



**Performance Review Process Policy**

<b>Policy Topic:</b> Performance Review Process
<b>Policy Contact:</b> Human Resources
<b>Version:</b> III
<b>Effective Date:</b> 6/12/15
<b>Approved By:</b> HR/Legal/City Manager

**Application**

The provisions of this policy apply to all regular full-time and part-time employees.

**Statement of Policy:**

The Performance Review Process (PRP) is the sequence of actions (during the fiscal year) that the supervisors and managers take when interacting with employees regarding setting goals and discussing actual performance relative to goals and personal development.

The PRP has two phases:

1. Goal Setting and Career Discussion- In this phase, an employee and supervisor discuss the employee’s engagement with his or her current position, short- and long-term career aspirations, and the employee’s strengths and development opportunities. They work together to establish performance expectations and set development plans. Goals should be established according to the S.M.A.R.T. criteria.

S.M.A.R.T. = Specific, Measurable, Accountable, Results-oriented, and Time-dated.

2. Year-end Review and Calibration - Coaching and feedback occur on an ongoing basis throughout the year, but at the close of the year a final review will be conducted. The purpose of this review is to evaluate results for the year, including both departmental and development goals, and overall contributions to the department and the City. This phase includes a departmental Calibration Meeting where year-end performance is discussed and final ratings are determined for each employee.

**Employee Responsibilities**

The City expects employees to:

1. Complete the Performance Review Process: Your Work, Your Aspirations, Your Development Assessment, Development Goals and progress, Departmental Goals and progress, Other Accomplishments, and Year-End Comments.
  - a. If using the Grid Format review document, the sections in the document may vary from those listed above.
2. Meet with their manager to have a goal setting discussion, career discussion and year-end Review.

### **Supervisor and Manager Responsibilities**

The City expects supervisors/managers to:

1. Evaluate the job performance of each employee in a fair and consistent manner.
2. Collaborate with employees on the Goal Setting Phase of the PRP.
3. Meet with their employees to have a discussion regarding their career and personal development (Sections 1- 4).
  - a. If using the Grid Format review document, the sections in the document may vary from those listed above.
4. Complete the Performance Review Process: Manager Comments, Year-End Comments, and Ratings.
5. Participate in a Calibration Meeting with the department to determine the final rating for all employees.
6. Meet with their employees to discuss the Year-End Review.
7. Establish a performance review (goal setting phase) for an employee within 30 days of his or her hire date, moving to a new job position, or when job duties or goals change significantly regardless of time of year. (See sections entitled Recent External Hires and Recent Internal Transfers for additional guidelines).
8. Performance reviews and ratings should be completed for recent external hires and internal transfers, in accordance with the guidelines set forth later in this policy under the headings Recent External Hires and Recent Internal Transfers as appropriate.

### **Rating Scale**

#### **5- Significantly Exceeds Expectations:**

- Significantly and consistently exceeds all goals and expectation(s) by producing a high quality and quantity of work that is above and beyond the requirements and expectations of the role.
- Results add value beyond the scope of the current role consistently benefiting the organization, department and/or community.
- Exerts a major positive influence on management practices, operating procedures and/or program implementation contributing to organizational performance, goal attainment and/or recognition.
- Demonstrates exceptional in-depth knowledge of their job functions/duties and is highly recognized by others within the organization and/or community.
- Exhibits model behavior that exemplifies stewardship and is worthy of emulation by supervisors/staff members.
- Requires little supervision.

#### **4- Exceeds Expectations:**

- Consistently achieves and frequently exceeds job expectations, goals and objectives.
- Work is of above average quality in all significant areas of responsibility.
- Results add value beyond the scope of the current role or area, benefiting the organization.
- Produces a high quality and/or volume of work that exceeds the expectations of the job.
- Demonstrates the ability to take on responsibility above and beyond their assigned duties with a high level of success.
- Carries out regular duties while also handling difficult assignments outside the usual scope of their role.
- Undertakes additional job functions/duties, through their own initiative, that enhance the performance of their team, and/or department.
- Requires little supervision.

**3- Fully Meets Expectations:**

- Demonstrates strong, consistent performance in all aspects of the job.
- Effectively applies skills and knowledge to consistently achieved performance expectations.
- Work is competent in all significant areas of responsibility.
- Met job expectations, goals and objectives.
- Exceeds job expectations on occasion.
- Possesses knowledge, skills and behaviors to perform their duties successfully.
- Is self-motivated and requires average to minimal supervision.

**2- Meets Some Expectations:**

- Met most but not all of the expectations and job requirements. Improvement is necessary in some parts of the job.
- Some goals and objectives have been met; may require some close supervision to achieve all objectives.
- Possesses competence and knowledge for some but not all job functions.
- On the job and/or formal training is still required to develop full competence or achieve satisfactory outcomes for some job tasks and goals.

**1-Does Not Meet Expectations:**

- Does not meet the expectations and job requirements of the role. Improvement is needed in most aspects of the job.
- Most goals and objectives have not been met.
- Did not demonstrate the competence and knowledge required to perform their job functions/duties.
- Their work consistently needs revision or adjustments to meet a minimal success level.
- Requires close supervision due to low performance or skill level.

**Final Rating**

Each goal on the performance review document will be rated individually using the rating scale mentioned above. The final rating score will be calculated by averaging the individual scores and rounding that score according to the chart below:

PRP Rounding Grid	
Score	Final Rating
1 - 1.24	1
1.25 - 1.74	1.5
1.75 - 2.24	2
2.25 - 2.74	2.5
2.75 - 3.24	3
3.25 - 3.74	3.5
3.75 - 4.24	4
4.25 - 4.74	4.5
4.75 - 5	5

**Example:** An employee received the following ratings on their 7 goals: 4, 3, 4, 3, 4, 3, 3. The calculated rating would be 3.4 ( $24/7=3.4$ ) which would be rounded to a 3.5 for a final rating.

### **Recent External Hires**

External hires that commence employment on or after May 1, but before July 1, should not be assigned a rating for the fiscal year in which their employment commenced. Their rating should be recorded as a 0- Too New to Assess on their performance review document.

All recent external hires, however, should be assigned departmental goals for the fiscal year in which their employment commences, regardless of their start date (with the exception of those who commence employment between June 1 and June 30).

### **Recent Internal Transfers**

When an employee transfers to a new position during the fiscal year, the employee's former manager may close out the employee's goals relating to the former position. The employee's new manager should establish additional departmental goals relating to the new position and continue the PRP.

When a transfer occurs before the Year-End Review and Calibration (June-July) the employee's new manager is responsible for determining the employee's rating. The new manager should take into account the comments of the employee's prior manager when determining the rating.

### **Leave of Absence**

Any employee on a leave of absence at the end of the fiscal year should be rated based solely on his or her performance prior to the start date of the leave. The fact that the employee has taken a leave of absence should not adversely affect his or her rating. If the employee is on leave for the entire fiscal year, no rating is required.

### **Record Keeping**

**Goal Setting and Career Discussion:** Department Directors, or their designee, will notify HR that all full and part time employees have completed the career and goal setting sections of their performance review document by the designated due date. If there are employees that have not completed these sections by the designated due date, Department Directors or their designee, are to provide an explanation of why the sections were not completed and a date of when they will be completed to HR.

**Year-End Review:** All completed and signed year-end reviews should be forwarded to Human Resources by the designated due date. HR will document the receipt of the performance review and the rating. In addition, HR will conduct random quality audits on the reviews.

The PRP Review Document, whether an original or a copy and wherever located, is a confidential personnel file document and should be treated as such. Supervisors/managers considering an employee for transfer or promotion are permitted access to the current or past performance review documents of that employee. These documents can be requested from HR.

### **Interpretation and Administration**

The City Manager and Human Resources are responsible for the interpretation and administration of this policy and its various provisions. The City of Waynesboro has the authority to change, modify, or approve exceptions to this policy at any time without notice.

**Revisions and Approvals**

<b>Date</b>	<b>Version</b>	<b>Approver</b>	<b>Change Description</b>
7/25/16	II	Nichole Nicholson	Updated Rating Scale
5/6/19	III	Nichole Nicholson	Updated Rating Scale