



City of Cottonwood

Performance Review Instruction Packet

Effective January 1, 2007

Introduction:

Beginning January 1, 2007, the City will use this revised Performance Review Form and process. While the new form is important, the process is just as important. What is perhaps the most important about the process is the communication that is generated.

This packet provides the rating supervisor with instructions on the use of the new performance review process. This packet contains the Performance Review Process and the Performance Review Form.

Performance Review Process – Effective January 1, 2007:

- New hire employees or an existing employee new to a specific position are considered “at will” employees until they have completed their six (6) or twelve (12) month orientation period. These employees should receive verbal feedback on a more frequent basis from their supervisor using the Supervisor’s Log as documentation. A written review shall be provided at the three (3) and six (6) months of employment. As for a merit increase consideration, they shall receive ½ of the percent they were granted at the sixth month review and again at their annual employment anniversary date.
- All Classified Employees shall be due a Performance review and merit increase consideration on the employee’s position employment anniversary date.
- There are six (6) questions for the non supervisory employee and eight (8) for a supervisory employee on the new form. The form is computerized, and all that is necessary is for the rater to check the box on the computer of 1-5 for each question.
- Performance reviews can be great tools if the process is followed correctly and if not they can cause problems. For example, a supervisor has an employee that is not performing up to expectations, however, nothing is said to the employee and they are told they are meeting the requirements of their job on their review. A few weeks later, something happens that may lead to grounds for termination. The employee can file a complaint

because they were not informed that their behavior was not proper, in fact they have a performance review stating that they were meeting their job expectations which is signed by the employee, supervisor, department head, and city manager. Supervisors need to be honest and discuss as soon as possible with the employee issues that come about good or bad, not wait until the time of a formal review. Any problems need to be discussed at the time of the poor performance and should be then documented on the Supervisor's Log. Items from the Supervisors Log should then be transferred to the Performance Review if corrections are not made at the time of the review.

Scoring Process:

- All the 6 or 8 questions are given equal weight because each of the sections is of equal importance. For example, an employee received a 3, 3, 4, 5, 3, and 4 on the six questions. Each score is added together for a total of 22. Then to get the average, 22 is divided by 6 (the number of questions) for a total of 3.67. This achievement level score would be considered a 4. To figure out the amount of the merit increase, use the merit increase chart, circle the achievement level number and the employee's current compa-ratio on the chart to determine the percent of the merit increase. Fill in the blanks for merit increase and the type of merit increase.
- Merit increases will not be given unless the employee receives at least all 6 or 8 boxes checked with a 3 or higher.
- If any of the questions on the review score a 1 or 2, a meeting must be scheduled with the employee to develop an improvement plan. The employee is not eligible for a merit increase at this time.
- If an employee is on probation and receives scores of 1 or 2, then a formal improvement plan is not necessary, however, a verbal coaching session on the areas of concern is required and needs to be documented in the Supervisor's Log. The employee must improve or face dismissal.

Improvement Plan:

- The employee must develop their own plan for improving the areas that they are lacking. The supervisor will approve or make adjustments to the plan with the employee. The improvement plan will be reviewed after the amount of time set by the supervisor and employee.
- The supervisor must list the areas that need improvement, then turn the document over to the employee to list the actions that she/he will take to improve those areas.
- The employee and supervisor shall decide the length of time until the plan is reviewed, and then both sign the form. The employee is signing that they understand the plan and know that if their performance does not

- improve by the date agreed upon, further disciplinary action will be taken, up to and including dismissal.
- The employee and supervisor shall meet on the follow up date and review the performance. The supervisor must decide whether the employee has or has not achieved the required improvement. The supervisor must then decide which of the following actions to recommend to the department head and city manager: disciplinary action, extend the improvement plan, or grant the merit increase and the percent of increase. Whatever the outcome of the follow up, the supervisor, employee, department head, HR manager, and the city manager must sign the form.
 - Upon successful completion of the improvement plan, with the recommendation of the employee's supervisor, and the department head, the city manager may award the merit increase as of the completion date of the improvement plan.
 - If the supervisor decides to extend the improvement plan period, the employee will then list the actions to take and they will both set the new follow up date. At the completion of the extended plan period, the supervisor and employee will again meet. The supervisor will determine whether the employee has or has not achieved the required improvement as described in their plan. If the employee has, then they must keep up the improvement until the next review period. If not, then the supervisor will recommend disciplinary action in accordance with established procedures in the Employee Manual. The employee, supervisor, department head, HR manager, and city manager must sign off on the Performance Improvement Plan document.

Performance Review Execution:

- Supervisor and Employee meet to discuss:
 - The Performance Standards the employee is responsible to achieve.
 - The Development and Review Elements from the Supervisor's Log noting achievements of previous goals, forthcoming year goals and development activities that will help the employee improve.
 - The merit increase or Performance Improvement Plan they will receive.
- Writing the Performance Review:
 - We should approach this process with the belief that we generate a review that is fair, unprejudiced and objective.
 - The purpose is to strengthen employee's performance, thereby furthering the organizations purpose.
 - This job needs to be done in a timely manner.

- Demand excellence. What was good enough last year may not be good enough next year.
- Employees need and want to know what their supervisors thinking of their performance.
- People are capable of handling the truth about their performance, even when that truth is unpleasant.
- It is better to demand more of people verses settling for whatever level of performance they choose to give.
- Collecting data may be challenging and time consuming, however, the better this job is done the easier the form completion and review discussion becomes. The Supervisor's Log is the document to be used to help collect and maintain the performance data.
- Establishing goals and developmental activities is a very important aspect of writing the performance review for the upcoming year. Recommend you consider the following when establishing these objectives:
 - Specific, challenging goals lead to better performance than do easy or vague goals.
 - Specific goals should include a time element whenever possible, and that the challenge of the goal should be reachable.
 - Feedback on goal directed performance motivates higher performance only when goals are generated by mutual understanding and agreement between the supervisor and the employee.
 - Supervisors must provide the attention and support necessary to enable employees to pursue the set goals.
 - The supervisor and employee need to agree upon how the employee can further their development and improve their capabilities.
 - The supervisor needs to identify and provide the training and assistance needed to HELP their employees improve in a timely manner.
- An employee receiving a score of less than a three (3) on their review should be placed on the Improvement Plan as noted above.
- How to use the computerized form:
 - It is located in the Employee Only Section for the city's website. Click to open Performance Review.
 - Save as "whatever title you wish to use" to your directory.
 - To use the form, place cursor in the gray shaded areas to score and write comments or employee information.

- To choose a score or review type on the questions, double click on the gray box. When the box opens you need to change default value to CHECKED by clicking on the circle next to checked, then press OK.
- To choose a comment at the end of the question, follow the directions to double click on the word. A drop down box will open. Select the phrase you would like to show by clicking on it or using the arrows. Once the phrase is highlighted, press OK.
- If you do not want any of the phrases, you may put in your own where it says drop down item, type in your phrase, then press the ADD → button. Then press OK.
- Don't forget to SAVE your document at the end for ease of completing the reviews in the future.