



900 – PERFORMANCE MANAGEMENT

I. INTRODUCTION

Employee performance management supports the City's philosophy of improving organizational performance. It is based on the City's organizational values and links job performance standards to strategic goals of the department and organization. Performance management is intended to create a climate in which employees are valued, motivated and recognized for their contributions to their department and City and given the opportunity to further develop professionally.

This policy provides guidance to employees and supervisors regarding the purpose and process of performance management and includes the following as the primary objectives:

- A. To align employee behavior and performance with the City and department's goals and objectives in order to provide the highest quality of services possible.
- B. To encourage productivity, clarify employee job expectations, and provide a consistent method of managing and developing employee performance.
- C. To promote open communication between supervisors and employees.
- D. To recognize overall work performance and accomplishments, and provide guidance for compensation.

II. DEFINITIONS

- **Developmental Plan** - An action plan developed for the employee's continued growth and serves to address any gaps between actual and expected performance.
- **Evaluation** - A written record of the employee's performance that is documented on a City approved performance evaluation form. An Employee Performance Evaluation and Development Instrument that assesses the employee's ability to demonstrate the critical attributes of leading, managing, technical and team skills is completed and submitted to Human Resources and maintained in the employee's personnel file.



- **Progress Review** - A periodic evaluation of the employee's progress toward meeting goals and established standards. Progress reviews are suggested mid-way through the rating period but may be conducted any time.
- **Job Specific Performance Standards/Performance Rating Areas** - A specific performance standard, goal, or area where the employee's performance will be rated. Each performance standard or rating area is directly linked to a departmental or City goal.

III. **PERFORMANCE MANAGEMENT PROCESS**

The City's performance management process is an on-going process. It involves identifying and communicating job specific performance standards, expectations, and other attributes for which employees will be held accountable during the rating period (May 1st - April 30th) and outlining plans for the employee's future training and development.

It is expected that managers develop and provide continual coaching and feedback on the employee's progress toward meeting goals and established standards, and maintain documentation for future reference and professional development.

As a final step, a written record summarizing the employee's performance during the year is completed on City approved forms and is discussed with the employee.

IV. **PERFORMANCE MANAGEMENT RESPONSIBILITIES**

A. **Managers and Supervisors** are responsible for the following:

1. Complying with provisions of the City's policies and procedures manual.
2. Planning for the upcoming performance rating period and collaborating with employees in establishing performance rating areas that are linked to organizational goals and position descriptions. Communicating to employees all goals, expectations, standards, and attributes for which they will be held accountable.



3. Coaching, counseling, monitoring and communicating with employees about their performance and any changes in work expectations on an on-going basis. Consulting with Human Resources when there are performance problems that cannot be resolved.
4. Documenting the employee's performance during the year.
5. Reviewing and evaluating employees; and conducting at least one meeting during the year to openly discuss the employee's overall performance for the rating period.
6. Preparing a plan for the employee's continued development to address any gaps between actual and expected performance. The developmental plan should be updated during the year, as needed.
7. Ensuring the timely completion of performance evaluations for employees under their supervision. As appropriate, coordinating ratings with an upper level manager prior to meeting with the employee, or approving or reviewing ratings recommended by lower level supervisors.

B. **Employees** are responsible for the following:

1. Reading and understanding their job description.
2. Participating with their supervisor in the performance planning process by providing input into the establishment of job specific performance standards for which they will be held accountable.
3. Maintaining levels of performance which meet or exceed standards.
4. Seeking assistance and openly communicating with their supervisor regarding expectations.
5. Striving to improve and develop their performance to the best of their ability and to follow any developmental plans provided by the supervisor.
6. Preparing for performance discussions and providing comments.



V. DOCUMENTATION OF PERFORMANCE

Documentation of performance, as discussed with the employee throughout the year, is critical for supervisors to fairly and consistently assess the employee's performance during the entire rating period.

Documentation to be maintained should include the employee's progress, both positive and negative, in meeting predetermined goals or standards, or when there are changes to any standards or developmental plans during the year for which the employee will be held accountable. Also, any letters of commendation, counseling, or discipline, or any other forms of documentation discussed with the employee should be included along with or on the performance evaluation form.

VI. PERFORMANCE AREAS

The City has adopted a Performance Evaluation and Developmental Instrument (PEDI) for conducting formal performance evaluations. It contains three main sections for assessing performance.

- A. **Specific Job Performance Standards** - In this section, each supervisor, with input from the employee, is responsible for establishing job specific standards for the employee to meet during the rating period. These standards are based upon the responsibilities identified in the employee's job description, and should directly link to a city or departmental goal.
- B. **High Performance Organization (HPO)** - This section is based on the City's management philosophy of being a high performing organization that concentrates on bringing out the best in all employees to further department and City goals. An HPO gives employees the tools to empower themselves and make valuable contributions to the organization. The critical HPO attributes of leadership, management, technical, and team skills are evaluated in this section. Although the level of these responsibilities may vary throughout the City, each employee is expected to develop and possess the competencies in each of these HPO attributes in order for the City to successfully function as a high performance organization.
- C. **Employee Development** - This section is where the supervisor comments on the employee's progress in this area and makes suggestions for the



employee's further development during the upcoming rating period.

There is also a section for Employee Comments, where the employee is encouraged to include any comments regarding the performance evaluation.

VII. FREQUENCY OF EVALUATIONS

Performance evaluations may be conducted at any time; however, performance evaluations are required in the following circumstances:

- A. **During the Probationary Period** - Each employee is to be formally evaluated quarterly to provide counseling, feedback and to determine the employee's adjustment to the position. (Employees in positions with probationary periods that exceed 12 months shall be formally evaluated every three months until the completion of probationary period). When an employee on probation is not meeting performance standards, managers will consult with Human Resources.
- B. **Annual Evaluations** - An evaluation of employee performance is to be conducted each year by the immediate supervisor using appropriate City forms. The formal rating period begins May 1 and ends April 30. Completed evaluations are to be submitted to the Human Resources Department by June 1st of each year.
- C. **When a Change in Supervisor Occurs** - When an employee's supervisor changes, an evaluation will be completed by the prior supervisor, if one has not been completed within the preceding six months.

VIII. EVALUATION PROCEDURES

- A. **Preparation** - Prior to completing a performance evaluation, the supervisor shall obtain, review, and/or prepare the following:
 - 1. Any developmental plans established for the employee, to include goals, training, and developmental needs established during the previous fiscal year, and begin steps to develop a performance plan for the upcoming fiscal year.
 - 2. The employee's job description.



3. The specific job performance standards developed for the employee for the current rating period, and any new or revised standards for the next rating period.
4. Any performance documentation developed or obtained during the rating period.
5. Input from any others, as appropriate, who may have worked in a lead capacity or on a team with the employee.

B. Performance Ratings

1. Supervisors will use City approved forms to rate employee performance, based on demonstrated and observed behaviors and outcomes during the rating period. Each area of performance is rated in context of the duties and responsibilities of the employee's current position, not on the expectations of another level.
2. The supervisor must be able to substantiate the reason(s) for any rating. Specific reasons should be stated for any rating below "Meets" or for any "Outstanding" ratings.
3. Documentation of counseling sessions or any further disciplinary action on specific performance problems should be noted on the evaluation form for any ratings of below "Meets".

C. Review and Approval of Performance Evaluations

1. Upon completion of the performance evaluation form and prior to meeting with the employee, supervisors should first review the completed form with higher level(s) of supervision as appropriate, prior to meeting with the employee. Individual departments may establish their own practices for this review.
2. The supervisor shall meet privately with the employee to thoroughly discuss the evaluation. The employee should be encouraged to discuss any work-related concerns and any career development goals. The supervisor should use this opportunity to openly communicate with the employee and recognize the employee's strengths, reinforce good performance, recognize improvements that have occurred, identify performance problems



or weaknesses, make suggestions for improvement, and reinforce how the employee's performance and contribution supports both the department's and City's strategic goals. In addition, the supervisor and employee should mutually formulate a plan for the employee's continued development and revise or set new goals and standards for the next rating period.

3. At the conclusion of the evaluation session, the employee should be given the opportunity to add any comments in the space provided on the form and sign the form and add any attachments to indicate that they have been reviewed. If an employee refuses to sign the form or attachments, the supervisor should so note, or, as appropriate, a witness may sign the form to document the employee's refusal to sign. If the employee disagrees with any rating, a statement and/or request for an evaluation review, as described below, may be attached.
4. The completed evaluation is then reviewed by each successive level of departmental supervision and management as designated by the department who may add their comments. In the interest of consistency in ratings, higher levels of management, may discuss any ratings or concerns with the rating supervisor. If a rating is changed, the employee will be informed.
5. Completed evaluations should be submitted to Human Resources no later than June 1st to be maintained in the employee's personnel file. The employee should be given a copy of the complete evaluation and any attachments after the director signs off on the evaluation form.
6. Employees may request a copy of their completed evaluation and any attachments at any time.

IX. WHEN PERFORMANCE DOES NOT MEET STANDARDS OR DECLINES

When an employee's performance does not meet standards or declines, action should be taken in accordance with the City's Standards of Conduct policy.

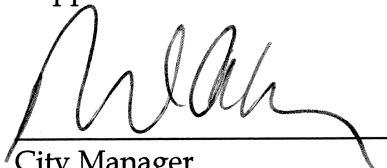


X. EVALUATION REVIEW

If the employee disagrees with his performance evaluation, the employee may request a review through each successive level of departmental supervision and management as designated by the department. If these reviews do not resolve the employee's concerns, the employee or the department head may request an administrative review by Human Resources. The request for review must be initiated with 30 days of the initial date the supervisor reviewed the evaluation with the employee.

*Supersedes/Amends: 900, 3/1/90 - Performance Policies
901, 3/1/90 - Performance Standards
902, 3/1/90 - Performance Evaluation
902, Attachment I, 3/1/90 - Evaluation Guidelines
902, Attachment II, 3/1/90 - Evaluation Guidelines
902, Attachment III, 6/1/97, 3/1/90 - Evaluation Guidelines
902, Attachment IV, 3/1/90 - Evaluation Guidelines
903, 3/1/90, 520, 2/1/84 - Performance Counseling, Performance
Probation, Demotion and Termination
1007, 9/1/98, 6/1/97 - Attendance Policies and Rating Guidelines*

Approved:



City Manager