

PERSONNEL PROCEDURE 91-3
REVISED MARCH 1, 1994

SUBJECT: Employee Performance Evaluation

PURPOSE: To establish standardized procedures for preparing and processing employee performance evaluations.

APPLICABILITY: All City of Clarksville regular employees.

REFERENCE: Sec. 1-1310, Performance Evaluation, Clarksville City Code.

RESPONSIBILITY: The Human Resources Department is responsible for overall management of the performance appraisal system. Department Heads are responsible to insure that performance evaluations are prepared objectively and in accordance with established procedures.

1. GENERAL:

Every employee will receive a performance evaluation at least annually. The performance evaluation will be prepared on standard forms provided by the Human Resources Department in accordance with the Supervisor's Guide attached at Appendix A. The performance evaluations will be the basis for salary level increases, promotions, demotions, extension of probation or end of probation.

2. FREQUENCY:

A. Probationary Employees

- (1) At the end of the first six months and again at the end of the probationary period.
- (2) If the probationary period has been extended past the normal twelve (12) months, another performance evaluation will be performed at the end of the extended probation.
- (3) Extensions of probation shall not exceed a six (6) month period.

B. Regular Full-Time Employees

- (1) Annually between the salary review date and the anniversary date.
- (2) A special performance evaluation may be submitted at any time to identify either exceptional performance or sub-standard performance.

- (3) Upon transfer to another department; at six months; at the end of twelve months and annually thereafter.

C. Regular Part-Time Employees

- (1) Performance evaluations may be prepared annually between the salary review date and the anniversary date.
- (2) A special performance evaluation may be submitted at any time to identify either exceptional performance or sub-standard performance.
- (3) Upon transfer to another department.

D. Temporary or Seasonal Employees

- (1) Performance evaluations may be prepared at the end of the temporary or seasonal employment period.

3. THE PERFORMANCE EVALUATION PROCESS

The performance evaluation (PE) will be prepared by the immediate supervisor who has operational responsibility over the employee, and who has personal knowledge of the employee's work. The evaluation should be viewed as a positive process wherein the supervisor objectively evaluates the employee's performance and identifies work related areas which need improvement as well as reinforcing the positive aspects of work performance. The process also provides an opportunity for the rater (supervisor) and the rated employee to identify work related goals which are to be undertaken during the next evaluation period.

The evaluation must be discussed with the rated employee and the employee is required to sign the evaluation form verifying that it has been discussed with him or her. If the employee disagrees with the evaluation, he or she may attach their comments.

The Department heads will read and sign the performance evaluation and may attach comments if they disagree with the rater or reviewer. Intermediate supervisor(s) in the management chain may also be required to review and initial the PE report as directed by the department head.

The completed and signed performance evaluation form will be forwarded to the Human Resources Department. The Human Resources Department will review the report and note any inconsistencies or errors. If any are noted, the report will be sent back to the department for correction before it becomes a part of the employee's permanent file. The original copy will be placed in the employee's permanent personnel file. A copy of the

completed and signed PE will be returned to the department for distribution to the employee and supervisor.

The evaluation form need not be typed. However, if not typed, the handwriting must be legible or it will be returned to the supervisor for correction.

Additional blank copies of the Performance Evaluation Form may be requested from the Human Resources Department.

4. **PHILOSOPHY OF THE EVALUATION SYSTEM**

It is generally assumed that the vast majority of employees are average in their job performance and we must understand that this is perfectly acceptable. (See Appendix B). These employees come to work on time, do not abuse their rights and privileges, and do their work in an acceptable manner. These employees would receive an overall rating of "Meets Expectations" (satisfactory) on the performance evaluation report. These employees would be considered for routine advancement on the salary matrix, and are generally considered in good standing.

A smaller number of employees demonstrate job performance below and above this level. For the person considered as Unsatisfactory, the supervisor should set goals and have the employee commit to work toward improvement. For the person whose job performance is considered above normal acceptable standards (Exceeds Expectations), examples and supporting comments should be included under the appropriate dimensions as well as in the Performance Appraisal Summary, Section III.

5. **ADMINISTRATION**

Any questions, comments or suggestions relative to the performance evaluation system should be directed to the Human Resources Department.

TO THE
CITY OF CLARKSVILLE
PERFORMANCE EVALUATION SYSTEM

REVISED
MARCH 4, 2004

THE PERFORMANCE EVALUATION PHILOSOPHY

The performance evaluation (PE) is basically a summary of an employee's job performance during a specified period of time, given by the supervisor to a subordinate. It should be viewed by the rater (supervisor) and the employee as a non-punitive, positive process, where the employee's performance is compared to established job-related dimensions. The PE is intended to document work performance areas in which the employee exceeds expectations as well as those performance areas where improvement is required. Supervisors should not wait until the PE meeting to let employees know how they are performing their jobs. This should be an ongoing process and is a basic supervisor responsibility. There should be no real surprises for the employee during the formal PE review meeting. The PE should be the formal documentation and review of the employee's performance during the past rating period.

If the PE system is to be meaningful, the supervisor must give time and thought to the process. A hurriedly prepared, ineffective PE is worse than none at all.

The supervisor should select an appropriate time and place to go over the PE with the employee. The rated employee should be put at ease, then calmly and systematically review each dimension and explain the corresponding rating. Allow time for questions, but be sure that the employee understands what you expect and how well they met those expectations. You should review the employee's job description so that you are comparing the performance to established standards.

At the conclusion of the PE review meeting, the employee must sign the PE report indicating that their performance has been reviewed for the rating period. If employees disagree with any aspect of the report, they are free to add their comments and attach them to the report. The attached comments remain with the report as it is processed through channels and becomes a part of the official file.

Prior to the next rating, the supervisor should review the previous report and compare the employee's performance to see if there has been any change in the job performance since the last report. If the employee is not working up to an acceptable level in any dimension, this should be noted on the PE form as a goal to be achieved during the next rating period.

OBJECTIVITY AND JOB PERFORMANCE

The essential part of the process is that the rating be objective and related only to the requirements of the job. The rater must eliminate bias in any form. For example, the rater may not like the style of clothes or personal appearance of the employee, but if personal appearance is not a job related factor, the rater should not let this influence the rating dimension in some other area. If however, for example, the Police Department requires that officers maintain a certain hairstyle or mode of dress, then this becomes a job related factor. If the employee wears tennis shoes when he should be wearing steel-toed shoes, this is no longer related to manner of dress or personal appearance, but a safety factor which is rated.

PERFORMANCE EVALUATION DIMENSIONS

Employees will be rated in accordance with established job-related dimensions. The dimensions will be found at Appendix D. Read the dimension carefully and determine which description **best** applies to the employee performance during the rating period and check that rating on the **Performance Evaluation Report form**. After each applicable dimension has been rated, determine the employee's overall rating and record this rating in Section II.

EMPLOYEE JOB STRENGTHS AND WEAKNESSES

Section III of the form is to identify the employee's strengths. Also, specific areas for improvement and what action can be taken to improve these areas. In this section the rater should also list progress made since the last report and goals to be achieved during the next rating period. The employee should thoroughly understand this section and the rater's observations.

PERFORMANCE OBJECTIVES FOR NEXT REVIEW

In Section IV the rater should list specific objectives to be accomplished by the next review date. It is usually best for the rated employee to have input into establishing these objectives to increase their commitment to their accomplishment. Several objectives may be included as long as they are specific, measurable, attainable, reasonable and timely (SMART Objectives).

AUTHENTICATION SECTION

Section V is the Authorization Section. The rating must be reviewed and signed and dated by the rater and the department head before it is forwarded to the Human Resources Department to become a part of the employee's permanent file. The department head's signature indicates approval of the evaluation.

DISTRIBUTION OF COPIES

Forward all the signed copies to the Human Resources Department. The HR staff will date stamp the PE and review the form for completeness and accuracy. If there are no errors or omissions on the form it will be accepted and the original copy will be filed in the employee's permanent personnel file. A copy will be returned to the department to distribute to the rater and the employee.



CITY OF CLARKSVILLE
Performance Evaluation

Employee's Name:

Department: Gas Water *(This is a drop down menu, click to access)*

Position:

Rating period:

Evaluator:

REASON FOR REPORT

- | | |
|---|-----------------------------------|
| <input type="checkbox"/> Annual | <input type="checkbox"/> Mid-Year |
| <input type="checkbox"/> Promotion | <input type="checkbox"/> Transfer |
| <input type="checkbox"/> Probation | <input type="checkbox"/> Other |
| <input type="checkbox"/> Probation extended to: | |

PERFORMANCE EVALUATION

Position Knowledge – Knowledgeable in all areas of current position and demonstrates understanding of basic principles and techniques related to present position.

Unsatisfactory **Meets Expectations** **Exceeds Expectations**

Comments and examples:

Analytical Ability and Judgment – Ability to obtain adequate facts, evaluate them and make decisions that are in alignment with the aims and ideals of the department and The City of Clarksville's values and ethics.

Unsatisfactory **Meets Expectations** **Exceeds Expectations**

Comments and examples:

Planning and Organization of Work – Ability to plan own work through the establishment of goals and priorities and meet all time schedules as agreed.

Unsatisfactory **Meets Expectations** **Exceeds Expectations**

Comments and examples:

Initiative – Anticipates problems and develops solutions and proposes innovative ideas with minimal supervision.

Unsatisfactory **Meets Expectations** **Exceeds Expectations**

Comments and examples:

Acceptance of Responsibility – Accepts responsibility of position, their work and the outcomes of their decisions.

Unsatisfactory **Meets Expectations** **Exceeds Expectations**

Comments and examples:

Quality of Work – Ability to perform assignments accurately with high standards of quality and overall effectiveness.

Unsatisfactory **Meets Expectations** **Exceeds Expectations**

Comments and examples:

Professionalism – Carries out all assigned duties of the position in a manner that demonstrates integrity, trust and respect.

Unsatisfactory **Meets Expectations** **Exceeds Expectations**

Comments and examples:

Relationship with Supervisor – Demonstrates the ability to communicate with the supervisor, accept positive and negative feedback and support the decisions of managers and supervisors.

- Unsatisfactory** **Meets Expectations** **Exceeds Expectations**

Comments and examples:

Relationships with Others – Demonstrates the ability to get along with others and uses interpersonal skills to resolve potential issues to positive outcomes.

- Unsatisfactory** **Meets Expectations** **Exceeds Expectations**

Comments and examples:

Financial Responsibility – Uses the City's resources economically, controls expenses and waste, and/or maintains budgets and expenditures within assigned parameters.

- Unsatisfactory** **Meets Expectations** **Exceeds Expectations**

Comments and examples:

Safety/Housekeeping-Ensures the safety of self and others through the proper use and care of equipment and work area.

- Unsatisfactory** **Meets Expectations** **Exceeds Expectations**

Comments and examples:

Productivity – Produces the appropriate volume of work compared to the requirements of the position.

- Unsatisfactory** **Meets Expectations** **Exceeds Expectations**

Comments and examples:

OVERALL JOB PERFORMANCE

- Unsatisfactory** **Meets Expectations** **Exceeds Expectations**

PERFORMANCE EVALUATION SUMMARY

What are the employee's strengths?

What areas of the employee's work performance need to be improved? What can be done to improve these areas?

Specific accomplishments and progress since last review (or date of employment, if new employee.)

PERFORMANCE OBJECTIVES FOR NEXT REVIEW (List three or four goals to be accomplished by next review period.)

SUPERVISOR'S SIGNATURE

DATE

EMPLOYEE'S SIGNATURE

DATE

Employee's Comments:

DEPARTMENT HEAD'S SIGNATURE

DATE

HUMAN RESOURCES' SIGNATURE

DATE