



CITY OF VISALIA PERSONNEL POLICY
Policy #115
Performance Evaluation

I. PURPOSE

To provide a process by which the job performance of each regular and probationary employee is regularly evaluated for purposes of feedback and development.

II. POLICY

The performance evaluation process is aimed at accomplishing the following objectives:

- Provide employees with direction in their job and clarify expectations;
- Provide periodic feedback and coaching;
- Evaluate how the job has been performed, discuss performance with the employee, and determine how performance can be improved;
- Recognize achievements;
- Correlate the job performance with salary increases;
- Set goals and objectives; and
- Identify areas for future development.

III. PROCEDURES

A. Supervisor Responsibilities

Supervisors are responsible for setting and communicating clear performance expectations for employees throughout the review period. Supervisors should carry out regular informal discussions with employees regarding job performance and work behavior as often as necessary to outline and clarify performance expectations and standards and areas that require improvement.

Supervisors are responsible for observing and discussing with employees both positive and negative aspects of an employee's performance throughout the review period. Supervisors should keep an informal record of employee performance, attendance and/or punctuality. Written records of significant incidents requiring supervisory input shall be kept by the supervisor. Sworn public safety officers and firefighters must be provided an opportunity to read and sign any document containing an adverse comment, indicating awareness of the comment, prior to it being entered into a supervisor's file. The employee shall have 30 days within which to file a written response to the adverse comment. The written response shall be attached to, and shall accompany, the adverse comment.

When a continued pattern of performance is exhibited, a conference should be scheduled with the employee to discuss job performance and outline areas of needed improvement. Supervisors should take notes of what transpires during the conference, (including responses from the employee, specific plans for improvement, etc.). A memo to the employee should be prepared, summarizing what took place during the conference and documenting any action plans established regarding needed improvement of the employee's performance.



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On a regular basis, and as described in this policy, each supervisor is responsible for conducting formal performance evaluations for employees.

B. Frequency

1. Probationary employees will receive an evaluation at the end of six (6) months and at the end of twelve (12) months of employment. Departments may provide additional probationary evaluations to employees with probationary periods greater than twelve (12) months.
2. Regular employees will receive an evaluation every twelve (12) months.
3. Performance evaluations are due at the end of the employee's probationary period and annually thereafter. Late evaluations will not alter future annual evaluation due dates. If an employee promotes or transfers to a different position, the performance evaluation due date will change accordingly.
4. Special performance evaluations may be given at any time as deemed necessary by the supervisor to provide an employee with feedback on job performance and work behavior.

C. Performance Evaluation Form

The formal performance evaluation will be completed on the form prescribed by the Human Resources Division. Alternate forms may only be used after review and approval from the Human Resources Division.

Supervisors will evaluate the employee in his/her current position and appraise job performance and work behavior for the entire period of evaluation. Performance ratings in all categories should be substantiated by describing employee performance and providing examples where appropriate. Ratings to be used include:

Exceeds Standards: An employee's performance is consistently above the requirements of the essential functions of the job classification. An employee's performance in a particular category exceeds normal expectations.

Meets Standards: An employee's performance satisfactorily meets the requirements of the job classification. Employee meets normal expectations of the job and has acceptable job performance.

Needs Improvement: An employee's performance does not fulfill the requirements of the job. The employee is not meeting expectations in one or more areas. Such performance indicates that immediate and sustained improvement is needed.

The evaluation form shall be reviewed with the next level of management and/or the department head prior to a supervisor discussing it with the employee. When the proposed overall performance rating is "needs improvement," it shall be reviewed with the Human Resources Manager before discussing it with the employee.



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D. Performance Evaluation Discussion

Supervisors will hold a discussion with the employee regarding the performance evaluation. The purpose of the discussion is to review performance for the rating period, recognize accomplishments, address areas that need improvement, establish a work program, and set goals and objectives.

At the conclusion of the performance evaluation discussion, the employee will be asked to sign the performance evaluation, in acknowledgment that he/she has met and discussed the evaluation content with the supervisor. The employee's signature on the evaluation does not necessarily indicate agreement with its contents. The employee may request to review the performance evaluation with the next supervisory level.

E. Retention

The employee shall receive a copy of the fully executed performance evaluation. The original performance evaluation must be submitted to the Human Resources Division, and it will become part of the official employee personnel file.

F. Administrative Review

An employee does not have the right to appeal any matter relating to a performance evaluation. An employee may have an addendum attached to the performance evaluation. The written statement must be submitted within ten (10) calendar days after the employee receives the evaluation from the supervisor. If, after discussing a performance evaluation with the supervisor and reviewing the report with the department head, an employee who remains dissatisfied with the performance evaluation, the employee may discuss the ratings with the Human Resources Division.

Applicable Laws: POBOR, FFBOR