



**City of Vernon, California
Human Resources Policies and Procedures**

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SUBJECT: PERFORMANCE EVALUATION

PURPOSE:

To provide a systematic method for the evaluation, recording and improvement of the work effectiveness of employees.

POLICY:

All part-time and full-time employees shall have their job performance evaluated on a systematic, scheduled basis. Timing of such performance appraisals will depend on the status of the employee, and the type of personnel action involved.

RESPONSIBILITIES

Basic responsibility for effective administration of the performance evaluation system shall be in the individual departments with the Human Resources Department providing support services.

STANDARDS

Each department is expected to develop and use performance standards covering the various job classes utilized in its department. These performance standards should reference the quantity and quality of work, the manner in which service is rendered, and such characteristics that shall measure the value of individual employees in those job classes.

Employees shall be informed of such performance standards prior to the beginning of any evaluation period for which such standards are being used.

PREPARATION

All employees shall have their job performance evaluated by their immediate supervisor on a systematic, scheduled basis as listed below.

Regular Full-time Employees - Employees in regular full-time positions will have their performance evaluated in accordance to the following schedule:

General Employees

- 3 Months after initial hire date
- 6 Months after initial hire date (Final Probation)
- 6 Months after Final Probation (Annual date)

Safety Employees

- 3 Months after initial hire date
- 6 Months after initial hire date
- 12 Months after initial hire date (Safety Final Probation)
- Annually thereafter

Review Date - The review date for performance evaluations shall be subject to adjustment for all non-paid work time absences of 20 consecutive working days or more.

Merit Increase Evaluations - For employees in regular full-time positions of a job class whose salary range has steps other than a flat rate, the following schedule applies only when performance is above average / exceeds standard. All salary advancements within a salary range for a job class shall not be automatic but shall be based upon merit and ability as recorded on a performance evaluation form and upon the financial ability of the City to make such advancements.

- One step increase after completion of 12 months (2,080 hours) of service, effective on the first full pay period in July.
- Each succeeding step to maximum rate after completion of 12 months (2,080 hours) of service from preceding step, effective on the first full pay period in July.

Regular Part-time Employees - Employees in regular part-time positions will have their performance evaluated in accordance with the following schedule:

- 3 Months after initial hire date
- 6 Months after initial hire date
- Upon completion of 2080 hours worked.
- Every 2080 hours thereafter

Merit Increase Evaluations - For employees in regular part-time positions of a job class whose salary range has steps other than a flat rate, the following schedule applies only when performance is above average / exceeds standard. All salary advancements within a salary range for a job class shall not be automatic but shall be based upon merit and ability as recorded on a performance evaluation form and upon the financial ability of the City to make such advancements.

- One Step increase after completion of 2,080 hours of service, effective on the first full pay period of July.
- Each succeeding step to maximum rate after completion of 2,080 hours of service from preceding step, effective on the first full pay period in July.

Denial of a Salary Step (Merit) Increase - When an employee has not demonstrated the minimum required above average / exceeds standard rating for performance on the job during the review period, the department head shall defer the salary step (merit) increase for a specified period of time that may extend to the next review date not to exceed one year.

If the department head declines to recommend an annual salary step (merit) increase, the department head shall state his/her reasons in a written evaluation of the employee's job performance for the period in which such performance is being evaluated; such evaluation shall be reviewed by the department head with the employee and a copy of the evaluation forwarded to the City Administrator and Director of Human Resources. When in the judgment of the department head, the employee has at any time thereafter earned a merit increase, he/she shall so recommend in writing to the City Administrator. Upon written approval by the City Administrator, the employee shall advance to the next higher step in the salary range and receive a new salary anniversary date.

Employees shall be notified in writing of denial of a merit increase on or before the effective date of the employee's evaluation. If the employee is not notified on or before his/her evaluation date, the employee shall be considered to have met the minimum required above average / exceeds standard rating for performance on the job during the review period, and eligible for annual salary (merit) step in accordance to applicable policy.

Interim Evaluations – Interim or supplemental evaluations may be initiated by a supervisor whenever the supervisor believes it to be in the best interest of the employee, supervisor, or department to do so. This type of evaluation is usually made whenever an employee's performance and/or work conduct has markedly changed since a previous evaluation, whenever an employee has failed to improve after a previous less than satisfactory evaluation, counseling or training. Interim evaluations can also be used to commend an employee for consistent outstanding performance.

All performance evaluations shall be recorded on the City Performance Evaluation form. Supplemental department specific evaluation forms and additional explanatory pages may be added as necessary to provide a complete evaluation.

THE EVALUATION FORM

The City of Vernon Performance Appraisal consists of the following sections:

Part I - Key Results - This section is comprised of three subsections: (a) Objectives

Accomplished; (b) Additional Accomplishments; and (c) Unaccomplished Objectives. This information provides feedback to employees on key objectives developed at the beginning of the performance evaluation period. Supervisors compare the accomplishments with the planned objectives. The opportunity is also available to acknowledge accomplishments that exceeded the planned objective(s) or that were not achieved. This section has a direct relation to Part IV (Performance Improvement Plan).

Part II - Job Behaviors - Job Behavior provides employees with the supervisor's observation of daily work habits and behaviors. Supervisors should use the whole evaluation period to determine the employee's behavior. Applicable behaviors are pertinent to those regularly performed activities. The behavior should have direct relationship to the completion of the planned objectives and daily work activities.

Definition of Ratings

Outstanding Performance – work performance is consistently and substantially well above the standard expected of a thoroughly competent worker. Performance is distinctly superior. Employee exceeds established work standards and objectives for the position. Employee responds well to change and handles unanticipated problems/situations well. If the overall rating is outstanding the rater must give a written statement of factual substantiation for the rating.

Above Average / Exceeds Standard Performance – Consistently fulfills work requirements for which employee is responsible. Employee often exceeds reasonable goals and objectives and regularly exceeds established work standards and objectives for the position. Responsive to change, handles emergency situations or unanticipated problems well. Makes creative use of time.

Satisfactory / Meets Standard Performance – Work performance is consistently up to the standard expected of a thoroughly competent worker in that position. Employee, for the most part, is able to establish and meet reasonable goals and objectives.

Does not meet Standards / Need Improvement / Below Standard – Improvement is needed for the work to be fully satisfactory. Added effort with additional training or experience probably will bring the performance up to the desired standard. An overall and continued rating of not meeting standards can be sufficient cause for disciplinary action. If the overall rating is "Does not meet Standards," the rater must provide a written statement of factual substantiation for the rating.

Part III - Overall Performance - This section has a direct correlation with Parts 1 and 2. After developing and/or applying job standards and evaluating an employee's job performance, an overall evaluation rating is to be given. There is no formula for determining this overall rating. The supervisor has to consider the employee's

performance against the standards of performance expected of all individuals performing those duties in the department to make this decision. The overall rating should be consistent with the employee's completion of major objectives and their regular work behavior.

Part IV - Performance Improvement Plan - The Performance Improvement Plan provides the employee with a plan to aid in improvement and correcting deficiencies that will assist in their development toward satisfactory performance. The plan should be specific and employee should be able to complete the plan objectives/goals during the next evaluation period. The plan must be completed when employees are deficient and there are major obstacles for achieving a satisfactory performance evaluation. Action can include completion of courses and/or change in behavior. Supervisors should refer to documented incidents that are causing problems in performance. Unsatisfactory improvement and lack of accomplishment of the performance improvement plan can be sufficient cause for disciplinary action.

Part V – Goals and Objectives for Next Performance Appraisal Review Period – During the evaluation process, the supervisor must discuss with the employee the key objectives to be accomplished during the next evaluation period.

Supervisors should consider the goals of the division or department and how the employee's job performance will affect their achievement. Employee comments and recommendations are encouraged.

This portion of the evaluation should be periodically discussed with the employee during the evaluation period. Supervisors are to refer to the planned objectives when completing Part I (Key Results) at the end of the evaluation period.

Part VI - Employee's Comments and Signature - The employee's signature is an acknowledgment that the performance appraisal was discussed. The signature does not necessarily mean that the employee agrees with evaluation content. If there is a refusal to sign a performance evaluation, the supervisor shall note on the performance evaluation the refusal of the employee to sign. The employee may enter remarks in the space provided or attach a separate written response specific to the evaluation within ten calendar days of the employee's receipt of the Performance Evaluation. Performance Evaluations shall also contain the signatures of the rater, reviewer and/or department head.

Upon completion of the department review, an employee shall receive a copy of the performance evaluation and the department may place a copy in an internal file.

The Human Resources Department will review completed evaluations, as appropriate, and will maintain the original evaluation in the employee's personnel file.

PROCEDURE:

Responsibility

Action

Human Resources

1. Provides the evaluation date for each employee to the department and monitors the timeliness of the evaluation, especially for the end of probation and training periods. Maintains each employee's performance appraisal history in his/her personnel file.

Supervisor

2. Assists in the development of job related standards for each job class supervised; completes the performance appraisal accurately and objectively on the basis of observation and/or knowledge of an employee's work; reviews and obtains approval of performance appraisals within the appropriate departmental line of authority; conducts the evaluation interview with an employee.

Department Head

3. Develops job related standards for each job classification in the department; receives and/or distributes performance appraisal forms to the appropriate supervisors; reviews completed evaluations.
4. Approves and signs each completed performance appraisal and forwards to Human Resources Department
5. Submits appropriate Personnel Action Form (PAF) to the Human Resources Department if merit increase for performance is applicable.

Attachment:

1. Performance Appraisal Form
2. Executive Performance Appraisal Form



CITY OF VERNON PERFORMANCE EVALUATION

Employee Name	Rating Period	From	To
Position Title	Department		
Type of Evaluation			
<input type="checkbox"/> 3 months	<input type="checkbox"/> 6 months	<input type="checkbox"/> Annual	<input type="checkbox"/> Special

PART I – KEY RESULTS

OBJECTIVES ACCOMPLISHED

List the specific goals and objectives accomplished by the employee during this rating period, compared with those established in the previous evaluation.

ADDITIONAL ACCOMPLISHMENTS

List any additional goals and objectives that were accomplished and exceeded the planned objectives.

UNACCOMPLISHED OBJECTIVES

List the specific goals and objectives that were not accomplished by the employee during this rating period.

Part II – JOB BEHAVIORS

JOB BEHAVIORS	RATINGS ARE INDICATED BY "X" MARKINGS				Use comments space to describe employee's strengths and weaknesses. Give examples of good work and areas for improvement.
	OUTSTANDING	ABOVE AVERAGE	SATISFACTORY	DOES NOT MEET STANDARDS	
<p>QUANTITY</p> <p>AMOUNT OF WORK PERFORMED (Employee performs work of what is required. Employee gives his/her best effort.)</p> <p>COMPLETION OF WORK ON SCHEDULE (Employee completes his/her assignments timely.)</p>					COMMENTS
<p>QUALITY</p> <p>ACCURACY (Work performed is consistently accurate.)</p> <p>NEATNESS OF WORK PRODUCTS (Completed work is neat and orderly.)</p> <p>THOROUGHNESS (Work is done in a complete manner requiring no follow-ups.)</p> <p>WRITTEN EXPRESSION (Employee's written work is clear, concise, and accurate.)</p>					COMMENTS
<p>WORK HABITS</p> <p>OBSERVANCE OF WORKING HOURS (Employee gives the required time to the job.)</p> <p>ATTENDANCE (Employee's presence on the job is considered normal.)</p> <p>SAFETY (Employee performs work safely and uses equipment properly.)</p> <p>COMPLIANCE WITH WORK INSTRUCTIONS (Employee performs work based on established procedures and special instructions.)</p> <p>ORDERLINESS IN WORK (Employee's work is generally done in an orderly, logical manner & work area is kept in an organized manner.)</p> <p>JOB INTEREST (Employee shows an overall interest in his /her job.)</p>					COMMENTS
<p>ADAPTABILITY</p> <p>PERFORMANCE WITH MINIMUM INSTRUCTIONS (The employee adapts to changes in work situations & accepts new procedures.)</p> <p>INITIATIVE AND PROBLEM SOLVING (Employee initiates creative & effective solutions to problems.)</p>					COMMENTS

PART II - JOB BEHAVIORS (continued)

JOB BEHAVIORS	RATINGS ARE INDICATED BY "X" MARKINGS				Use comments space to describe employee's strengths and weaknesses. Give examples of good work and areas for improvement.
	OUTSTANDING	ABOVE AVERAGE	SATISFACTORY	DOES NOT MEET STANDARDS	
<p>PERSONAL RELATIONS</p> <p>COOPERATION WITH FELLOW EMPLOYEES (Employee works well with people. He/she cooperates with others to complete a task and/or provides assistance. Employee deals effectively with the public & portrays a positive image.)</p> <p>ORAL EXPRESSION (Employee expresses himself/herself clearly and concisely to co-workers and the public.)</p>					COMMENTS
<p>SUPERVISION</p> <p>PLANNING, ASSIGNING AND GOAL SETTING (The employee plans the work of his/her staff and effectively communicates it to his/her subordinates. The work of their subordinates fits into the overall goals and objectives of the operation. Employee clearly provides instructions to his/her subordinates on their job duties.)</p> <p>EVALUATING PERFORMANCE (Employee conducts performance evaluations that are objective and completes subordinates' evaluation in a timely manner. Employee assists with developing subordinates.)</p> <p>FAIRNESS AND IMPARTIALITY (Employee has reasonable expectations of his/her subordinates and treats each equally.)</p>					COMMENTS

PART III – OVERALL EVALUATION OF PERFORMANCE

	RATINGS ARE INDICATED BY "X" MARKINGS			
	OUTSTANDING	ABOVE AVERAGE	SATISFACTORY	DOES NOT MEET STANDARDS
OVERALL EVALUATION				



**CITY OF VERNON
EXECUTIVE PERFORMANCE EVALUATION**

Employee Name	Rating Period	From	To
Position Title	Department		
Type of Evaluation			
<input type="checkbox"/> 3 months	<input type="checkbox"/> 6 months	<input type="checkbox"/> Annual	<input type="checkbox"/> Special

PART I – KEY RESULTS

OBJECTIVES ACCOMPLISHED

List the specific goals and objectives accomplished by the Department Head during this rating period, as established in the previous evaluation.

ADDITIONAL ACCOMPLISHMENTS

List any additional goals and objectives that were accomplished and exceeded the planned objectives.

UNACCOMPLISHED OBJECTIVES

List the specific goals and objectives that were not accomplished by the Department Head during this rating period.

Part II – JOB BEHAVIORS

PERFORMANCE DIMENSIONS	RATINGS ARE INDICATED BY "X" MARKINGS				Use comments space to describe employee's strengths and weaknesses. Give examples of good work and areas for improvement.
	EXCEPTIONAL	EXCEED EXPECTATIONS	MEET EXPECTATIONS	NEEDS IMPROVEMENT	
<p>LEADERSHIP Has the Department Head led his/her department with ethics and integrity; inspired confidence through action; and effectively carried out his/her responsibilities?</p> <p>DECISION MAKING, PROBLEM SOLVING AND ACCOUNTABILITY Has the Department Head made effective decisions; solved problems in a positive manner; and accepted accountability for the decisions?</p>					COMMENTS
<p>TEAMWORK Has the Department Head built and maintained positive teamwork among employees; promoted open communication; and cooperated as a team member with the City Administrator, City Council and other Department Heads?</p> <p>INITIATIVE AND INNOVATION Has the Department Head been proactive and creative in managing his/her department and resolving issues?</p>					COMMENTS
<p>MANAGERIAL PLANNING Has the Department Head anticipated future needs and problems; developed strategies, goals and objectives within a larger vision; and aligned plans with available resources?</p> <p>CUSTOMER SERVICE Has the Department head personally and departmentally delivered quality customer service internally as well as externally?</p>					COMMENTS
<p>QUALITY, QUANTITY AND TIMELINESS Has the Department Head been productive and delivered assignments in a quality manner and on a timely basis?</p> <p>PERSONNEL MANAGEMENT Has the department head effectively selected, organized, directed, motivated, evaluated and disciplined employees?</p> <p>STAFF AND ORGANIZATIONAL DEVELOPMENT Has the Department Head trained and developed the competency and capabilities of his/her employees; improved organizational performance; and fostered positive attitudes and behaviors?</p>					COMMENTS

PART II - JOB BEHAVIORS (continued)

PERFORMANCE DIMENSIONS	RATINGS ARE INDICATED BY "X" MARKINGS				Use comments space to describe employee's strengths and weaknesses. Give examples of good work and areas for improvement.
	EXCEPTIONAL	EXCEED EXPECTATIONS	MEET EXPECTATIONS	NEEDS IMPROVEMENT	
<p>MANAGEMENT Has the Department Head prepared accurate financial forecasts; developed solutions to revenue, expenditure, productivity and cost containment needs; and economically administered departmental finances?</p> <p>BUDGET MANAGEMENT Has the Department Head effectively prepared, monitored and administered his/her departmental budget?</p>					COMMENTS
<p>VERBAL COMMUNICATIONS Has the Department Head listened; shown understanding; delivered clear oral communications; and encouraged a climate for open discussion?</p> <p>WRITTEN COMMUNICATIONS Has the Department personally and departmentally created concise, accurate and understandable written communications?</p> <p>PRESENTATION SKILLS Has the Department Head delivered effective presentations that are brief and to the point, well prepared and are delivered with confidence and clarity?</p> <p>WORK RELATIONS Has the Department Head fostered positive relations with employees, the community, and other public agencies?</p> <p>CITY ADMINISTRATOR RELATIONS Has the Department Head followed through on commitments; maintained effective communications; and fostered positive relations with the City Administrator?</p> <p>COUNCIL RELATIONS Has the Department Head developed and maintained a positive working relationship with the City Council and carried out its policy directions.</p>					COMMENTS

PART III – OVERALL EVALUATION OF PERFORMANCE

	RATINGS ARE INDICATED BY "X" MARKINGS			
	EXCEPTIONAL	EXCEED EXPECTATIONS	MEET EXPECTATIONS	NEEDS IMPROVEMENT
OVERALL MANAGERIAL PERFORMANCE EVALUATION Taking into consideration all of the performance dimensions, the Department Head's overall performance rating for this period is:				

PART IV – PERFORMANCE IMPROVEMENT PLAN

Please identify development action plans that can aid in improving the employee's job performance and career growth.

PART V – GOALS AND OBJECTIVES FOR NEXT PERFORMANCE EVALUATION RATING PERIOD

List the specific goals and objectives to be accomplished in the next review period. They should be measurable and results oriented.

PART VI – EMPLOYEE'S COMMENTS AND SIGNATURE

The contents of this evaluation form have been reviewed by me. My comments are shown below, as applicable, regarding career goals and this performance evaluation.

Employee's Signature: _____ Date: _____
 (Signature does not necessarily indicate agreement with evaluations, but does acknowledge that the evaluation was conducted.)

City Administrator's Signature: _____ Date: _____

Department Head's Signature: _____ Date: _____