



CITY OF NEIGHBORS

Employee Performance Evaluation Program

The City of Crest Hill is committed to providing efficient and effective service to its residents through thoughtful and reasonable performance in which the needs of the citizens are considered first and foremost by the actions on display in the performance of our work. In order to ensure there is a continuous reinforcement of this service commitment city employees will be evaluated in their performance to define expectations and responsibilities for improvement. Decisions regarding this commitment will be reflected in the actions of all employees as they perform their work duties.

CORE Values:

Core values are the value statements that all employees utilize as part of their typical performance and decision making in support of the service provided to the residents of the city.

Honesty: Speaking and acting truthfully. Showing respect towards others and having integrity and self-awareness.

Service: Commitment and dedication to helping others. Treat financial decisions as if the funds under consideration were your own.

Professionalism: Conducting oneself with responsibility, integrity, accountability, and excellence. Consistently achieving high standards both visibly and behind the scenes.

Integrity: Acting ethically and transparently in work situations, prioritizing doing the right thing over personal gain. Being accountable and following through with decisions made, even if no one is around to see it.

Leadership: Setting an example. The ability of an individual or a group of people to influence and guide others within the organization or team.

Teamwork: Working together to successfully complete a task. Cohesiveness of a team to create a positive working atmosphere that recognizes the strengths and skills that each team member brings. Never saying "it's not my job" but instead "how can I help?"

Respect: Showing regard for someone's abilities and worth that values their feelings and their views, even when one does not necessarily agree with them. Accept others on an equal basis and give them the same consideration one would expect for themselves.

Transparency: Be open in communication and accountability.

Empathy: Ability to emotionally understand what others feel to see things from their point of view.

Employee Evaluation Process:

The evaluation process is a systemic and periodic process that assesses an individual employee's job performance and productivity in relation to established performance criteria and organizational objectives. The process is interactive in which both employee and supervisor are encouraged to openly and thoroughly discuss past and future performance.

Considerations as Part of Employee Evaluations:

The following are guidelines to keep in mind when preparing for performance evaluations. The performance evaluation process is continuous, and a supervisor has a responsibility to be the communications conduit and be aware of ensuring employees have clearly defined expectations and measurable goals and objectives. General subjective statements about performance interactions are not meaningful in terms of motivating and communicating to employees. Supervisors function as coaches in terms of defining expectations for employees and assist in reaching those expectations.

Guidelines to Consider as Part of a Performance Evaluation:

- Employees generally like to know where they stand in terms of performance and defining expectations as part of an evaluation process is a foundational component of that interaction as a supervisor.
- Generally, the annual performance evaluation process should be a summary of the performance interactions the supervisor has had and documented with the employee throughout the year. The information shared and summarized on the evaluation forms should not be a surprise to either the employee or supervisor.
- Typically, the annual evaluation is a summary of the coaching documents of previous periodic discussions throughout the year. The annual evaluation should not be a stand-alone document that is generated from memory. It is very difficult to recall specific examples of performance in that manner and it is unfair to the employee. As a supervisor it is your responsibility to coach the employee throughout the year and documentation of these coaching events should be retained to generate the annual review document.
- When considering a rating or ranking of performance make sure a supervisor can articulate how the ranking was determined, or rating can be provided in a written format. In addition, if the ranking allows for room for improvement make sure the supervisor articulates the performance expected to improve the ranking/rating.
- Avoid subjective statements and generalizations of performance. Provide as many specific examples of performance as possible. If the performance meets expectations, describe why, if it does not explain why. This process is the opportunity to set the expectations for the employee and they desire and deserve

as much direction and information as possible, just as you would if you were being evaluated.

- Determining goals/objectives for the coming year should be a collaborative effort between the supervisor and the employee. This collaboration will allow for improved "buy-in" and commitment from the employee. This collaboration also allows for dialogue as to what is expected and what is achievable.
- Goals/objectives should clearly be documented as objective items that are clearly measurable with defined deadlines. Avoid statements or a goal/objective that cannot be measured to determine success in achievement. If there are milestones that illustrate progress toward an overall deadline, make sure those milestones are included as achievement steps with appropriate dates for achievement.
- The performance evaluation process is not intended as negative interaction. It should be considered as an opportunity to undertake a candid discussion with your employee as a coach to help the employee build upon their skillset to be more valuable to the organization.
- As part of the evaluation process avoid the "halo" effect. This occurs when a supervisor rates the employee high in a predominant number of categories and bases the rating on subjective feelings that the employee is maintaining routine work tasks without any future performance measurable goals/objectives.
- A supervisor should be mindful of their ranking/ratings in especially high ratings noting that the number of employees that reach that level consistently is statistically less than 10 percent of a typical employee population.
- As a supervisor you should also ask the employee what support they need from you as a supervisor to assist in their success. Supervisors are ultimately responsible for the success of the employee through defining expectations, coaching and accountability.
- Once the evaluation is completed the signature of the employee is solely for the verification of the evaluation process and acknowledgement of the interaction. The evaluation process should conclude with both the employee and supervisor acknowledging the measurable improvements clearly defined.
- In the rare instances in which the employee disagrees with a particular rating/ranking allow them to provide written documentation outlining why they feel the ranking/rating is not reflective of their performance. This written documentation will be included as part of the overall performance evaluation document when submitted as a complete record. The supervisor is not obligated to change any rankings/ratings based on the employee's written documentation. The supervisor is encouraged to review the written documentation and add additional information on the evaluation form as they see fit to balance the employee comments with the supervisor's rankings/ratings.
- Furthermore, if any additional comments are added to the evaluation documents the employee must receive a final copy of the evaluation form along with any attachments.
- Human Resources personnel are readily available to assist you as supervisor to create the best product possible. If in doubt, request the Human Resources

representative to review your evaluation form BEFORE you sit down with the employee to ensure consistency and completeness to the process.

Components of an Employee Performance Evaluation:

Employee performance appraisal process is a year-round activity that culminates with the annual review that summaries the progress recorded throughout the year. It is critical that periodic written documentation is generated to measure progress towards any goals, objectives, or professional development activities. This documentation should match previously defined timeframes as to determination of progress. Written documentation of performance progress is essential for new employees as part of the probationary review period.

Below is a suggested timeframe for employee performance evaluations.

New Hires:

- Action: Provide an outline of job responsibilities and expectations to the new employee upon hire. Also, outline any critical path tasks and timeframes required to demonstrate competencies.
 - Due Date: Information provided within one week of start date.
- Action: Check on progress of learning processes of critical job tasks as previously outlined. Progress should be in written detail.
 - Due Date: Check-ins should be no less than every 30 days of employment during the first 4 months of employment.
- Action: Review progress of development of job tasks and knowledge as it applies to overall job performance. This progress should be in writing. If there are any deficiencies, they should be discussed and documented with an action plan and timeframe.
 - Due Date: Should be completed at least 30 days prior to the 6-month anniversary (end of probation).
- Action: Supervisor and employee jointly discuss and create a summary document (performance evaluation) detailing the progress of the employee's training and development related to performing required job tasks. The summary document will also detail previously established goals and objectives and the progress towards their completion. Any deficiencies must be documented and if improvement plans are deemed necessary such plans must be in a written format with specific timeframes. A recommendation must be made by the supervisor as to whether the employee will be retained as a non-probationary employee, or the probation period should be extended for additional development. A review of the summary document should be performed by Human Resources prior to discussion with the employee.
 - Due Date: Completion within 2 weeks prior to the end of the 6-month probationary period.

Non-Probationary Employees:

- Action: Supervisor and employee review progress towards completion of the previously established goals and objectives along with any employee development elements. This review should be every 3 months during the year to ensure feedback and progress is tracked and if any deadlines need adjustment such changes can be undertaken prior to the next review period.
 - Due Date: Review of performance every 3 months during the year to track progress in real time and allow for timeframe adjustments as necessary.
- Action: Prior to completion of the annual review summary review document any items that have previously been identified for additional effort through a performance improvement plan (PIP), consult with Human Resources to ensure any PIP is reasonable.
 - Due Date: Review of PIPs at least 30 days prior to the due date of the performance summary being discussed with the employee.
- Action: Complete the performance summary based on the quarterly reviews that were previously discussed with the employee over the past year. If the supervisor would like a review of the proposed performance summary prior to discussion with the employee, it should be submitted to Human Resources for review and advice.
 - Due Date: Submit the completed review after discussions with the employee to Human Resources for processing and personnel file records. The completed summary must be submitted by the established deadline.
- Action: The completed performance summary must be discussed with the employee before submitting it to Human Resources. The discussion with the employee and the employee's signature is required to verify that the discussion took place with the employee. The discussion between the supervisor and employee should be interactive to the extent that a collaborative set of goals and objectives are established as part of the performance review summary. Employee signature verifies the performance review was discussed with the employee and does not signify that the employee agrees with the review. The employee may submit additional documentation to be included as part of the review record. The supervisor is not obligated to change any documentation or ratings/rankings based on this additional documentation.

Union Employee Reviews:

Supervisors that direct union employees still must perform annual reviews on the employee's performance, including a probationary review, if applicable. The non-supervisor form should be utilized for the review and all the other instructions should be followed regarding the ranking/ratings. The difference is that as a union employee the employee either meets the standard or not, pass/fail. If the employee fails a performance criterion it should be documented as outlined in the instructions and the employee is provided an opportunity to "cure" or improve the performance within a defined timeframe, i.e. Performance Improvement Plan (PIP). If after the timeframe has expired and the employee's performance still does not meet the standard, progressive discipline could be considered.

Performance Ratings:

The performance ratings for the employee appraisal system have five levels of job performance definitions. The terms “always” and “never” are used in specific definitions for a number of factors to describe the highest and lowest levels of job performance. Their use is not to be taken as so absolute that it is virtually impossible for either rating to be used. Rather the ratings where exceptions are rare, and the preponderance of the performance could support the consistent application of the defined terms.

Consistently Exceeds Expectations: Extraordinary performance, exemplary, flawless. Statistically employees that are rated in this category account for no more than 5% of the employee population of any organization. By using this performance category, the employee would be demonstrating the following performance characteristics. The employee does not have to demonstrate ALL the characteristics listed but should demonstrate a performance level that is embodied in the majority of the characteristics listed.

- Employee is recognized by all as a real expert in this job area.
- Employee demonstrates a knowledge that normally can be gained only through long periods of experience in this particular type of work.
- This employee could be considered to be a prime candidate for promotion when a higher-level position in this or related field becomes open.
- This employee's actions show an understanding of work well beyond the assigned area of responsibility. Outsiders seek the employee out because of knowledge demonstrated through performance of the many facets of the department's work.
- This employee readily shares their knowledge with others and demonstrates a desire to improve the organization through teamwork and collaborative actions.
- Employee shows unusual initiative and is a definite self-starter.
- Employee almost invariably takes the best approach to getting the job done.

Frequently Exceeds Expectations: Superior consistent performance, generally beyond job requirements. The use of this performance category implies the following:

- This employee exceeds position requirements even on some of the most difficult and complex tasks of the job. Employee takes the initiative in development and in implementation of challenging work goals. Normally, this individual would be considered for possible promotion and willingly seeks to accept additional responsibilities.
- Employee consistently performs more tasks than typically outlined in the job description and accomplishes tasks with little to no reworking necessary.
- Employee is able to take on extra projects and tasks without neglecting other assigned duties.
- Employee is able and willing to accept each assignment with equal enthusiasm and responsibility to see it through to completion.
- Employee actively embraces and encourages teamwork and collaboration and does not assume full credit for the accomplishments.

- Employee does own advanced planning, anticipates problems and takes appropriate action.
- Employee seeks direction when appropriate and is comfortable working independently and being reviewed based on the results.
- Employee shows a good grasp of the “big picture” from a strategic sense. Thinks beyond the details of the job and works towards the overall objectives of organization/department.

Meets Expectations: Employee works diligently actively demonstrating job competence and utilizing knowledge within the defined job duties. Steady work that is complete and without errors or necessary of minimal review.

- This employee is performing full, complete, and satisfactory work. Performance is what is expected of a fully qualified and experienced person in their assigned position.
- Performance does not require significant improvement, but if improvement were to occur it is a plus factor for the department’s effectiveness. If the improvement does not occur, there is no reason to complain or consider work substandard in any way.
- If all employees met these standards the departmental performance would be completely satisfactory and create a strong foundation for timely and accurate completion of job tasks.
- The work of this employee results in very few errors and infrequent complaints. When such errors do occur, the employee makes a conscience effort to actively participate in the development of corrective measures to minimize the future occurrence of the same error.
- This employee can demonstrate a sound balance between quality and quantity.
- This employee does not spend undue time on unimportant items, neglecting problems or projects that should have priority.
- Employee requires normal supervision and follow-up and usually completes regular work and projects on schedule.
- This employee is considered a good, solid member of the team and supervisor feels reasonably secure in directing any kind of assignment within the scope of the job description and have confidence it will be completed correctly.

Progressing in Expectations: Employee performance needs improvement in one or more job task.

- The employee’s performance meets only the minimum job requirements for the position and has more to learn and understand to meet expectations.
- Employee has had sufficient time that they should be fully competent and effective in their assigned position.
- Typically, this employee needs some pushing and follow through and performs the job under close supervision. Job performance is such that the supervisor does not have confidence that the work will be completed correctly on a consistent basis.

- The employee needs to acquire more know-how to be more effective in the performance of their job duties.
- Supervisor sometimes has to plan the employee's programs or assignments step-by-step. Once the directions are laid out the employee usually completes the task. Contrast this effort to other employees that understand the directions and can complete a task without the need to have step-by-step instructions.
- Co-workers have to perform additional work to make up for the deficiencies of this employee.

Needs Improvement: Employee performance is unacceptable and does not meet job requirements.

- Employee has been in the job long enough to have shown more comprehensive performance at this point.
- Employee is creating a morale problem with supervisor and co-workers by creating additional work for not carrying their workload and impacting the ability of others to complete their work.
- Employee does not display a drive that translates into a commitment to the job and the organization.
- It is more likely that the employee probably recognizes that the job tasks are not getting completed.
- When mistakes are made the employee repeats them and does not undertake the necessary corrective actions to avoid repeats.
- Work is falling behind and tasks are not completed correctly or timely.
- Others have commented on the employee's work performance as sub-standard.

Performance Improvement Plan (PIP):

Employee performance that has been identified as needs improvement or unacceptable must be addressed with the employee through appropriate documentation. Depending on the performance and nature of the deficiencies the supervisor may undertake a performance improvement plan (PIP). However, not every performance situation is eligible for a PIP. Detrimental performance that is considered serious in nature, including but not limited to, insubordination, repeated inaccurate statements and work product, disregard or disrespect of co-workers or residents, and refusal to accept corrective action, may not be worthy of a PIP. Some actions are of such a nature that the employee displays an attitude of unwillingness to change for the sake of improvement as a behavioral choice and not a skill deficit may not be worthy of a PIP.

A PIP requires a written performance outline of expected performance within a specific timeframe. A PIP also requires the employee and supervisor to meet periodically to document the progress towards reaching the expected level of performance. These meetings are summarized through written documentation. There may be multiple components to a PIP that may include more than one expected performance level for different tasks. A PIP must have written concurrence with the employee when created to

document the employee understands the requirements and is willing to correct the targeted behavior within the set timeframe.

PIP programs could be considered “last chance” agreements to improve performance before additional job action is considered up to and including termination. If an employee improves their performance to meet the standards set through the PIP, the PIP will include documentation that the performance improved within the timeframe and standards outlined. If the performance was improved through a PIP becomes unacceptable in the future the supervisor is expected to advise the employee of the performance deficit. However, the supervisor is not obligated to create another PIP for performance which was improved and then became unacceptable again. In instances such as these circumstances disciplinary action, up to and including termination recommendation might be warranted. The supervisor also has the flexibility to recommend discipline for performance that could be pending and awaiting to be imposed if the PIP is not completed as outlined initially.

