



Policy: 2020003

Date in Effect: 07/13/2006

Latest Revision: 10/29/2020

EMPLOYEE PERFORMANCE EVALUATION POLICY

POLICY STATEMENT

It is the policy of the City of Findlay "City" to conduct regular employee performance evaluations. It is further the policy of the City to ensure that employee performance evaluations are conducted appropriately and fairly, according to the procedures described in this policy; and to provide a standard performance appraisal instrument to be used in every City department in the Service division.

GOALS OF EMPLOYEE PERFORMANCE EVALUATION

The principle goals of the performance evaluation process are to recognize and encourage good performance, address areas that need improvement, and provide tools and resources that address gaps in performance as well as encourage growth within the career field. The evaluation process is not to be considered disciplinary in nature. Disciplinary issues must be addressed throughout the year and employees should have an idea of what their level of performance is throughout the evaluation period.

EVALUATOR'S RESPONSIBILITIES

If you manage a team, you are responsible for monitoring your team members' performance. To conduct effective regular meetings and performance evaluations, you are expected to:

- **Set clear objectives** – Your team members should know what you expect of them. When a new employee is hired, ensure they understand their duties. Set specific goals for each employee (and team-wide if applicable). Renew these goals or set new ones during employee performance evaluations.
- **Provide useful feedback** – During scheduled meetings with your team members, give them guidance and praise, as appropriate. Be fair and specific to them and ensure they have a clear understanding of expectations as well as the resources and tools to implement your feedback.
- **Keep your team members involved** – There should be two-way communication between you and your team. Make your expectations clear, but always take your team members' motivations and aspirations into account. Discuss training and development opportunities that may be of interest.
- **Keep logs with important incidents about each one of your team members** – These logs help you evaluate your team, but they may also prove useful if you want to reward, promote or discipline any member of your team.

EVALUATION CYCLE

Probationary Employees – the immediate supervisor, after establishing probationary goals & objectives, should provide the probationary employee with a written evaluation every 90 days during the probationary period, with the final evaluation occurring two weeks PRIOR to the conclusion of the



probationary period and to include a recommendation as to whether the employee should be converted to permanent status

Permanent Employees – employees shall be evaluated annually with new goals & objectives mutually agreed upon with the immediate supervisor. Department heads are in-charge of the overall employee performance evaluation program within their departments. It is the department head’s responsibility to ensure all employees are evaluating within the prescribed cycles and that performance ratings issued by the immediate supervisor reflect the employee’s actual performance. Department heads may charge immediate supervisors with the task of completing timely performance evaluations on those employees to whom they provide at least 50% oversight and who fall within their supervisory purview in their current job description. Department heads, with the Service-Safety Director’s approval, may withhold the immediate supervisor’s merit increases until the annual evaluations are completed.

PERFORMANCE EVALUATION INSTRUCTIONS

1. **Enter team members name, job title (per salary ordinance) and review period**
2. **Performance Strengths/Accomplishments** – Note the strengths and accomplishments of the team member that you have observed throughout the evaluation period.
3. **Areas Needing Attention by Employee** - These are performance issues that can be related to job performance, skill level and/or workplace behaviors. This information should come as no surprise as it should have been addressed during the evaluation period.
4. **Summary of Goals & IDP for Next Year** – A plan needs to be implemented to address areas needing attention or improvement, growth opportunity and setting goals for the future.
5. **Performance Factors** – There are nine Performance Factors (1) Communication (2) Organizational Skills (3) Professionalism (4) Initiative (5) Quality of Work (6) Problem Solving/Decision Making (7) Dependability (8) Job Knowledge and (9) Safety. Ensure you are being fair and objective in your rating of performance in all of these areas. Use the information from the documentation that you have made throughout the evaluation period.
6. **Performance Goals and Development Plan for Coming Year** – Keep in mind the mission, values and vision of the City when setting performance goals and make sure they are SMART (specific, measurable, achievable, realistic and timely) goals.
7. **Employee Comments** – Strongly encourage team members to make comments and to do self – evaluations. It’s a great way to open up communication and have two-way conversations in regards to setting clear expectations and defining goals for the future.

PERFORMANCE EVALUATION FORMS

There are four Annual Performance Evaluation Forms:

[Employee Probationary Extension form](#) – Use this form for employees that you would like to extend the probationary period for.

[Employee Annual Performance Evaluation form](#) – Use this form for employees who do not have supervisory or managerial responsibilities.



[Management Annual Performance Evaluations form](#) – Use this form for employees in frontline supervisor or middle management roles.

[Senior Leadership Annual Evaluation form](#) – Use this form for employees that are in senior management roles and are leaders of departments and divisions.

EVALUATION ERRORS TO AVOID

The “**Halo Effect**” occurs when raters have an overly positive view of a particular employee. This can impact the objectivity of performance evaluation with the rater consistently giving the employee high ratings and failing to recognize areas for improvement.

The “**Horn Effect**” is the tendency for a single negative attribute to cause raters to mark everything on the low end of the scale. One bad attribute seems to have a negative impact on other areas the employee could be performing well in.

“**Central Tendency**” is the reluctance to rate an employee either high or low so that the rater can avoid the need for justification.

“**The Sunflower Effect**” occurs when all employees are rated high in order to look good to the supervisor’s boss.

FILING

Once completed and executed, employee performance evaluations and related documentation are to be sent to Human Resources and incorporated in the employee’s personnel file.

Director of Law Review _____

Human Resources Director _____

Mayor _____

Three handwritten signatures in blue ink are present. The first signature is for the Director of Law Review, the second is for the Human Resources Director, and the third is for Mayor Christopher M. Muey.