

13. PERFORMANCE MANAGEMENT

Statement

The City's performance management system is designed to be a formal, objective, constructive, consistent, and ongoing process by communicating to the employee the expected job standards and behavior which s/he is expected to achieve. The City views performance management as an ongoing process that focuses on the future and continued improvement.

13.1 Purpose

The performance management process exists to ensure timely and periodic two-way communication between employees and supervisors regarding job performance. This process is designed to:

1. Clarify the City's goals and link them to performance expectations.
2. Assist employees in reaching their full potential by identifying training needs and developing specific plans for continual improvement.
3. Identify and document performance achievements and deficiencies.
4. Provide ongoing opportunities for supervisors to coach and encourage personal development and improved job performance.

13.2 Ongoing Communication Regarding Performance

It is the policy of the City and the responsibility of each supervisor to routinely provide employees with accurate, constructive feedback regarding job performance expectations, accomplishments, deficiencies, and opportunities for growth. Recognizing that periodic formal performance evaluations cannot take the place of ongoing communication and feedback, the City encourages frequent, ongoing discussions of job performance and expectations between employees and supervisors. Performance evaluations, whether formal or informal, do not create a contract or other right to continued employment.

13.3 Frequency of Performance Evaluations

Formal performance evaluations are to be conducted a minimum of once a year. Additionally, supervisors may conduct formal evaluations at the following times:

1. For new employees, no later than completion of new employee's probationary period.
2. Six (6) months following transfer to a new position within the same class.
3. When there is a significant change (either improvement or deterioration) in performance or behavior affecting the job.
4. Within three (3) months following an evaluation documenting that the employee's performance needs substantial improvement. (The City encourages frequent, ongoing meetings between the employee and supervisor.)
5. At any other more frequent interval as the supervisor deems appropriate. In addition, informal performance communications (feedback) should occur routinely and regularly throughout an evaluation cycle.

13.4 Written Record

Performance evaluations should not be considered as discipline. Immediate supervisors will conduct evaluations in a private meeting with the employee. Formal evaluations will be in writing, utilizing the approved performance evaluation form. All information on the form shall be consistent with the information communicated verbally during the performance evaluation meeting with the employee. Employees will be allowed an opportunity to comment on the evaluation, sign the forms, and receive a copy. A copy of the evaluation, along with any written comments by the employee, will be placed in the employee's personnel file.

The employee and the supervisor may make additional working notes of preparation information which is communicated during the performance evaluation meeting.

13.5 Employee Involvement

The City strongly encourages employee participation in the performance evaluation process. Opportunities for participation include the following:

1. Supervisors providing employees with an opportunity to present a self-evaluation which the supervisor may then consider prior to and discuss during the evaluation meeting.
2. Discussions between the supervisor and the employee for the purpose of establishing performance expectations or goals for the next evaluation period.
3. If requested by the employee, a discussion with the next level supervisor to review any disagreements over a performance evaluation.

13.6 Steps in the Performance Evaluation Process

As part of the performance evaluation process, supervisors will:

1. Establish and communicate a written performance plan which states goals and expectations for the coming evaluation period.
2. Review notes taken on the employee's performance since the last formal evaluation and the employee's self-evaluation, if provided.
3. Complete a performance evaluation form comparing the employee's actual performance with the established performance expectations and standards.
4. Schedule a meeting with the employee.
5. During the evaluation meeting:
 - a. Use specific examples to provide a candid, objective, constructive, and complete description of how the employee performed during the evaluation period. Discuss both the "what's" and "how's" of the employee's performance, strategies for improvement, and the employee's own goals for personal growth.
 - b. Jointly establish new performance expectations and goals for the next performance evaluation period.
 - c. Obtain appropriate signatures and employee comments.

- d. Review any areas of disagreement. If the employee does not agree with all or part of the performance evaluation, s/he should be referred to the next level manager or to the process in their collective bargaining agreement.
6. Continue to monitor performance, providing feedback, as well as coaching and counseling, throughout the evaluation cycle.

13.7 Documentation of Performance Evaluations

Supervisors must use the City's approved department specific performance evaluation form. Once the form is completed and signed it becomes a permanent record in the employee's personnel file.