

**CITY OF NEW BERN
ADMINISTRATIVE ORDERS
OF THE CITY MANAGER**

PERFORMANCE EVALUATION SYSTEM POLICY
ADMISTRATIVE ORDER 2.1
To. All City Employees
From Mark Stephens, City Manager
Maintained By: Human resources
December 2016
Update to previous policy

Purpose

Performance Evaluations are used as a process of communication between the supervisor and the employee, focused on helping the employee achieve his or her best workplace results in support of the City’s strategic goals and objectives. An effective performance evaluation system accomplishes the following goals:

- Provides direction and clarifies performance expectations;
- Provides feedback and coaching to the employee concerning job performance,
- Provides an opportunity for the employee to discuss with his/her superior problems which affect his/her work performance;
- Identifies training and professional development needs;
- Serves as documentation of performance,
- To document the level of employee performance as a basis for performance increases, promotions, discipline and other personnel actions

In addition to these factors, the employee's performance evaluation shall be used as a factor, in determining whether an employee is.

- Suited for regular employment at the end of a probationary period,
- Eligible for a promotion,
- Demoted or discharged for unacceptable performance

Performance Evaluation Requirements

1. Performance evaluations shall be conducted no less than once annually for each employee.
2. The job performance of each City employee shall be evaluated at least once every year by the employee's immediate supervisor. The employee and the supervisor shall review and discuss the evaluation and the evaluation shall become a part of the employee's permanent personnel record

3. The performance evaluation rating period follows the City's fiscal year, July 1 through June 30. A formal evaluation must be completed for all regular full-time and regular part-time employees.
4. Performance evaluations for probationary employees should be completed at the end of the employee's probationary period.
5. Performance evaluations should be completed on each employee at the completion of the employee's six (6) month adjustment period following a demotion, promotion or transfer.

Informal/Ongoing Evaluations

Communication of job responsibilities, standards and expectations is critical to the success of a performance evaluation system. Informal evaluation is an ongoing process that includes daily reviews of work performance incidents as well as one-on-one discussions of work during the year. A supervisor should not wait until an annual review to provide feedback, coaching, praise, assessment of progress towards goals, etc.

Performance Evaluation System

1. Performance Evaluations should be job related and based on performance standards. They should be made on the basis of observable behaviors.
2. In order to achieve an objective performance evaluation system, jobs are broken down into their essential elements. Each element has a written performance standard by which an employee will be evaluated.
3. Based on the supervisor's knowledge and observations of the employee's performance in meeting the demands of the position, he/she will give the employee a rating for each element/standard. The ratings are defined as follows.
 - EXCEEDS STANDARDS (E) - Employee frequently performs at a level above the standard for the element.
 - MEETS STANDARDS (M) - Employee performs in accordance with the standard for the element.
 - BELOW STANDARDS (B) - Employee performs at a level below the standard for the element.
4. Appendix I (Employee Information Supplement) should be given to each employee to complete and return prior to the evaluation form being completed. This will give the employee an opportunity to enumerate major accomplishments and provide other input at the beginning of the process.
5. Appendix II (Employee Information Supplement) should be completed by the supervisor and employee to establish goals for the next rating period. The goals should be consistent with the City and departmental goals. They should also be achievable and measurable. Any previously identified weaknesses should be addressed through remedial goals.

Performance Evaluation Interviews

1. The performance evaluation interview is critical to the success of the performance evaluation system. After the performance evaluation form has been completed, the results should be reviewed by the department head or other appropriate reviewing authority and then communicated to the employee

2. The following are guidelines for the supervisor which should help to make the evaluation interview productive
 - Plan the evaluation interview in advance by defining your objectives for the interview and by outlining the key points to be covered
 - Plan and schedule the interview for a time and place which provides privacy and undivided attention.
 - The interviewer should be objective and focus on the employee’s work performance, not on the personality of the employee. The discussion should be job-centered.
 - Listen to the employee during the interview. In the event that the employee disagrees with the supervisor’s evaluation of his/her performance, the employee should take the opportunity to express his/her point of view in the “Employee’s Comment” section of the evaluation form. In all cases, whether the employee agrees or disagrees with the form, he/she should still sign the form which does not necessarily indicate agreement with the performance evaluation. It only indicates that the employee has seen the evaluation and has had an interview with his/her supervisor concerning the evaluation and goals and objectives for the next year

Performance Based Increases

Performance-based increases, cost of living adjustments, and other salary adjustments will be determined each year as part of the annual budget process. Because performance-based increases are possible, a supervisor must responsibly follow the performance evaluation processes every year to ensure each employee is rated fairly and ratings are assigned

Due Dates

The Human Resources Department will put out a schedule of due dates each year. Completed performance evaluations should be turned in by the due date(s)



Mark A. Stephens
City Manager

12/21/16

Date