

Section 3: Compensation & Performance

Policy #3: Performance Management

Effective Date: May 2, 2016

I. Purpose

The purpose of the Town's Performance Management System is to ensure that all Town employees are evaluated in a fair and equitable manner and that opportunities for development and communication are provided.

II. Scope

This policy shall apply to all persons holding a paid position as an employee of the Town, except the Town Manager, Town Attorney, a member of any appointed or volunteer board or committee, or any others that may be hired or appointed by the Town Board. For this purpose, and subject to the exceptions set out herein, Town employees shall be defined as those employees in departments and offices for which the Town Board serves as the final budget authority.

III. Background

None

IV. Legislation

None

V. Policy

It is the Town of Mooresville's policy to set performance expectations, coach employees to reach those expectations, provide feedback to employees and then review and recognize those performance results. Performance management is an ongoing process and observation and documentation necessary to adequately evaluate employees and for these reasons must be conducted throughout the year.

VI. Provisions

A. Purpose of the Performance Management Process

The Town's Performance Management Process is a performance management and development process designed to support the overall goals and objectives of the Town. The process is designed to provide individual performance feedback in a positive manner. The Employee Performance Appraisal Form is the tool used to administer the process, as well as document results of the process.

B. Parts

The process has four major parts:

Part I: Employee Input: a self-assessment completed and submitted to the supervisor prior to the formal evaluation meeting.

Part II: Supervisor Input: an assessment of the employee completed after the employee has submitted his/her input.

Part III: Overall Performance Rating: The supervisor selects the performance level that most accurately represents the overall performance of the employee during the rating period. There are three levels:

1. Below Expectations
2. Meets Expectations
3. Exceeds Expectations

Part IV: Additional Comments, Questions and Concerns: To be completed by the supervisor prior to the performance meeting and to be completed by the employee after the performance meeting.

C. Consistency

The goal of the supervisor is to be consistent in the evaluation of the employee's under his/her supervision by reaching a consensus on the overall performance level of his/her employees.

D. The Performance Management Process

The Performance Management Process involves ongoing communication throughout the year. The process focuses on the answers to six questions:

1. How has the last review period gone and why?
2. How has the employee shown commitment to the Town's vision?
3. How has value been added by the employee?
4. What are the priorities and goals for the employee moving forward?
5. What help is needed by the supervisor or by the employee?
6. What sort of training/experiences for the employee would be beneficial moving forward?

An employee and the immediate supervisor, will jointly participate in the process, which includes the following meetings between an individual and the supervisor:

- Six Month Review required by December 31st of each year
- Annual Review required by June 30th of each year

Feedback discussions should occur throughout the year. Critical events should be documented and discussed with an employee as they occur.

The appraisal process must include these two things:

1. Six Month Review

The supervisor and the employee will meet in November or December for a formal mid-year performance evaluation. In this meeting, the answers to the six questions will be reviewed. In the event the overall performance rating is "Below Expectations," a Performance Improvement Plan will be developed in conjunction with, and submitted to, the Human Resources Department. Otherwise, the six month review will be kept in the supervisor's employee file.

2. Formal Year-End Performance Evaluation

The end of the formal review period is June 30. In May or June, as determined by the supervisor, the formal year-end summary meeting occurs. Prior to the meeting, the employee will complete Part I and submit it to his/her supervisor. After receiving Part I, the supervisor will complete Part II. The evaluation meeting will occur and the employee will receive a copy of the signed form.

- E. Supervisor Comments

The supervisor's comments and overall rating will be completed and approved by the Department Director/Manager prior to meeting with the employee.

In the event the employee brings up new information during the performance evaluation that causes the supervisor to question the overall rating, the supervisor must get the approval of the Department Director/Manager prior to making any rating changes.

1. Comments, Questions and Concerns

All Supervisor comments should be discussed during the evaluation meeting.

- F. Employee Comments

Employees should be encouraged to provide comments in Part IV once the formal evaluation has been completed. This is an opportunity for the employee to provide formal feedback to the supervisor, general comments, questions, concerns, or responses to specific elements of the evaluation. These comments can be typed, hand written, or attached in whatever format the employee prefers. The point is to make it as easy as possible for the employee to comment and obtain feedback from the supervisor.

G. The Overall Rating Process

The supervisor will complete the Overall Performance Rating and will discuss the rating with the employee during the evaluation meeting. The Department Director/Manager has responsibility for the overall performance ratings of his/her employees.

H. Documentation and Filing

The employee and the supervisor sign and date the form on the signature lines only after all sections are completed. The Department Director/Manager will have already signed the form when approval for the evaluation was received. The employee will receive a copy of the completed form. The Department Director/Manager is responsible for sending the original copy of the form to the Human Resources Department. Only those evaluations with a rating of "Below Expectations" at the Six Month Review period will be sent to the Human Resources Department. All Annual Evaluations will be sent to the Department of Human Resources.

I. Communication and Approval of the Process

Communication is critical to the management of the process. Supervisors, Managers, and Department Directors should communicate with each other prior to any evaluation meetings and assigning of overall ratings to ensure consistency and equity of evaluations within the department.

J. New Hires

Supervisors should discuss performance expectations with newly hired and promoted or transferred employees upon hire, promotion, or transfer. Newly hired employees will participate in the process according to the regular schedule.

K. Probationary Employees

An employee will receive a Probationary Review performance appraisal upon completion of the probationary period. If the Probationary Review is completed more than three months prior to July 1, an Annual Review will be completed. If the appraisal is completed less than three months prior to July 1, an addendum may be added to the existing appraisal if necessary. If no addendum is added, the Probationary Review will be used for the July 1 annual review.

L. Merit Increases & Longevity

Merit increases will be based on the overall performance rating and the availability of funds. Whenever possible, merit increases will take effect the first full pay period in July.

1. Poor Performance

Employees receiving an overall performance rating of “Below Expectations” are not entitled to a merit increase, nor longevity.

2. Proration

Merit increases for employees will be prorated according to the number of pay periods worked in the fiscal year prior to July 1. Increases for newly hired employees and employees that have been promoted or demoted, will be prorated according to the pay periods worked after regular status was achieved and any probationary increases were given. Employees at the maximum of the pay range will receive a lump sum payment for the full percentage of the merit increase.

VII. Authorization

Approved by:

N. Erskine Smith
Town Manager

May 2, 2016
Date