



## Personnel and Administrative Policy and Procedure

<b>SUBJECT: Performance Management</b>	<b>EFFECTIVE DATE:</b> December 6, 2006 <b>REVIEWED:</b> May 2011 <b>REVISED:</b> July 2013
<b>CATEGORY: 200</b> <b>POLICY NUMBER: 200.39</b>	<b>CROSS REFERENCE:</b>

**Purpose:** To ensure that supervisors and employees have a clear and shared understanding of the performance expectations for each position.

**Definitions:**

Performance Management: The year-long process of planning, monitoring and evaluating an employee's performance.

Performance Evaluation: The annual process that includes the completion of the Performance Appraisal Form and a meeting with the employee to discuss the contents of that document.

Performance Evaluation Form: The formal written document that is completed annually for each employee.

**Objective:** To facilitate employees receiving ongoing feedback on their performance and a formal evaluation at least annually.

**Scope:** All employees.

**Policy:** Performance review is a process for communicating performance expectations to an employee, what the employee is doing well, and how the employee can improve. Supervisors will complete a performance appraisal of their employees and forward the completed form to the Department Manager and then the Human Resources Director. Formal appraisals will be completed according to the following:

- Within thirty (30) days of employment the goal-setting portion should be completed with the employee.
- Thirty (30) days before eligibility for regular status appointment at the end of a probation period, the entire appraisal should be completed.
- Following regular status appointment, evaluations must be completed annually on a common review date (Focal). The Focal review period is June – May. Annual performance reviews must be completed by the end of June or early July every calendar year.

**Guidelines:** Review comments must be job related and factual. The appraisal should consider performance over the entire review period. The following are some goals of a performance management process and should be included in an evaluation with an employee:

- To clarify job expectations.
- To identify the strengths and superior performance incidents.
- To identify training and job experience needed to improve job-related abilities.
- To provide a basis for career appointment and salary review decisions.
- To identify and develop employee's promotion potential.

## **Procedures:**

### **At the Beginning of the Review Period**

#### Planning for Performance:

Within 30 days of employment and thereafter on the occasions listed above, the supervisor shall meet with the employee to plan the performance. The discussion should include performance expectations, desired outcomes, and how the performance will be measured.

- Determine goals for upcoming review period and document these on the appraisal form.
  - Include one-time projects and on-going job duties
  - Goals should have expected completion dates
  - On-going duties and special projects should have observable and measurable means to judge success of goal attainment
  - Include training and development goals
- Meet with the employee to:
  - Discuss expected performance for coming review period
  - Explain criteria to be used in evaluation at end of review period
  - Explain how the overall rating is determined
  - Give employee a copy of Appraisal Form

**During the Review Period:** Throughout the performance management cycle, the supervisor will assess the employee's performance. Supervisors should use a coaching approach to help an employee develop in his/her position. The supervisor will provide verbal and when appropriate written feedback to the employee on his/her performance and how the employee is progressing towards meeting performance expectations. This feedback will include both positive aspects of the employee's performance and where any adjustments need to be made to the performance. If any deficiencies in performance are noted, a plan should be completed to attempt to correct those. If there is something outside of the employee's control, which is now preventing the employee from meeting previously, determined performance goals, those goals should be amended mid-cycle.

- Make note of ongoing employee performance
  - Include issues, errors, compliments, significant events
  - These should be items that were discussed with the employee when they occurred
- Update the review document if there are changes in goals
  - Share these changes with the employee in writing
  - Note the date of changes

**Completing the Current Review:** The supervisor shall meet with the employee to discuss their performance at least once a year and complete the Performance Appraisal Form. Formal appraisals may take place more often as deemed appropriate by the supervisor.

- The performance appraisal process should be completed by the end of the current review period
  - Ample time should be allowed to prepare and conduct the appraisal correctly
  - Do not wait until the review period has ended to begin the appraisal process
- Have the employee complete the self-evaluation form
- Review the employee's self-evaluation
  - Incorporate relevant input into your evaluation
  - Be prepared to discuss differences between your assessment and the employee's self-evaluation

- Complete the appraisal form
  - Record remarks appropriate to each category
  - Include notes made during review period
  - Give specific examples of behaviors and accomplishments
  - Note strengths and deficiencies
  
- Meet with the employee for the performance appraisal
  - Arrange this meeting in advance
  - Talk through each section of the evaluation
    - Discuss goals for coming review period.
      - Follow steps outlined in the section At the Beginning of the Review Period above
  - Give and receive feedback on facts, comments, conclusions and suggestions
  - Recognize areas of strength and areas of potential growth
  - Promote understanding and acceptance of the appraisal from both parties
  - Have the employee acknowledge receipt of the Appraisal Form by signing the form
  - Forward to the Department Director and HR Director for review and signature
  - The HR Assistant will complete the necessary paperwork for a merit increase, if applicable, place a copy in the employee's personnel file and return a copy to the supervisor and to the employee.

### **Tips for Conducting the Performance Appraisal Meeting**

- Schedule appraisal meeting in advance
- Meet in a quiet and private setting
- Allow enough time for a meaningful discussion to take place
- Summarize the purpose of the review
- Explain the process and expectations of the meeting
- Do not assume the employee knows this information
- Speak in a conversational tone
- Direct the conversation to the individual using appropriate eye contact
- Listen attentively and be conscious of non-verbal language such as posture, glancing at watch, appearing to be bored, hurried, or anxious
- Welcome and respond candidly to questions, suggestions and complaints
- Question and listen effectively
- Promote an atmosphere of teamwork and mutual respect
- Discuss all aspects of the job by addressing each function separately
- Focus the discussion on performance and the impact of performance, not on personality
- Support comments with concrete examples, not opinions or emotions
- Talk about the positive aspects of the employee's performance before the negative ones
- Avoid an all positive or all negative appraisal -- there is always something positive to share and everyone has room for growth
- Do not discuss one employee's performance with another employee
- If change is needed, focus on the behaviors or actions that need to change
- Do not speculate or make assumptions as to why these behaviors are occurring
- Focus the discussion on mutually developing remedies

## **Responsibilities**

### Employees:

- Complete a self-evaluation form when requested.
- Participate in the evaluation process and provide constructive input.

### Supervisors

- Plan, monitor, and evaluate performance as outlined above on an ongoing basis.
- Complete a formal appraisal with each employee you supervise at least annually and prior to the employee's anniversary date.
- Forward copies of evaluations to the Department Director for signature.
- After the employee and management have signed the form send it to Human Resources for inclusion in the employee's official personnel file.

### Human Resources

- Notify supervisors a month in advance when evaluations are due for an employee.
- Review all performance appraisals when sent to HR.
- Maintain the original performance review form in the employee's official personnel file.
- Be a resource to supervisors on how to complete the form.