of the Performance Indicators. Ratings of a "1" (unacceptable performance) or a "5" (outstanding or exceptional performance) must be justified in the "Comments" section. A staff member from the Human Resources Department can be consulted if the supervisor/manager needs assistance in this area.

Conducting the Performance Evaluation Meeting

Here are the key steps the supervisor/manager should follow:

Schedule the Discussion. When notifying the employee of the date and time, the supervisor/manager should allot a reasonable amount of time to review the evaluation and to discuss plans for performance improvement/enhancement and goal setting.

Opening the Discussion. One way of assuring two-way communication is to give the employee the opportunity to talk about his/her performance. This can be accomplished by asking questions such as "How do you feel things are going on the job?" or "How well did the past year live up to your expectations?" If the supervisor/manager dominates the discussion at the start, there is a strong possibility that it may not be an effective dialogue.

Supervisor/Manager's Overview. The supervisor/manager should begin with an overview of the employee's performance, point out significant accomplishments, and reinforce them with specific feedback from others. This is supervisor/manager's chance let the employee to know that supervisor/manager is fully aware of the work being done. supervisor/manager should balance the discussion between those results that were effective and those that left something to be desired. When covering areas of improvement, the supervisor/manager should discuss them carefully with examples of performance deficiencies—he/she should not generalize. The goal should be to reach an understanding of why there were shortfalls and what can be done to prevent them in the future. If dealing with an unsatisfactory performer.

the supervisor/manager's approach may be different (See the Supervisor's Handbook section entitled "Employee Relations", subsection "Performance Management").

Plans for Performance Improvement (Development Opportunities): The supervisor/manager and employee should identify appropriate activities which will contribute to more effective performance. These may encompass a wide range of activities and assignments built into the course of on-going work (e.g., task assignments, more frequent review of work, on-the-job training in a specific area, additional coaching, expanding the scope of responsibilities, on-site or off-site classroom training). Deadlines for completing the plans should also be included.

Goal Setting (Major Work Objectives): The supervisor/manager and employee should identify goals for the new review period. Remember, the goals should be specific, attainable, measurable, job-related and contribute to the overall mission of the department. Also, a plan must be included indicating how the goal will be achieved and by what deadline.

Ending the Meeting: The supervisor/manager should close the discussion on a positive and encouraging note ensuring the employee understands what remains to be done to complete the performance evaluation. If the supervisor/manager utilizes the preliminary meeting approach, then he/she will consider feedback from the employee and will finalize the performance evaluation. The supervisor/manager will review the final product with his/her manager before presenting to the employee. If this is the final meeting, the supervisor/manager will obtain the employee's signature on the performance evaluation form. Employees have the option of writing comments on the final form (or an attachment). Originals of the performance evaluation form are forwarded to Human Resources. The supervisor should scan the form to a PDF, keep a copy for him/herself and email a copy to the employee.

Next Steps

The supervisor/manager will continue the performance evaluation cycle by providing ongoing feedback and follow-up on issues to the employee. Remember, two-way communication is encouraged and the supervisor/manager must set the stage by providing timely feedback and coaching.