

CITY OF STEPHENVILLE

PERFORMANCE EVALUATION POLICY

I. PURPOSE AND SCOPE

The purpose of this policy is to outline the City of Stephenville's employee performance evaluation program, including the use of the Performance Evaluation Form. The performance evaluation program has been developed to accomplish several goals:

- to continuously improve the effectiveness and efficiency of public services.
- to provide an opportunity for two-way communication and planning between employees and their supervisors.
- to assist employees in increasing the effectiveness of their job performance.
- to provide a mechanism to establish and maintain individual and departmental goals.
- to serve as the basis of acknowledging employee's accomplishments and recognizing employee's potential need for guidance, training, and/or support; and
- to provide documentation of employee performance to serve as the basis for salary adjustments and personnel actions.

II. APPLICABILITY

This policy applies to all full time and permanent part time City of Stephenville employees.

III. DEFINITIONS

Refer to the Personnel Policy Manual for commonly used words and phrases.

IV. POLICY

It is the policy of the City of Stephenville that all full-time and permanent part-time employees will be formally evaluated on an annual basis. Additionally, employees who are nearing the end of any probationary period shall be evaluated prior to the determination as to whether the employee should be retained on a permanent basis. Informal evaluations of employees will occur throughout the year.

V. GENERAL PROCEDURES

A. Forms

All City of Stephenville employees will be evaluated using an Employee Performance Review Form.

B. Timing

All employees will be formally evaluated prior to the conclusion of the probationary period, and annually thereafter prior to the beginning of each fiscal year. Informal evaluation of employee performance is on-going throughout the year.

C. Meetings

Supervisors are expected to hold a private meeting with each of their employees to discuss the employee's performance over the preceding year. Supervisory employees will then review the evaluation with their department director prior to finalizing the evaluation.

D. Compensation

All annual evaluations used for compensation step increases will be completed between September 1st and October 31st annually. Annual funding for step increases is included in the annual budget and must be approved by City Council. In order to qualify for compensation step increases an employee must be beyond their probationary period prior to the end of the first pay period in November or must have been in the same job classification for at least six months prior to the end of the first pay period in November. If an employee does not meet the timing as written above, then step increases will not occur until the following fiscal year.

For employees eligible for performance step increases, every department director will authorize the step increase and forward a copy of the authorization to the Human Resources Department, along with the Performance Review Form, upon completion of the review. The Human Resources and Finance Departments will then process the step request as approved annually by the budget process and adoption.

E. Employee Grievances

If an employee disagrees with their review, the employee may provide comments in the space provided. If the disagreement cannot be resolved within the department, the supervisor should refer the employee to the appropriate grievance or appeal procedure in the Employee Personnel Manual.

VI. EVALUATION PROCEDURES

The following steps should be followed for all performance evaluations.

A. Evaluation of Primary Job Duties

1. Using the appropriate job description as a guide, the evaluator should identify the employee's primary job duties and include them in the space provided. The evaluator should choose the duties which are most frequently performed and most important for the review year. Job duty statements should include the "what", "how", and "why" of the work activity and should begin with an action verb. Supervisors should remind employees that they are responsible for all job duties assigned, even if they are not written on the evaluation form.
2. The evaluator should identify the performance criteria used to evaluate the employee and review the job duties. Work products can be described by the quality of the work, the amount of work to be performed, the timeframe in which the work should be done, and the cost of the work. Work process can be described by the way the employee works with others, and the procedures used to complete the work. For some duties, the work product may be the supervisor's focus in a given year. For others, the work process may need to be highlighted.
3. Work criteria should be observable, clear, specific, realistic, easy to follow, and similar for employees who are doing the same work.

4. During the review, the employee's performance during the performance period will be evaluated according to the following Rating Guide:

Superior:	Greatly exceeds job performance expectations.
Exceeds Expectations:	Consistently exceeds job performance expectations.
Fully Competent:	Consistently meets and may sometimes exceed job performance expectations.
Generally Meets:	Generally meets job performance expectations.
Does Not Meet:	Work does not meet job performance expectations.

5. A narrative description of the performance and supporting documentation must accompany any ranking of "Generally Meets" or "Does Not Meet".

B. Performance Expectations

In this portion of the form, the supervisor reviews various aspects of the employee's performance, which are not specific to a particular job duty, using the Rating Guide, set forth above.

1. Quality of Work

- Understanding of, and compliance with, Departmental procedures, policies, and operations.
- Understanding job responsibilities and role in departmental operations;
- General understanding of departmental operations; knowing when to answer a question and when and how to defer to a supervisor.
- Organizational skills: The ability to pace workflow and schedule time, timeliness of work.
- General appearance of finished work product.
- Accuracy of work - number of errors or corrections.
- Number of complaints/problems received from the public or other departments due to work errors.
- Degree of thoroughness applied to tasks.

2. Quantity of Work

- Quantity of output viewed in terms of the general volume of activity in the department;
 - amount of work assigned versus amount completed;
 - volume of output compared to other staff.
- Adaptability to quickly resume work after being interrupted to perform another task.

3. Work Habits

- Appropriate attendance level.
- Consistently punctual; appropriate use of "breaks."
- Works independently without requiring constant supervision.
- Shows initiative and willingness to learn responsibilities of other positions, when appropriate.
- Willingness to take on extra work when required by circumstances.
- Performs work in a manner that the supervisor can rely on the work as accurate and timely.
- Acquiring/Retaining any special skills required by the department;
 - willingness and initiative taken to acquire additional knowledge and assume new tasks.

4. Communication

- Clarity and appropriateness of oral and written communication with employees and customers.

- Employee demonstrates appropriate level of information flow to supervisor, other employees.
- Listening skills, the ability to understand questions and obtain additional information needed to answer correctly.

5. Interpersonal Skills/Customer Service

- Ability to interact with the public and/or co-workers in a professional manner.
 - Consistent attention to and patience with the public; tolerance of diversity; willingness to go out of the way to assist the public and other employees in a consistently pleasant manner.
- Ability to effectively handle complaints and problems and resolve conflict.
- Willingness to cooperate with peers and supervisor; ability to give and receive help; offering assistance to other divisions when workflow allows.
- Ability to accept and understand criticism and to take appropriate action to correct and improve performance.

6. Supervisory Skills (If Appropriate)

- Management skills -- success in planning and organizing work and achieving goals within scheduled time and fiscal limits.
- Motivation of employees -- success in gaining cooperation and high levels of performance from employees supervised.
- Development of employees -- success in training employees in skills required for assigned duties as well as providing for flexibility in back-up.

C. Evaluation of Goals for Previous Review Period (Optional)

The supervisor and the employee should review the goals set the previous year. Each employee should have at least three (3) goals, which may be modified during the year if circumstances require. If a particular goal was not achieved through no fault of the employee, the evaluator should indicate that in the space provided.

D. Goal Setting for Next Review Period (Optional)

The evaluator and the employee mutually agree on the goals to be set for the coming year. Each goal should be a concise statement of the objectives to be attained within the performance period and should have a specific target date.

E. Overall Evaluation for the Review Period

In the space provided, or on attached sheets, if necessary, the evaluator should prepare a brief narrative detailing an overall evaluation of the employee for the previous review period.

F. Employee Comments

Any employee who wishes to comment will have the opportunity to do so before the evaluation is placed in their personnel file.

