



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

*[Signature]*  
Director of Human Resources  
*[Signature]*  
City Administrator

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*Number: IV-1 Effective Date: 07/18/2017*

**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 rated as satisfactory or higher. Effective July 1, 2017, 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 rated as above average / exceeds standards or higher. 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. Employees hired after July 1, 2015 shall be eligible for their first salary step (merit) increase after completing one full year of service and meeting the performance requirements specified in this policy. Thereafter, employees will be eligible for subsequent salary step (merit) increase(s) effective the beginning of the first full pay period in July following their one year anniversary date based on performance requirements specified in this policy.
- 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 rated as satisfactory or higher. Effective July 1, 2017, 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 rated as above average / exceeds standards or higher. 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. Employees hired after July 1, 2015 shall be eligible for their first salary step (merit) increase after completing 2,080 hours of service and meeting the performance requirements specified in this policy. Thereafter, employees will be eligible for subsequent salary step (merit) increase(s) effective the beginning of the first full pay period in July following the completion of 2,080 hours of service based on performance requirements specified in this policy.
- 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 overall performance evaluation rating 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 rating for performance on the job during the review period, and shall be eligible for an annual salary step (merit) increase in accordance with 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.

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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.