

VILLAGE OF EMPRESS

Title: **Performance Appraisal Policy**

Policy Number: 12-05

Effective Date: September 20, 2013

Review Date: December 2018

This policy replaces Policy 4.4 of the personnel policy adopted June 21, 2001

Performance Appraisal Policy

It is the policy of the Village of Empress to ensure that formal and informal performance appraisal processes are developed and implemented.

1.0 Specific Objectives

1.1 The objectives of this policy are to:

- a. establish a process whereby the work performance of each employee in the municipality can be informally evaluated on an ongoing basis
- b. establish standards for quality and quantity of work
- c. provide an annual formal review of each employee's work performance
- d. encourage employees to continually consider their own work performance and to set personal performance standards and goals
- e. assist in identifying specific requirements for the training and development of individual employees (or, if applicable, groups or categories of employees)
- f. permanently record, on an objective basis, the work performance of each employee
- g. encourage the use of a performance appraisal system as a means of determining whether or not salary adjustments are warranted

2.0 Responsibilities

2.1 The Council (or its designated committee) will:

- a. review, amend and adopt changes to the Performance Appraisal Policy as recommended by the Chief Administrative Officer
- b. review the performance of the Chief Administrative Officer

2.2 The Chief Administrative Officer (or designate) will:

- a. oversee the implementation and maintenance of the Performance Evaluation Policy throughout the municipality with the assistance of, and in consultation with, department heads
- b. monitor the effectiveness of the performance evaluation process and recommend necessary additions, deletions, or modifications to the Performance Evaluation Policy where considered appropriate
- c. conduct informal and formal performance appraisals.
 - The informal approach should be an ongoing process whereby the Chief Administrative Officer, staff person(s), or manager provides continuous feedback to those individuals for whom they are directly responsible.
 - The formal approach should involve one or two reviews conducted at specific times on an annual basis. The reviews will be formally documented by way of using the Employee Performance Evaluation Form.
- d. prior to the completion of the annual formal evaluation and discussion of this evaluation with the employee, review the following aspects of the employee's record:
 - attendance record with the municipality
 - relevant background
 - education
 - work history
 - duties, responsibilities, standards and/or measures of performance pertaining to the employee's position and/or applicable rules and regulations of the municipality or department
 - previous performance appraisal documents of the employee
 - productivity and quality control records if these are retained
 - samples of reports, project results, or other work products generated by the employee
 - opinions of other employees and supervisors who, in the course of their work, had dealings with the employee during the assessment period
- e. make every effort to be as objective as possible, basing the evaluation on standards of performance and applicable rules

3.0 General Procedure

- 3.1 Upon the introduction of the Performance Evaluation Policy, or the implementation of a revised policy:
 - a. employees will be made aware of the new procedures

- b. managers and supervisors will be provided with an orientation session so that each may become thoroughly familiar with the performance appraisal system adopted by the municipality
- 3.2 Probationary Period Performance Evaluation: Two months prior to the completion of an employee's probationary period, the supervisor (in consultation with the employee) will complete a probationary performance evaluation report in accordance with the probationary period.
- 3.3 Annual Formal Evaluation:
 - a. Completion of formal report: Annually, during a predetermined period of time, the employee's supervisor will formally record a rating of the quality of work performed; general work habits, attendance, and attitude on the Employee Performance Evaluation Form (see Schedule "A").
 - b. The formal interview: The supervisor will discuss the employee's annual formal performance appraisal report with the employee in order to reinforce an ongoing mutual understanding between the employee and the supervisor in terms of:
 - the duties, responsibilities, and requirements of the position, and expected performance level
 - any weak areas in the employee's performance and means to address these areas of concern
 - positive aspects of the employee's performance and measures to maintain or further enhance these positive features
 - short-term work goals which the employee should attempt to achieve
 - long-term career objectives of the employee

The formal evaluation form will be signed by the employee and supervisor following the interview and discussion.

Following the formal interview between the employee and the supervisor, the completed form will be forwarded to a reviewing officer (usually the department head or the Chief Administrative Officer). The reviewing officer shall examine the performance appraisal report against the standard expected of the employee and add any remarks to the form.

- 3.4 Appeals: Employees who feel that their overall rating does not represent a true evaluation of their performance over the review period should try to resolve these differences with their supervisor.

If an informal agreement cannot be reached, the employee shall be given the

opportunity to appeal, in writing, to the Chief Administrative Officer (or some other designated official), within 15 days of the interview.

- 3.5 Effect on Salary: The municipality shall prepare a Compensation Policy, which should be in part based on outstanding, satisfactory and unsatisfactory evaluation ratings of individual employees.
- 3.6 Retention of the Performance Appraisal Records: Following completion (including signatures), one copy of the evaluation shall be placed in the employee's personnel file and a copy shall be given to the employee and to the supervisor completing the report.
- 3.7 Points to Remember During the Appraisal Process:
 - a. Criticisms or praise should be communicated to employees, and discussed, on an ongoing basis.
 - b. The purpose of the evaluation process should be explained. Point out that the review can make the employee a more valuable member of staff and provide greater opportunities for job satisfaction, usefulness, and promotion.
 - c. Vague, indefensible, or undefinable criticisms of performance should be avoided.
 - d. Talk about positive performance first.
 - e. Remember that you are discussing an employee's performance; the objective is to improve performance, not to condemn the individual.
 - f. Take into account that some failures of an employee may be the responsibility of the supervisor.
- 3.8 Definitions of Rating Used in Employee Performance Evaluation:
 - a. Satisfactory is that level of performance which is considered adequate to meet the requirements of the job. Some day-to-day variation is to be expected and may range, on occasion, from poor to very good. For the most part, however, satisfactory performance would be neither below the required level, nor consistently superior to the required standards.
 - b. Unsatisfactory is that level of performance which consistently falls below the requirements of the job. It does not mean that every aspect of the individual's performance is below adequate standards but that, in general, the employee does not meet the minimum requirements.
 - c. An outstanding rating is reserved for the individual who consistently surpasses

standards of adequate performance. Individuals who consistently do a good job should be rated satisfactory, not outstanding. An occasional instance of superior performance is not sufficient justification for an outstanding rating. Outstanding performance requires that the individual, more often than not, has exceeded the supervisor's expectations for satisfactory performance.

Performance Appraisal - Schedule "A"

Employee Performance Evaluation Form

Village of Empress

Date:

Employees Name: _____

Job Position: _____

Department: _____

Completed by: _____

Appraisal Period: from: _____ to: _____

Employee's Signature

Supervisor's Signature

CAO's Signature

Category #1 Achievement of Results

Items	Rating									
	<i>Unsatisfactory</i>			<i>Satisfactory</i>				<i>Outstanding</i>		
Achieves set targets/objectives	1	2	3	4	5	6	7	8	9	10
Successfully completes assigned projects	1	2	3	4	5	6	7	8	9	10
Meets set deadlines	1	2	3	4	5	6	7	8	9	10
Successfully produces required volume of work	1	2	3	4	5	6	7	8	9	10
Organizes work environment	1	2	3	4	5	6	7	8	9	10
Budgets for resources	1	2	3	4	5	6	7	8	9	10

Point Score = ((add the 5 numbers circled above) X 10) ÷ 5 = _____%

Remarks:

CATEGORY # 2 INITIATIVE AND PLANNING

Items	Rating									
	<i>Unsatisfactory</i>			<i>Satisfactory</i>				<i>Outstanding</i>		
Asks for assistance when needed	1	2	3	4	5	6	7	8	9	10
Willingly takes action without specific instructions, when appropriate	1	2	3	4	5	6	7	8	9	10
Independently establishes sound objectives or priorities	1	2	3	4	5	6	7	8	9	10
Develops and maintains schedules or courses of action	1	2	3	4	5	6	7	8	9	10
Willingly takes on new or increased responsibilities	1	2	3	4	5	6	7	8	9	10
Undertakes self-development activities	1	2	3	4	5	6	7	8	9	10

Point Score = ((add the 6 numbers circled above) X 10) ÷ 6 = _____%

Remarks:

Performance Appraisal Form

Employee's Initials

Supervisor's Initials

CATEGORY # 3 Quality of Work

Items	Rating									
	<i>Unsatisfactory</i>			<i>Satisfactory</i>				<i>Outstanding</i>		
Completes work in a timely and efficient manner	1	2	3	4	5	6	7	8	9	10
Ensures work is thorough and accurate	1	2	3	4	5	6	7	8	9	10
Requires thorough and accurate work from others	1	2	3	4	5	6	7	8	9	10
Decision making is proactive and does not procrastinate	1	2	3	4	5	6	7	8	9	10
Innovative creative problem solving	1	2	3	4	5	6	7	8	9	10
Looks for ways to improve and promote quality	1	2	3	4	5	6	7	8	9	10
Monitors own work to ensure quality and quantity	1	2	3	4	5	6	7	8	9	10

Point Score = ((add the 7 numbers circled above) X 10) ÷ 7 = _____

Remarks:

CATEGORY # 4 General Qualities and Abilities

Items	Rating									
	<i>Unsatisfactory</i>				<i>Satisfactory</i>			<i>Outstanding</i>		
	1	2	3	4	5	6	7	8	9	10
Attendance Record										
Punctuality										
Time management skills										
Ability to handle a number of tasks simultaneously										
Willingness to spend extra time at work when required										
Willingness to learn and stay informed on relevant work related issues										
Willingness to accept new ideas and approaches										
Develops positive working relationships and contributes to groups success										

Point Score = ((add the 8 numbers circled above) X 10) ÷ 8 = _____ %

Remarks:

CATEGORY #5 Judgement

Items

Rating

Unsatisfactory Satisfactory Outstanding

Ability to analyze problem situations quickly and accurately 1 2 3 4 5 6 7 8 9 10

Ability to make sound decision when required 1 2 3 4 5 6 7 8 9 10

Ability to react to adversity in a logical and practical manner 1 2 3 4 5 6 7 8 9 10

Ability to prioritize work of action 1 2 3 4 5 6 7 8 9 10

Point Score = ((add the 4 numbers circled above) X 10) ÷ 4 = _____ %

Remarks:

_____ Employee's Initials

_____ Supervisor's Initials

CATEGORY # 6 Communication and Interpersonal Skills

Items	Rating									
	<i>Unsatisfactory</i>			<i>Satisfactory</i>				<i>Outstanding</i>		
Uses effective verbal communication skills	1	2	3	4	5	6	7	8	9	10
Uses effective written communication skills	1	2	3	4	5	6	7	8	9	10
Ability to work in a team environment	1	2	3	4	5	6	7	8	9	10
Uses effective communication skills with colleagues	1	2	3	4	5	6	7	8	9	10
Uses effective communication skills with clients	1	2	3	4	5	6	7	8	9	10
Ability to accept direction and constructive criticism from colleagues	1	2	3	4	5	6	7	8	9	10

Point Score = ((add the 6 numbers circled above) X 10) ÷ 6 = _____%

Remarks:

_____ Employee's Initials

_____ Supervisor's Initials

CATEGORY # 7 Job Related Skills

Items	Rating									
	<i>Unsatisfactory</i>			<i>Satisfactory</i>				<i>Outstanding</i>		
Proficient in required skills and knowledge	1	2	3	4	5	6	7	8	9	10
Demonstrates ability to learn new skills	1	2	3	4	5	6	7	8	9	10
Keeps current with new knowledge and skills	1	2	3	4	5	6	7	8	9	10
Requires minimal supervision	1	2	3	4	5	6	7	8	9	10
Understands government organizational relationships	1	2	3	4	5	6	7	8	9	10
Has thorough knowledge and understanding of departmental policies and procedures	1	2	3	4	5	6	7	8	9	10
Skills/knowledge/understanding of computer applications or machines or equipment required for the job	1	2	3	4	5	6	7	8	9	10
Uses resources effectively and efficiently	1	2	3	4	5	6	7	8	9	10

Point Score = ((add the 8 numbers circled above) X 10) ÷ 8 = _____%

Remarks:

CATEGORY # 8 Customer Services

(Note: Customer Service includes both internal and external clients, where internal clients can include requests from other departments within the municipality and external clients can include the public and other government agencies.)

Items	Rating									
	<i>Unsatisfactory</i>	<i>Satisfactory</i>					<i>Outstanding</i>			
Exhibits courtesy and care	1	2	3	4	5	6	7	8	9	10
Deals with difficult customers	1	2	3	4	5	6	7	8	9	10
Takes responsibility in representing the municipality's intended image	1	2	3	4	5	6	7	8	9	10
Displays appropriate business etiquette	1	2	3	4	5	6	7	8	9	10
Responds to internal and external customers in a timely manner	1	2	3	4	5	6	7	8	9	10

Point Score = ((add the 5 numbers circled above) X 10) ÷ 5 = _____%

Remarks:

Overall Rating

Category	Score
1	_____ %
2	_____ %
3	_____ %
4	_____ %
5	_____ %
6	_____ %
7	_____ %
8	_____ %

Total _____ ÷ 800 = _____ %

Percentage Rating

Unsatisfactory	(0 to 49.9%)
Satisfactory	(50 to 84.9%)
Outstanding	(85 to 100%)

Areas where the employee is outstanding: _____

Areas where employee needs improvement: _____

GOALS

The following short and long term goals for improvement of employee performance will be developed in collaboration with the reviewer(s) and will be based upon results of the performance appraisal.

The goals may address the following questions:

1. What has to be improved?
2. What training/education programs will be undertaken as a result of the assessment?
3. What is the time frame necessary to reach these goals?
4. What are some of the specific measurable output goals?

Short Term Goals (Six months to one year)

Short Term Goal 1:

Short Term Goal 2:

Performance Appraisal Form

Employee's Initials

Supervisor's Initials

Long Term Goals (one to four years)

Long Term Goal 1:

Long Term Goal 2:
