

CITY OF LA VISTA
MAYOR AND CITY COUNCIL REPORT
JANUARY 5, 2016 AGENDA

Subject:	Type:	Submitted By:
COUNCIL POLICY STATEMENT EMPLOYEE PERFORMANCE MANAGEMENT	◆ RESOLUTION ORDINANCE RECEIVE/FILE	RITA RAMIREZ ASSISTANT CITY ADMINISTRATOR/ DIRECTOR OF COMMUNITY SERVICES

SYNOPSIS

A resolution has been prepared to approve a Council Policy Statement regarding the Employee Performance Management Program.

FISCAL IMPACT

N/A

RECOMMENDATION

Approval

BACKGROUND

As you know, over the last several months a team of employees has been working with a consultant from the Management Education Group on a project to update the City's employee performance management program. Following meetings with employee groups, City leadership, and the project team, the consultant made a number of recommendations, which the City Administrator has discussed with the Mayor and Council. The project team has been working on creating the necessary documents and outlining the logistics that will be needed to implement changes to the performance management program.

The City currently has a Council Policy Statement regarding Pay for Performance. It was recommended that this policy be split into two components—one policy that outlines the purpose and objectives of the City's performance management program and another policy that addresses the compensation component. A proposed performance management policy is attached for your consideration. Major changes to the City's current program include the establishment of a rating scale that is defined by descriptors rather than numbers, changing the employee self-evaluation to a narrative format, requiring quarterly performance conversations with all employees, and establishing a common rating date for all employees as well as a common salary increase date. Staff is still working on the Council Policy Statement regarding compensation and will bring that forth at a later date.

The proposed policy was presented to Council at the meeting on December 15, 2015. Following discussion, some changes were recommended to the Evaluation Appeal Process portion of the policy. The suggested changes were incorporated and the policy is being presented again tonight for consideration.

RESOLUTION NO. _____

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF LA VISTA,
NEBRASKA, APPROVING A COUNCIL POLICY STATEMENT.

WHEREAS, the City Council has determined that it is necessary and desirable to create Council Policy Statements as a means of establishing guidelines and direction to the members of the City Council and to the city administration in regard to various issues which regularly occur; and

WHEREAS, changes to the City's employee Performance Management Program are being recommended; and

WHEREAS, a Council Policy Statement entitled "Employee Performance Management Policy" has been created and reviewed by Management Education Group, the consultant engaged to assist the City in revising the performance management program.

NOW, THEREFORE, BE IT RESOLVED, that the Mayor and City Council of La Vista, Nebraska, do hereby approve a Council Policy Statement entitled "Employee Performance Management Program" and do further hereby direct the distribution of said Council Policy Statement to the appropriate City Departments.

PASSED AND APPROVED THIS 5TH DAY OF JANUARY, 2016.

CITY OF LA VISTA

Douglas Kindig, Mayor

ATTEST:

Pamela A. Buethe, CMC
City Clerk

**CITY OF LA VISTA
COUNCIL POLICY STATEMENT**

Employee Performance Management Policy

Issued:
Resolution No.

Purpose

The City's Performance Management Program is designed to foster a dialogue between managers and employees throughout the year in support of the City of La Vista's objectives and goals.

Objectives

The primary objectives of the performance management process are to:

1. Ensure employees perform work that accomplishes the business needs of the City of La Vista.
2. Ensure the employee is clearly aware of the performance measures and results expected for the job; including goals as prescribed.
3. Confirm employees receive ongoing feedback about how effectively they are performing relative to expectations.
4. Continually monitor employee's progress and communicate any ongoing issues to assist the employee in aligning performance with the expected outcomes for the job.
5. Acknowledge and address employee performance that does not meet expectations.
6. Assign salary increases that are consistent with the employee's performance.

Applicability

The Performance Management program shall apply to all employment positions in the City with the following exclusions:

- a. Any temporary employment position such as seasonal positions.
- b. Any employment position covered by an express employment contract, except to the extent otherwise provided in the contract.

Provisions

1. Annual Performance Management Process

The City Administrator or his/her designated representative shall be responsible for administering the Performance Management Program according to the following process:

	Annual Performance Cycle April 1 through March 31
Expectation-Setting (By April 30)	<p>By April 30 of each year, the supervisor and the employee will meet to discuss goals (if applicable) and expectations for the upcoming evaluation period. (This discussion can also take place as part of the annual evaluation which occurs in March.)</p> <p>Employees should understand the application of the City's core values to their job, the additional job-related competencies and performance goals (if applicable) as the components they will be evaluated on.</p> <p>Discussion should be documented on the Assessment Meetings Form. Goals should be documented on the Performance Evaluation Form, which will be launched on April 1st of each year.</p>
1 st Quarter Assessment (April-June)	<p>By June 30 the supervisor and employee will meet to discuss the employee's overall performance progress.</p> <p>Discussion should be documented on the Assessment Meetings Form.</p>
2 nd Quarter Assessment (July-September)	<p>By September 30 the supervisor and employee will meet to discuss the employee's overall performance progress.</p> <p>Discussion should be documented on the Assessment Meetings Form.</p>
3 rd Quarter Assessment (October-December)	<p>By December 31 the supervisor and employee will meet to discuss the employee's overall performance progress.</p> <p>Discussion should be documented on the Assessment Meetings Form.</p>
4 th Quarter - Annual Evaluation	<p>By February 1 employee completes the Performance Summary Form and submits it to the supervisor.</p> <p>By March 31 the supervisor completes the annual performance evaluation and meets with each employee.</p>

Prior to the completion of the annual performance evaluation, employees will be required to complete a Performance Summary, which shall be considered by the supervisor. This opportunity is meant to provide for open communication between the employee and the supervisor on measurements of performance.

Direct supervisors are responsible for completing employee performance evaluations. The performance evaluation shall be reviewed and approved by additional department/division supervisors, if appropriate, as well as the Department Head before presenting to the employee. After the evaluation is presented to the employee a Personnel Action Form (PAF) shall be completed and sent to Human Resources.

2. *Performance Evaluation Appeal Process*

The City believes that managers and supervisors are in the best position to evaluate an employee's work performance and work behavior. For this reason, Human Resources will not attempt to substitute its judgment for the supervisor's unless an employee can demonstrate that the evaluation was arbitrary, capricious, illegally discriminatory or not factual based on solid data. The appeal process can still be helpful, however because it involves a neutral third party who can help to facilitate a better understanding or resolve a dispute between an employee and a supervisor.

An employee who is dissatisfied with his or her performance evaluation should request a follow-up meeting with his/her supervisor within 10 days of receiving the evaluation to discuss the evaluation candidly, express any disagreements the employee may have with the review and provide additional information/documentation to support his/her case.

If the employee still disagrees with his/her evaluation after follow-up discussion with the supervisor, the employee may submit a formal, written appeal to the Department Head within 105 working days of the follow-up meeting with the supervisor. If the supervisor is the Department Head, the written appeal should be submitted to the Department Head's immediate supervisor. The appeal must include (1) a written memo stating the employee's intent to appeal and listing the specific parts of the evaluation with which the employee disagrees, explaining the nature and extent of the disagreement; (2) a copy of the performance evaluation with the employee's comments; and (3) any relevant supporting documentation.

The Department Head will review and respond in writing to the employee within 105 working days of receiving the appeal.

If the employee continues to disagree with their performance evaluation, he/she may then appeal to Human Resources within 105 working days. The

appeal must include all of the information submitted on appeal to the Department Head and the Department Head's written response.

Human Resources' response to appeals of an employee performance evaluation may include some or all of the following actions:

- a. Review the evaluation, appeal, and supporting documentation.
- b. Contact the employee and/or the supervisor to obtain clarification or additional information.
- c. Contact the Department Head to obtain clarification or additional information.
- d. Collect additional information from other relevant sources.
- e. Make a decision and inform the employee in writing with a copy to the supervisor and the Department Head. If applicable, take any necessary action to implement the decision.

Human Resources shall present a final recommendation to the City Administrator for approval within 20 days of receiving the appeal. The City Administrator shall make a determination within 10 days of receiving the recommendation. This decision shall be final.

The time limits stated in the appeal process are directory and every reasonable effort shall be made to comply with them, but they shall not be considered or interpreted to be jurisdictional. The failure of any of the parties to meet any of such deadlines and timelines shall not eliminate the parties' responsibility to comply with the intent of the process. However, if an employee who is dissatisfied with his/her performance evaluation has not taken the initial step to request a follow up meeting with their supervisor prior to the next quarterly performance assessment, the evaluation will stand as presented.

3. **Performance Ratings**

The City's performance evaluation system is based on the following rating scale:

Exceptional – Consistently demonstrates the highest level of performance of a quality and/or quantity that provides superior results and makes additional contributions and suggestions. This rating is reserved for employees who continue to stand out in every area or for those who have consistently gone above and beyond standard expectations on their goals, competencies and the City's organizational values to achieve the highest level of results.

Note: Receipt of the "Exceptional" level of overall performance rating is rare and should be reserved for only those employees that routinely out perform all others, or where circumstances during the evaluation period allowed an

employee to truly distinguish him/herself. Employees receiving this rating would typically be a small percentage of the total workforce.

Excels- Frequently demonstrates high levels of performance in terms of quality and/or quantity and makes contributions that are above and beyond what is expected. It is appropriate for employees who have achieved and frequently exceeded expectations on their goals, competencies and the City's organizational values. This rating is an indication that performance expectations have been exceeded on a frequent basis.

Successful – Is successful in meeting job expectations, performing all duties in a manner that meets performance standards established for the job. Makes ongoing contributions and is dependable.

Needs Improvement – Performance is clearly below the minimum standards of the position. Immediate improvement is required.

Note: Any employee who receives a performance evaluation with an overall rating of "Needs Improvement" will be placed on a Performance Improvement Plan (PIP) for a minimum of 90 days. A PIP is a document that may include, but is not limited to, levels of performance that must be achieved to obtain a "Successful" rating, current performance deficiencies, support that may be provided by the department or City, actions the employee must take to address the performance deficiencies, and a timeline for completion of the actions. If the employee's performance does not improve, the employee will be subject to termination.

These ratings are applied to each of the competencies, as well as to an overall summary rating.

4. ***Performance Competencies***

All employees, regardless of level in the organization, will receive a rating and objective feedback on the City's three organizational values:

a. Accountability

Accept responsibility for job performance, decisions, actions, behavior, and the resources entrusted to you.

b. Integrity

Keep your word, honor your commitments, practice loyalty and doing what is right.

c. Public Service

Provide high quality service through communications, teamwork, and professionalism. Practice courtesy and respect at all times.

In addition to the organizational values described above, additional job-specific competencies may be rated.

5. ***Performance Goals***

All employees at the manager level and above will be assigned SMART goals (specific, measurable, attainable, realistic, time-oriented), during the Expectation Setting meeting. Goals will factor into the employee's overall rating and should be clearly linked to a goal in the City's strategic plan. Establishment of goals for supervisors and individual contributors will be an option that will be decided at the department level.

6. ***Introductory Period***

Employees in their introductory period will receive feedback on a quarterly basis. In order to get new hires into the annual assessment schedule, the evaluation period for employees hired during the months of January through March will begin on April 1st (their first evaluation period will vary from 13-15 months depending on their start date). For employees hired in April through December the evaluation period will begin with their employment and the first evaluation will take place the following April (the first evaluation period will vary from 4-12 months depending on their start date). All new employees, regardless of start date and due to the variance in the initial evaluation period, will receive a pay increase on the October 1st that falls during their introductory period at a rate established by Council during the budget process.