

ARTICLE XIV: PERFORMANCE REVIEWS

Employee work performance will be reviewed on an annual basis by the employee's immediate supervisor. If an employee believes that a performance review is needed and/or past due, the employee should discuss the matter with his/her immediate supervisor or Human Resources.

Performance Evaluations may be considered in decisions affecting placement, salary adjustment, overtime assignments, promotions, transfers, demotions, corrective action or dismissal, re-employment and training.

It is the policy of the City of Manitowoc to administer a Performance Evaluation Program which will: help assess an employee's work performance and effectiveness; allow the employee and supervisor to set relevant goals, objectively review goals; suggest constructive action for improvement, suggest action for employee development; and provide positive feedback in areas of excellence.

DISCUSSION

1. The Human Resources Representative shall be responsible for the overall administration and oversight of the employee Performance Evaluation System and shall advise/assist employees, management, and department directors to insure that evaluation procedures are handled according to the provisions of this policy.

2. PROCEDURE

Job Performance Standards & Goal Setting

Supervisors should fill in the Job Performance Standards and/or SMART Goals (see attachment for help with developing a SMART goal) that were developed for the individual job description, making sure to list how it will be measured.

Examples:

Performance Standard: An Administrative Assistant will answer phone calls with a courteous tone of voice with the proper greeting by the 3rd ring, will attempt to answer the caller's question or will transfer the call to the appropriate party.

Goal: While snowplowing, a Streets Laborer will have no more than two incidents (per year) of striking mailboxes.

Individual Development Goals/Special Projects

Supervisors should work with employee on setting Individual Development Goals/Special Projects. These should be specific to the employee and may include training opportunities, Performance Improvement Plans, list of expectations, development of a specific competency, formal training, serving on a board, development of a new process, etc.

Examples:

Development Goal: Working toward degree, attending a conference, community service related to position.

Special Project: Developing a program for your department, planning an event.

**Please note that your Standards, Goals, Development Goals and Special Projects will auto-populate in both the Mid-Year and Annual Review Section of the form.*

This document will be used for the upcoming year's mid-year evaluations and annual reviews at the end of the year. This document does NOT need to be sent to HR until the form has been completed with the annual evaluation (usually in January). It should remain saved on a shared drive in the Department for use at mid-year and end-of-year evaluations.

Mid-Year Review/Comments

Employee should fill out the comments prior to meeting with the supervisor. Supervisor and employee will then meet to discuss the status of goals, performance standards, and development goals set previously for the year. If there is a delay in accomplishing either the goals or development plans, this meeting should include discussion on how to reprioritize in order to meet deadlines. The supervisor will then provide comments and/or an evaluation of the mid-year progress (add additional pages if necessary). The date of the evaluation should be entered and the document should continue to be housed within each department.

Annual Performance Evaluation

The annual evaluation should be completed for all employees (except for employees hired in December) using the following steps:

If an employee began working mid-year, you may not have any Individual Goals or Special Projects to evaluate. However, you should evaluate the employee on the Job Performance Standards or SMART Goals set for each specific job description, keeping in mind the employee is at an entry-level status and adjusting the measurement criteria accordingly.

- Employee should fill out the self-evaluation stating what was done to meet each goal and whether the goal was met. The employee may wish to add any other pertinent information clarifying goals or performance to the Additional Comments section. The Evaluation form should be emailed to the supervisor by the employee upon completion of this step.
- The supervisor should then fill out the evaluation for each goal or standard indicating whether the goal was met by the employee and also provide a rating for each goal. Please note that if an employee has failed to meet or exceed expectations for any of the annual goals, the employee's Overall Rating should be "Below Expectations," unless the supervisor can justify the reason for the employee not meeting expectations due to extenuating circumstances. The supervisor may choose to use the Additional Comments section to add any other information not covered previously in the evaluation that supports the supervisor's overall rating of the employee.
- The final step is for the supervisor and employee to meet to discuss the status of goals, performance standards, development goals and special projects. Discussion at this meeting should be about the employee's performance and whether the employee met the goal based on the previously agreed to measurements that were set for each goal (add additional pages if necessary). The supervisor should inform the employee whether or not an annual step increase is being recommended.

- The supervisor and employee should sign the form and if necessary, forward it to the department head for approval and signature.
- Completed evaluations should be sent to Human Resources.
- Goal setting and development for the following year should be done either in this meeting or in a subsequently scheduled meeting (use a new form). Supervisors should use this opportunity to discuss the career goals of their employees and how their employees can achieve those goals through succession planning, personal development, tuition reimbursement program, etc. Goals should be kept within each department for use in reviews and evaluations for the following year.

Please use the following rating system when completing employee evaluations. Be sure to provide comments to support the rating.

<u>Above expectations:</u>	<u>The employee consistently performs at a significantly higher level compared to the standards established by the supervisor and the job description. Employee possesses the necessary skills to have a thorough working knowledge of responsibilities. The supervisor must provide specific examples of the employee performing above expectations to justify giving this rating.</u>
<u>Meets expectations:</u>	<u>The employee consistently performs at an acceptable level and rarely fails to complete assigned tasks. Employee is able to meet the standards established by the job description and supervisor.</u>
<u>*Below expectations:</u>	<u>The employee performs below the acceptable level and does not meet the standards established by the supervisor and job description. Employee is inconsistent and/or ineffective.</u>
<u>Developing/In Process</u>	<u>The employee is a new employee or is being coached or progressing through a performance improvement plan and will be evaluated upon completion.</u>

*Any area in which the employee receives a rating of "Below Expectations" warrants attention. The supervisor will be responsible for developing an action plan which includes periodic reviews until the employee has reached an acceptable rating.

~~Each calendar year, Employees and their Supervisor/Manager shall collaboratively develop and set goals for the Employee based on the respective job description. Goals will be developed in alignment with goals already set by the City. Three to five employee goals shall be identified. The employee goals shall be reviewed and approved by the Employee's Supervisor/Manager and the department Director. One to three department goals will be identified, approved, and included in the Employee's Performance Evaluation as well. Department goals will be provided for reference and guidance in setting individual goals. The respective position will also have relevant competencies assigned by the rating Supervisor/Manager. Said competencies will be those selected from the provided competency library and identified as crucial to possess in order to satisfactorily perform said position. The Employee and the Supervisor/Manager will also work together to identify one to two Individual Development Objectives intended to improve areas of competency gaps or to develop talents supporting the Employee's career path. Individual Development Objectives will be reviewed and may reflect in the final evaluation score depending on the discretion of the supervisor/manager.~~

~~**Mid—year:** Each Employee shall meet with his/her respective Supervisor/Manager at approximately mid-year to discuss mid-year milestones towards meeting individual and departmental goals, competencies, and development objectives. Both parties may note comments on the form to discuss progress or lack of progress. Goals may be modified at this time if~~

~~necessary. Goals may only be modified if approved by Supervisor/Manager, Director of department, and Human Resources. Reasons for the modified goal must be documented and attached to the evaluation form.~~

~~**Year—End:** Employees shall meet with their supervisors to review their goals and performance for that year. The rating supervisor/manager and the employee shall evaluate each goal based on the following ratings: Above Expectations, Meets Expectations, and Below Expectations. Both the rating supervisor/manager and the Employee shall indicate their own respective comments for each goal as to how each goal was accomplished. Rating Supervisors/Managers are required to include year-end comments. Employees may make year-end comments if they wish. The rating supervisor/manager will document the employee's year-end results as; above expectations, meets expectations, below expectations or not applicable. The Employee and the rating Supervisor/Manager are required to sign the final year-end form. The form will then be forwarded first to the director of the department and ultimately to Human Resources for review and approval. The signed, reviewed, and approved performance evaluation shall become a part of the Employee's permanent record.~~

All responses and ratings on the Performance Evaluation must be typed to ~~ie~~nsure responses are legible.

~~Other reviews: A special review of the Employee's goals may be completed if it is anticipated the employee will have a change to their direct Supervisor/Manager.~~

~~All parties must sign the Performance Evaluation form prior to the form being accepted for final approval.~~

If an Employee is supervised by more than one supervisor/manager, the rating manager/supervisor will be designated at the beginning of the evaluation period. Relevant feedback from the non-rating Supervisor/Manager will be required at the mid-evaluation time frame and the year ending performance evaluation time and will be incorporated jointly into the Employee's Evaluation.

Supervisors/Managers will discuss any problematic areas they are aware of, and that may arise during the Performance Evaluation meeting with Human Resources before discussing the evaluation with the Employee.

Human Resources may intermittently audit and/or review any or all Performance Evaluations at any time during the evaluation time period for completeness, relevance, legality, or any other reason deemed necessary by Human Resources.

Managers who do not complete the performance review process for their reporting staff will be subject to discipline.

DEFINITIONS:

- A) Performance Evaluation Goal & Development Form: The form used to primarily (but not exclusively) facilitate the process of relevant employee performance discussion,

[illegible]