

CITY OF CHESAPEAKE, VIRGINIA

NUMBER: 2.10

ADMINISTRATIVE REGULATION

EFFECTIVE DATE: 05/01/18

**SUBJECT: DEPARTMENT OF HUMAN RESOURCES
PERFORMANCE ASSESSMENT POLICY**

SUPERSEDES: 03/13/95

I. PURPOSE

To foster employment excellence and a high-performing workforce, this policy establishes a performance assessment system that links an employee's performance to the City's organizational goals, values, Customer Care Standards, and performance standards, and provides procedures for the administration of the performance assessment process.

For the purpose of this policy, references to the City Manager, Director of Human Resources, or department head shall include their designees.

II. ELIGIBILITY

All probationary, full-time, and part-time City employees in classified positions within departments under the direction of the City Manager are covered by this policy.

III. DEFINITIONS

Annual Performance Assessment Period - The annual review period of January 1st through December 31st.

Immediate Supervisor - The lowest level of direct supervision.

Interim Performance Assessment - Any Performance Assessment that occurs for a shorter time period than the annual assessment period for non-probationary employees.

Memorandum of Expectations – A formal document which establishes anticipated behavioral and performance standards.

Performance Improvement Plan (PIP) – A document that specifies the expected job knowledge, skills and abilities (KSAs) and objectives for performance improvement, and outlines the steps and goals that must be achieved during the performance improvement plan period.

Performance Assessment - Processes and steps taken to maintain a high performing organization and to determine if an employee's performance is consistent with the City's values and expectations, departmental goals, supervisory standards (if applicable), expected KSAs, and individual objectives.

Performance Assessment Form –The formal document that describes performance expectations and reflects, for a designated assessment period, an employee’s effectiveness in meeting performance standards and expectations.

Performance Assessment Meeting - The meeting between an employee and his/her supervisor for the purpose of discussing the performance assessment form, and to communicate established performance expectations for the next performance assessment period.

Probationary Assessment – Any Performance Assessment Form that is completed during the initial or subsequent probationary periods (e.g. demotion, promotion, reclassification).

Reviewing Authority - The department head who has administrative responsibility for the work performance of the employee being assessed.

IV. GENERAL PROVISIONS

- A. All eligible employees of the City of Chesapeake will be assessed annually using the appropriate forms provided and/or approved by the Department of Human Resources (HR).
- B. Ongoing performance feedback and communication should occur throughout the year. Performance feedback may include a review of expectations and accomplishments as well as any areas for improvement of performance. Interim assessments may be conducted any time for reasons such as unsatisfactory performance. Probationary and non-probationary assessments shall be maintained in the employee’s personnel file.
- C. A performance assessment which results in an overall rating of “Improvement Required” or “Unsatisfactory Performance” must include a PIP reviewed by HR. The PIP should be implemented immediately, and the employee’s performance should be assessed again after the timeframe indicated in the plan. The PIP should include the employee’s performance, expectations, and any gap therefrom as well as periodic meetings. If, at the end of the timeframe, performance has not improved to the “Solid Performance” level, action should be taken in accordance with the City’s Disciplinary Policy.

V. PROBATIONARY EMPLOYEES

- A. Probationary employees shall receive a performance assessment form after serving approximately one half of the probationary period and at the end of the probationary period. If the end of the probationary period falls within 60 days of the annual performance assessment period, the immediate supervisor, with the approval of the reviewing authority, may forego the preparation of a probationary assessment form; however, he/she shall communicate, in writing, to the probationary employee his/her status. In this case, an annual performance assessment form may be prepared in lieu of a probationary performance assessment form.

- B. When a probationary employee fails to meet the minimum performance requirements at the time of the interim performance assessment, a Memorandum of Expectations (MOE) may be established. If a MOE has already been established, the supervisor may determine if it is necessary to extend and/or modify the MOE to cover areas where performance expectations have not been met. In either case, the supervisor will coordinate with the Department of Human Resources.

VI. JOB AND/OR SUPERVISORY CHANGES

- A. If an employee is promoted, demoted, or reclassified during the assessment period, each supervisor completes their own performance assessment form for the time period the employee was under their supervision. The final evaluation score is weighed by the supervisor at the time of the assessment, based on the period of time spent in each job.
- B. If there are supervisory changes during the assessment period, all supervisors should participate in the assessment of the employee's performance, weighing the period of time spent in each job. The supervisor of the employee at the time of the performance assessment is responsible for ensuring completion of the assessment.

VII. AUTHORIZED LEAVE STATUS/LIGHT DUTY ASSIGNMENT

- A. The performance assessment form for an employee who has been in a non-work status and/or authorized leave status (e.g. work related injury, extended leave) shall be prepared based only on the applicable, observable period when the employee's supervisor had sufficient opportunity to assess the employee's work performance.
- B. Employees on light duty shall be assessed based on the combination of tasks and responsibilities performed during the entire assessment period and pro-rated, as appropriate.

VIII. PROCEDURES

- A. HR oversees and coordinates the performance assessment process.
- B. Annual performance assessment forms shall be prepared by the employee's immediate supervisor and approved by the reviewing authority prior to discussion with the employee during the performance review meeting.
- C. In the Police Department, the immediate supervisor shall be of the rank of Sergeant or above. In the Fire Department, the immediate supervisor shall be of the rank of Lieutenant or above.
- D. Upon completion of the performance assessment meeting, the performance assessment form is signed by the immediate supervisor and the employee. If the employee refuses to sign, the immediate supervisor shall document the refusal on the performance assessment form. The performance assessment form is then forwarded to the reviewing authority for signature.
- E. Department heads shall be assessed by the City Manager. There shall be no reviewing authority for this performance assessment form. When the department head is the immediate supervisor in the assessment of subordinates, there shall be no reviewing authority.

IX. APPEAL OF ASSESSMENT

- A. An employee who feels that his or her performance assessment form is not accurate has the right to make an administrative appeal to a higher authority, up to and including the City Manager.
- B. An employee begins the administrative appeal process by informing his/her immediate supervisor in writing of his/her intent to appeal the performance assessment and submits any written supplemental information in support of his/her appeal within 20 calendar days of receipt of his/her performance assessment form. Within 20 calendar days of the immediate supervisor's receipt of the written notice of intent to appeal, the employee's supervisor will meet with the employee to discuss any written supplemental information provided to warrant a change to the performance assessment, any concerns he/she may have regarding performance, or any discrepancies that warrant additional review. The employee's supervisor will provide to the employee written notice of the outcome of their review within seven (7) calendar days of the meeting.
- C. If the employee and supervisor cannot resolve the differences during the first appeal meeting, within seven (7) calendar days of the employee's receipt of the written notice from the supervisor, the employee may request in writing to his/her department head to have the appeal heard and evidence reviewed. Within 14 calendar days of receipt of the employee's written request, the department head will meet with the employee to review the information presented. The department head will provide to the employee written notice of the outcome of their review within seven (7) calendar days of the meeting.

- D. If the employee and department head cannot resolve the differences during the second appeal meeting, within seven (7) calendar days of employee's receipt of the written notice from the department head, the employee may request in writing to the City Manager to have his/her appeal heard and evidence reviewed. The final review is by the City Manager and his/her determination is final.

X. RESPONSIBILITY AND PROCEDURES FOR PERFORMANCE ASSESSMENT

A. Reviewing Authority Responsibilities

Reviewing Authorities are responsible for ensuring that supervisors plan and assess job performance for employees within their department/work unit in accordance with this policy and any applicable HR administrative policies. Moreover, Reviewing Authorities are responsible for ensuring that supervisors timely address incidents of non-performance or substandard performance within their departments, in a timely manner, in accordance with this policy.

B. Supervisor Responsibilities

Supervisors shall establish and communicate clear performance expectations and objectives for their employees and shall provide regular feedback to employees on their performance at least annually in accordance with this policy and any additional applicable HR administrative policies. Moreover, supervisors are responsible for ensuring that incidents of non-performance or substandard performance are addressed in a timely manner in accordance with this policy.

C. Employee Responsibilities

Employees are expected to perform their job at a "Solid Performance" level or above.

APPROVED AS TO FORM AND CONTENT:


Dana E. Sanford, Deputy City Attorney

4.20.2018
Date

APPROVED AND ADOPTED:


James E. Baker, City Manager

4/25/2018
Date