

City of Hickory  
Performance Evaluation Policy and Procedure

1. Purpose

- A. To establish and maintain an equitable system for defining and improving the performance level of coworkers of the City of Hickory and to encourage communication between supervisor and coworker in regard to work expectations and responsibilities.

2. Objectives

- A. Communications: To create an atmosphere for open and frank communications between supervisors and coworkers concerning job performance and expectations; to insure that feedback is provided on a regular, on-going basis between supervisors and coworkers; and to insure that all coworkers have the opportunity to discuss and understand the various goals and expectations of the individual coworkers, the various departments, and the city government as a whole.
- B. Performance Review: To regularly evaluate the job performance of city coworkers; to identify during that review both accomplishments and areas for performance improvement for each coworker; to discuss improvement action plan for those areas in which performance is deemed to need improvement.
- C. Training: To provide information which supervisors and coworkers to determine appropriate training needs and resources can use jointly.
- D. Personnel Actions: To provide background information and documentation for consideration in conjunction with any personnel actions that may occur.
- E. Merit Pay: To establish a system whereby the performance review program is utilized as the basis for financial recognition and reward of those coworkers who accomplished results merit such rewards.

3. System

- A. All full-time coworkers of the city will participate in a performance review based on work performance standards. Coworkers share responsibility at different levels for the effectiveness of the system.
- B. City Manager: The City Manager communicates organizational goals and objectives to department heads and supports the performance evaluation system in it policy and administrative processes. The City Manager periodically reviews the overall effectiveness of the system and works with the staff to make any needed improvements. The City Manager holds department heads accountable for the effectiveness of the system within their departments and strives to provide adequate resources for support of the system.
- C. Department Heads: Department Heads oversee the system for consistency from division to division within the department; monitor use of the system in the department against system objectives and make adjustments as needed; support the City Manager in the system; insure that supervisors are trained and using the system effectively; serve as role

modes in conducting reviews and using the system as it was designed to be used; insure that other personnel actions are consistent with performance appraisals; provide on-going feedback during the review period to prevent surprises in the performance review; solicit feedback from subordinates on improvements in work methods and procedures; insure that performance reviews are adequately documented.

- D. Supervisors: Supervisors insure that they understand and communicate system objectives and procedures to coworkers; provide on-going performance feedback during the review period to prevent surprises in the performance review; insure that other personnel actions are consistent with performance appraisals; solicit feedback from subordinates on improvements in work methods and procedures; insure that performance reviews are adequately documented; conduct reviews in a timely fashion; insure that they have adequate knowledge of coworker performance to make good rating decisions; respond to coworker concerns and questions about fairness of the system by listening and discussing suggestions for modifications of the system, the standards, etc.
- E. Coworkers: Coworkers must understand and respond to the system with cooperation and commitment; provide feedback on accuracy and effectiveness of the system; participate fully in performance discussions.
- F. Human Resources Department: The Human Resources Department maintains adequate and accurate records; monitors the system for 1) consistency from department to department and within departments, 2) for adherence to policies and procedures, 3) training needs, 4) consistency with other personnel actions, 5) legality, and 6) overall effectiveness; provides feedback to departments and the City Manager on the system's effectiveness; provides training on the system; orients new coworkers to the system; and serves as a resource to departments to help with overall effectiveness of the system.

#### 4. Rating System

The categories listed below will be applied to the individual factors of the work performance stands, as well as to the overall appraisal results. If a coworker's overall work performance is rated below standard, an improvement plan must accompany the evaluation form. At least one specific example of documented work behavior must be written on the evaluation form for any rating above or below standard.

- A. Exceeds Job Requirements: Performance clearly exceeds most or all work requirements. Work is performed at a high level of proficiency, skill, and quality throughout the evaluation period. Work is accomplished with a minimum of supervision.
- B. Meets Job Requirements: Performance meets requirements established for the job in all or most areas. The coworker does a capable job of providing services that are required and expected from the position. Most coworkers perform at this level.
- C. Unacceptable: Performance is inconsistent and does not meet requirements in one or more areas. Remedial action and close supervision are required. Significant improvement must occur or termination of employment could result.

5. Procedures

- A. Review Dates: Performance evaluations will be conducted with all regular full-time city coworkers by May 1 of each year. The evaluation will address the performance of the coworker during the most recent twelve months. Supervisors are encouraged to conduct additional performance appraisals as needed during the evaluation period to help define expectations and to get coworker feedback.
1. For newly promoted coworkers, evaluations will be conducted at the end of the 6-month probationary period.
  2. For new hires, evaluations will be conducted after 6 months and then at the end of the 12-month probationary period.
  3. The Human Resources Department will forward the review forms to each department one month in advance of the review due date.
- B. Probationary Reviews: A coworker must receive a rating of no less than "meets expectations" in order to move from probationary to regular status. A coworker whose performance fails to meet expectations but shows clear promise of successful performance may have the probationary period extended up to a maximum of an additional three months.
- C. Improvement Plan: If a coworker receives a below standard rating on the overall appraisal, the supervisor must include a written improvement plan with the evaluation. The supervisor and the coworker will share the responsibility for providing and accepting the necessary training and feedback in order to improve performance. Coworkers working with an improvement plan must be reviewed informally at four-week intervals to judge the success of the improvement effort. At the end of twelve weeks, the coworker will be demoted or terminated if he/she fails to achieve a standard appraisal overall.
- D. Performance Review Forms: Departments/divisions are encouraged to suggest updates and revisions to the performance review forms as needed to maintain current and accurate performance criteria. Suggestions for revisions should be submitted to the Human Resources Director for review.
- E. Documentation: All performance reviews will be signed by the coworker, supervisor, and department head and forwarded to the Personnel Director with any accompanying memoranda or other documentation for review and filing. The supervisor may give the coworker a copy of the forms and other documents to keep. A Payroll Change Notice should accompany review forms when appropriate. All relevant sections of performance review forms will be completed by the appropriate person prior to processing the forms.

  
Mick Berry, City Manager