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| CITY OF APPLETON PERSONNEL POLICIES | TITLE: PERFORMANCE MANAGEMENT | |
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I. PURPOSE

Performance management evaluations shall be considered in decisions affecting placement, salary adjustment, overtime assignments, promotions, transfers, demotions, corrective action or dismissal, order of lay-off, re-employment and training.

II. POLICY

It is the policy of the City of Appleton to administer a Performance Management Program which will: help assess an employee's work performance and effectiveness; allow the employee and supervisor to set objective goals and review them; review competencies assigned to the position; suggest constructive action for improvement; suggest constructive action for development and training; and provide positive feedback in areas of excellence.

III. DISCUSSION

The Human Resources Director shall be responsible for the overall administration of the employee Performance Management Program and is responsible for ensuring that procedures are handled according to the provisions of this policy.

IV. DEFINITIONS

A. Exceptional Performance:

Consistently and substantially exceeds requirements of the position and performs at optimal levels of effectiveness. Exhibits exceptional quality while meeting challenging demands.

B. Consistent Performance:

Performance meets and sometimes exceeds job requirements. Demonstrates successful performance on most major assignments and objectives and consistently exceeds position requirements in some areas.

C. Inconsistent Performance:

Inconsistently meets or fails to meet requirements and standards. Performance is not at expected levels. Includes employees who may be new to their job and learning new skills, and/or an

employee who needs to improve and develop in their job.

- D. **Goals:** Meaningful, measurable duties that reflect what the employee is expected to accomplish over a period of time.
- E. **Competencies:** Measurable or observable knowledge, skills, abilities and behaviors critical to success in a job. Competencies are included on each employee's job description and all evaluations provide for a detailed description for each of the competencies an employee will be evaluated on.
- F. **Development Plan:** A set of goals given to an employee as a result of the employee's performance. The development plan should give specific details of the areas on which the employee should focus either to enhance positive performance or improve deficient performance.
- G. **Performance Evaluation (PE):** The performance evaluation is an on-line evaluation used to evaluate the employee's performance for goals/competencies assigned to each employee.

Employees who do not meet the requirements for a particular level of performance may still be eligible for a performance adjustment based on unique circumstances. The Department Director must make a recommendation along with justification to Human Resources along with the employees completed evaluation for that year as outlined in the Salary Administration Policy.

V. **PROCEDURE FOR REGULAR FULL-TIME AND REGULAR PART-TIME EMPLOYEES**

Each supervisor and employee shall follow the timelines and procedures outlined below:

- A. **Initial Appointment to a Position:** Each employee shall be formally evaluated at month three (month six for Community Service Officers) following appointment to a position. In the Trial Period Evaluation, employees will be evaluated by their supervisor on basic expectations for the position, along with the five competencies for their position.

When the Trial Period Evaluation is completed, the employee will be assigned an annual review form.

- B. **Goal/Competency Entry in Evaluations:** All non-represented employees/supervisors are required to enter 2-5 goals into the annual performance evaluation template that is assigned to their position by the established deadline (typically mid-February). If goals are not entered by the deadline, the employee will not be eligible for a performance increase for that year. If extenuating circumstances exist that will delay the employee's goals being entered (e.g., employee is on approved medical leave), the employee's supervisor should discuss this with their HR Generalist prior to the deadline. The five competencies for the position will be pre-loaded into the employee's evaluation form. Supervisors should provide a weight to each of the goals they are assigning to the employee. (Overall rating will be 50% Goals and 50% Competencies.) The goals/weights shall be reviewed and approved by the employee's supervisor, and, if required, by the Department Director.
- C. **Ongoing Review:** Supervisors and employees are encouraged to use the online system throughout the year to document both positive and constructive feedback, including adding notes and attachments (e.g., commendations from customers). Supervisors should

meet with their employees to discuss performance throughout the year.

- D. **Year-end Review:** Employees and supervisors shall meet prior to the evaluation due date to review performance for that year. Employees will have the ability to input comments into their evaluation. If an employee feels their performance is at the exceptional level, they are required to provide comments/justification in their evaluation. After the employee completes commenting in the evaluation, the employee must forward the evaluation to their supervisor for rating and comments. The supervisor shall indicate the rating for each goal and competency and will be required to make comments if they are rating the employee exceptional or inconsistent. A consistent rating means the employee is consistently doing their job and does not require comments. An employee who is rated inconsistent by their supervisor, will be required to have a development plan, unless the inconsistent rating is because the employee is new and just learning their job. Employee's with a development plan will not be eligible to receive a pay increase until criteria of the plan is met and sustained for a minimum of 90 days and is approved by their supervisor. After the supervisor completes rating and making comments on the evaluation, the supervisor must forward the evaluation to the supervisor's supervisor, etc. The Department Director shall approve all evaluations for their department. All employees are required to electronically sign the year-end evaluation through the on-line PE system. If they refuse to sign the document, it will be considered incomplete and they will not be eligible for a pay increase for that year.
- E. **Review by Human Resources:** Human Resources will review to ensure consistency of all performance evaluations and recommendations from the supervisors before making the salary adjustments. The forms will be reviewed for accuracy, completeness, and justification based on the City's Salary Administration Policy. Human Resources will work with Department Directors to follow-up with the appropriate supervisors to obtain further supporting documentation if needed.
- F. **Electronic Input:** All responses and ratings shall be put into the NEOgov.com electronic performance management system and will become part of the employee's permanent record.
- G. **Supervisor Changes:** Supervisors shall be responsible for evaluating any employees assigned to them at the beginning of the year. If an employee transfers to another department, the new supervisor shall be responsible for working with the previous supervisor to gain feedback to evaluate the employee.
- H. **Supervisors Leaving City Employment:** Supervisors who leave City employment shall be responsible for completing evaluations prior to their leaving for all employees under their supervision.
- I. **Development Plans/Training:** Development plans can be used to enhance already positive performance or to address areas of deficiencies.

a. **To Enhance Positive Performance**

If there is an area in which the employee can improve, the employee and supervisor can identify goals and opportunities by which to develop these skills. Examples of opportunities that may be pursued include on the job training, offsite training, and assigning higher levels of responsibility and or special projects that

allow the employee to gain new skills and increase overall knowledge and abilities.

b. To Address Performance Deficiencies

Supervisors must create Development Plan goals for each area rated inconsistent and whenever there is significant concern about negative changes in an employee's performance. Development plans must include follow-up until such time the employee's performance improves to the satisfaction of the supervisor and must be placed in the NEOgov.com electronic performance management system and will become part of the employee's permanent record.