
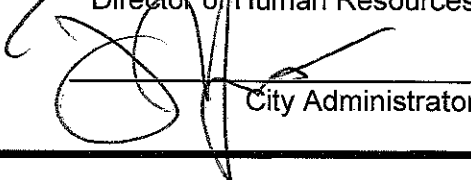




Approved:

**City of Commerce, California  
Human Resources Policy and Procedure Manual**

  
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Director of Human Resources

  
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City Administrator

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*Number: IV-1 Effective Date: 7/21/09*

**SUBJECT:        PERFORMANCE EVALUATION**

**PURPOSE:**

To provide a systematic method for the evaluation, recording and improvement of the work effectiveness of employees.

**POLICY:**

All part-time and full-time employees shall have their job performance evaluated on a systematic, scheduled basis. Timing of such performance appraisals will depend on the status of the employee, and the type of personnel action involved.

**RESPONSIBILITIES**

Basic responsibility for effective administration of the performance evaluation system shall be in the individual departments with the Human Resources Department providing support services.

**STANDARDS**

Each department is expected to develop and use performance standards covering the various job classes utilized in their department. These performance standards should reference the quantity and quality of work, the manner in which service is rendered, and such characteristics that shall measure the value of individual employees in those job classes.

Employees shall be informed of such performance standards prior to being evaluated against them.

**PREPARATION**

All employees shall have their job performance evaluated by their immediate supervisor on a systematic, scheduled basis as listed below.

**Regular Full-time Employees** - Employees in regular full-time positions will have their performance evaluated in accordance to the following schedule:

If hired at Step 1:

- 3 Months after initial hire date
- 6 Months Final Probation after initial hire date (Eligible for Step 2)
- 12 Months after Final Probation (Eligible for Step 3)
- Annually thereafter.

If hired at Step 2 and above:

- 3 Months after initial hire date
- 6 Months Final Probation after initial hire date
- 6 Months after Final Probation (Eligible for Step 3)
- Annually thereafter

Review Date - The review date for performance evaluations shall be subject to adjustment for all non-paid work time absences of 20 working days or more.

Merit Increase Evaluations - For employees in regular full-time positions of a job class whose salary range has steps other than a flat rate, the following schedule applies only when performance is satisfactory:

- Step 2 after completion of 6 months (1,040 hours) of service
- Step 3 after completion of 12 months (2,080 hours) of service from Step 2
- Each succeeding step to maximum rate after completion of 12 months (2,080 hours) of service from preceding step.

**Regular Part-time Employees** - Employees in regular part-time positions will have their performance evaluated in accordance with the following schedule:

- 3 Months after initial hire date
- 6 Months after initial hire date
- Upon completion of 1664 hours worked.

Merit Increase Evaluations - For employees in regular part-time positions of a job class whose salary range has steps other than a flat rate, the following schedule applies only when performance is satisfactory:

- Step 2 after completion of 1,664 hours of service
- Step 3 after completion of 1,664 hours of service from Step 2
- Each succeeding step to maximum rate after completion of 1,664 hours of service from preceding step

In an effort to submit timely merit increases, it is not necessary for the employee's performance evaluation to accompany the personnel action form at the time employee's

merit increase is due. However, departments should make every effort to provide timely feedback in accordance with the performance evaluation schedule, on the work effectiveness of their employees.

**Tuition Reimbursement Program** – In order to be considered for tuition reimbursement, all employees must have a current satisfactory performance evaluation on file with the Human Resources Department at the time of request.

**Interim Evaluations** – Interim or supplemental evaluations may be initiated by a supervisor whenever the supervisor believes it to be in the best interest of the employee, supervisor, or department to do so. This type of evaluation is usually made whenever an employee's performance and/or work conduct has markedly changed since a previous evaluation, whenever an employee has failed to improve after a previous less than satisfactory evaluation, counseling or training. Interim evaluations can also be used to commend an employee for consistent outstanding performance.

All performance evaluations shall be recorded on the City Performance Evaluation form. Supplemental department specific evaluation forms and additional explanatory pages may be added as necessary to provide a complete evaluation.

## **THE EVALUATION FORM**

The City of Commerce Performance Appraisal consists of the following sections:

**Part I - Key Results** - This section is comprised of three subsections: (a) Objectives Accomplished; (b) Additional Accomplishments; and (c) Unaccomplished Objectives. This information provides feedback to employees on key objectives developed at the beginning of the performance evaluation period. Supervisors compare the accomplishments with the planned objectives. The opportunity is also available to acknowledge accomplishments that exceeded the planned objective(s) or that were not achieved. This section has a direct relation to Part IV (Performance Improvement Plan).

**Part II - Job Behaviors** - Job Behavior provides employees with the supervisor's observation of daily work habits and behaviors. Supervisors should use the whole evaluation period to determine the employee's behavior. Applicable behaviors are pertinent to those regularly performed activities. The behavior should have direct relationship to the completion of the planned objectives and daily work activities.

### **Definition of Ratings**

**Outstanding Performance** – work performance is consistently and substantially well above the standard expected of a thoroughly competent worker. Performance is distinctly superior. Employee exceeds established work standards and objectives for the position. Employee responds well to change and handles unanticipated problems/situations well. If the overall rating is outstanding the rater must give a written

statement of factual substantiation for the rating.

Above Average Performance – Consistently fulfills work requirements for which employee is responsible. Employee often exceeds reasonable goals and objectives and regularly exceeds established work standards and objectives for the position. Responsive to change, handles emergency situations or unanticipated problems well. Makes creative use of time.

Satisfactory Performance – Work performance is consistently up to the standard expected of a thoroughly competent worker in that position. Employee, for the most part, is able to establish and meet reasonable goals and objectives.

Does not meet Standards – Improvement is needed for the work to be fully satisfactory. Added effort with additional training or experience probably will bring the performance up to the desired standard. An overall and continued rating of not meeting standards can be sufficient cause for disciplinary action.

Unacceptable Performance – The work performance is usually well below standard. Improvement is greatly needed and will require increased effort, training or experience. Any factor rating or overall rating must be substantiated in the comments sections. An overall and continuing rating of unacceptable performance can be sufficient cause for disciplinary action.

**Part III - Overall Performance** - This section has a direct correlation with Parts 1 and 2. After developing and/or applying job standards and evaluating an employee's job performance, an overall evaluation rating is to be given. There is no formula for determining this overall rating. The supervisor has to consider the employee's performance against the standards of performance expected of all individuals performing those duties in the department to make this decision. The overall rating should be consistent with the employee's completion of major objectives and their regular work behavior.

**Part IV - Performance Improvement Plan** - The Performance Improvement Plan provides the employee with a plan to aid in improvement and correcting deficiencies that will assist in their development toward satisfactory performance. The plan should be specific and able to complete during the evaluation period. The plan must be completed when employees are deficient and there are major obstacles for achieving a satisfactory performance evaluation. Action can include completion of courses and/or change in behavior. Supervisors should refer to documented incidents that are causing problems in performance. Unsatisfactory improvement and accomplishments of the performance improvement plan can be sufficient cause for disciplinary action.

**Part V – Goals and Objectives for Next Performance Appraisal Review Period** - The supervisor must discuss the key objectives to be accomplished during the evaluation period with the employee.

Supervisors should consider the goals of the division or department and how the employee's job performance will affect their achievement. Employee comments and recommendations are encouraged.

This portion of the evaluation should be periodically discussed with the employee during the evaluation period. Supervisors are to refer to the planned objectives when completing Part I (Key Results) at the end of the evaluation period.

**Part VI - Employee's Comments and Signature** - The employee's signature is an acknowledgment that the performance appraisal was discussed. The signature does not necessarily mean that the employee agrees with evaluation content. If there is a refusal to sign a performance evaluation, the supervisor shall have the refusal witnessed by another employee with the refusal noted on the performance evaluation and signed and dated by the witness. The employee may enter remarks in the space provided or attach a separate written response specific to the evaluation. Performance Evaluations shall also contain the signatures of the rater, reviewer and/or department head.

Upon completion of the department review, an employee shall receive a copy of the performance evaluation and the department may place a copy in an internal file.

The Human Resources Department will review completed evaluations, as appropriate, and will maintain a copy of the evaluation in the employee's personnel file.

**PROCEDURE:**

**Responsibility**

**Action**

Human Resources

1. Provides the evaluation date for each employee to the department and monitors the timeliness of the evaluation, especially for the end of probation and training periods. Maintains each employee's performance appraisal history in his/her personnel file.

Supervisor

2. Assists in the development of job related standards for each job class supervised; completes the performance appraisal accurately and objectively on the basis of observation and/or knowledge of an employee's work; reviews and obtains approval of performance appraisals within the

appropriate departmental line of authority; conducts the evaluation interview with an employee.

Department Head

3. Develops job related standards for each job classification in the department; receives and/or distributes performance appraisal forms to the appropriate supervisors; reviews completed evaluations.
4. Approves and signs each completed performance appraisal and forwards to Human Resources Department

Attachment:

1. Performance Appraisal Form



## CITY OF COMMERCE PERFORMANCE EVALUATION

<b>Employee Name</b>	<b>Rating Period</b>	<b>From</b>	<b>To</b>
<b>Position Title</b>	<b>Department</b>		
<b>Type of Evaluation</b>			
<input type="checkbox"/> 3 months	<input type="checkbox"/> 6 months	<input type="checkbox"/> Annual	<input type="checkbox"/> Special

### **PART I – KEY RESULTS**

#### **OBJECTIVES ACCOMPLISHED**

List the specific goals and objectives accomplished by the employee during this rating period, compared with those established in the previous evaluation.

#### **ADDITIONAL ACCOMPLISHMENTS**

List any additional goals and objectives that were accomplished and exceeded the planned objectives.

#### **UNACCOMPLISHED OBJECTIVES**

List the specific goals and objectives that were not accomplished by the employee during this rating period.

**Part II – JOB BEHAVIORS**

JOB BEHAVIORS	RATINGS ARE INDICATED BY "X" MARKINGS					Use comments space to describe employee's strengths and weaknesses. Give examples of good work and areas for improvement.	
	OUTSTANDING	ABOVE AVERAGE	SATISFACTORY	DOES NOT MEET STANDARDS	UNACCEPTABLE		
<p><b>QUANTITY</b></p> <p><b>AMOUNT OF WORK PERFORMED</b> (Employee performs work of what is required. Employee gives his/her best effort.)</p> <p><b>COMPLETION OF WORK ON SCHEDULE</b> (Employee completes his/her assignments timely.)</p>						<b>COMMENTS</b>	
<p><b>QUALITY</b></p> <p><b>ACCURACY</b> (Work performed is consistently accurate.)</p> <p><b>NEATNESS OF WORK PRODUCTS</b> (Completed work is neat and orderly.)</p> <p><b>THOROUGHNESS</b> (Work is done in a complete manner requiring no follow-ups.)</p> <p><b>WRITTEN EXPRESSION</b> (Employee's written work is clear, concise, and accurate.)</p>							<b>COMMENTS</b>
<p><b>WORK HABITS</b></p> <p><b>OBSERVANCE OF WORKING HOURS</b> (Employee gives the required time to the job.)</p> <p><b>ATTENDANCE</b> (Employee's presence on the job is considered normal.)</p> <p><b>SAFETY</b> (Employee performs work safely and uses equipment properly.)</p> <p><b>COMPLIANCE WITH WORK INSTRUCTIONS</b> (Employee performs work based on established procedures and special instructions.)</p> <p><b>ORDERLINESS IN WORK</b> (Employee's work is generally done in an orderly, logical manner &amp; work area is kept in an organized manner.)</p> <p><b>JOB INTEREST</b> (Employee shows an overall interest in his /her job.)</p>							
<p><b>ADAPTABILITY</b></p> <p><b>PERFORMANCE WITH MINIMUM INSTRUCTIONS</b> (The employee adapts to changes in work situations &amp; accepts new procedures.)</p> <p><b>INITIATIVE AND PROBLEM SOLVING</b> (Employee initiates creative &amp; effective solutions to problems.)</p>						<b>COMMENTS</b>	

**PART II - JOB BEHAVIORS (continued)**

JOB BEHAVIORS	RATINGS ARE INDICATED BY "X" MARKINGS					Use comments space to describe employee's strengths and weaknesses. Give examples of good work and areas for improvement.
	OUTSTANDING	ABOVE AVERAGE	SATISFACTORY	DOES NOT MEET STANDARDS	UNACCEPTABLE	
<p><b>PERSONAL RELATIONS</b></p> <p><b>COOPERATION WITH FELLOW EMPLOYEES</b> (Employee works well with people. He/she cooperates with others to complete a task and/or provides assistance. Employee deals effectively with the public &amp; portrays a positive image.)</p> <p><b>ORAL EXPRESSION</b> (Employee expresses himself/herself clearly and concisely to co-workers and the public.)</p>						<b>COMMENTS</b>
<p><b>SUPERVISION</b></p> <p><b>PLANNING, ASSIGNING AND GOAL SETTING</b> (The employee plans the work of his/her staff and effectively communicates it to his/her subordinates. The work of their subordinates fits into the overall goals and objectives of the operation. Employee clearly provides instructions to his/her subordinates on their job duties.)</p> <p><b>EVALUATING PERFORMANCE</b> (Employee conducts performance evaluations that are objective and completes subordinates' evaluation in a timely manner. Employee assists with developing subordinates.)</p> <p><b>FAIRNESS AND IMPARTIALITY</b> (Employee has reasonable expectations of his/her subordinates and treats each equally.)</p>						

**PART III – OVERALL EVALUATION OF PERFORMANCE**

OVERALL EVALUATION	RATINGS ARE INDICATED BY "X" MARKINGS				
	OUTSTANDING	ABOVE AVERAGE	SATISFACTORY	DOES NOT MEET STANDARDS	UNACCEPTABLE

