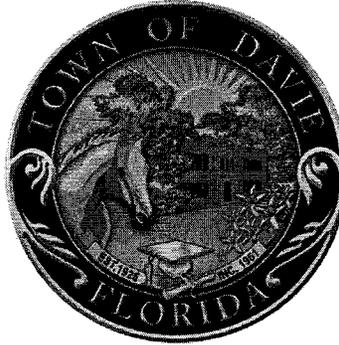


**TOWN OF DAVIE  
HUMAN RESOURCES DEPARTMENT**



**PERFORMANCE EVALUATION MANAGEMENT  
SOP #21-006**

**September 19, 2012**

**SUMMARY OF REVISED, DELETED, OR ADDED MATERIAL**

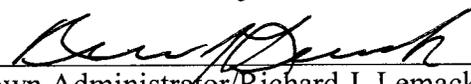
This operating procedure shall replace the Personnel Rules and Regulations and Policies enacted prior to the effective date of this Operating Procedure.

Revision	Date	Responsible Person	Description of Change
1	December 16, 2009	Human Resources	Initial Release
2	September 19, 2012	Human Resources	Revision

**APPROVALS:**

  
\_\_\_\_\_  
Human Resources Director/Grace Garagozzo

2/5/19  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Town Administrator/Richard J. Lemack

2/7/19  
\_\_\_\_\_  
Date

**1-1. PURPOSE.**

This operating procedure establishes the policy and procedures that will be used to appraise an employee's work performance, productivity, effectiveness, and compliance with rules and regulations. Performance evaluations will assist in identifying and recognizing employees who demonstrate superior performance. The evaluation process will also facilitate communication between supervisors and employees, provide accurate information which may be used in the making of personnel decisions and improve employee job performance generally.

**1-2. SCOPE.**

This operating procedure applies to all full-time and part-time employees of the Town of Davie.

**1-3. GENERAL.**

The Performance Evaluation Program is the basis for evaluating and improving the job performance of Town of Davie employees. This Program enables employees to receive feedback concerning performance of assigned duties and responsibilities. It informs employees of their strengths and areas of needed improvement in job performance, identifies current and future training needs, and provides documentation for awarding discretionary merit increases or any increase so identified in any collective bargaining agreement.

**1-4. DEFINITIONS.**

The following information is provided to clarify terms that are used throughout this operating procedure.

- a. Annual Evaluation Date: August 1, which begins the 46-day period (August 1 through September 15) within which annual performance evaluations shall be completed unless specifically addressed in any collective bargaining procedure.
  - b. Evaluation Period: The period of time covered by the performance evaluation.
  - c. Overall Rating. The employee's level of performance for the evaluation period, which is derived as follows:
    1. Calculate the average of all of the individually-rated performance expectations. In calculating this average, all digits, three or more places to the right of the decimal, shall be dropped. No rounding shall be used in this calculation.
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2. Locate the numeric range in which the calculated average falls on the below chart and assign the corresponding overall rating.

**OVERALL RATING SCALE**

<b>Numeric Range</b>	<b>Overall Rating</b>
4.50 - 5.00	Outstanding
3.50 - 4.49	Commendable
3.00 - 3.49	Satisfactory
2.50 – 2.99	Needs Improvement
2.49 and below	Unsatisfactory

- d. Performance Evaluation. A written assessment of an employee’s performance of assigned duties and responsibilities as reflected in the employee’s performance expectations and documented on a performance evaluation form. The types of performance evaluations are:
  1. Annual Performance Evaluations. Completed during the 46-day period, beginning with the Annual Evaluation Date, August 1 through September 15. Nothing in this operating procedure shall be interpreted to be in conflict with any existing provision in any collective bargaining agreement regarding performance evaluation due dates.
  2. Interim Performance Evaluations. Completed periodically throughout the evaluation period, to include changes in supervision, and for probationary employees during their probationary period.
  3. Probationary Performance Evaluations. Completed at the end of an employee’s probationary period.
  4. Special Performance Evaluations. Completed as a follow-up to required corrective action(s) for employees who have received an overall rating of either “Needs Improvement” (2.50 – 2.99) or “Unsatisfactory” (2.49 and below) on their performance evaluation, and for employees who are ending their employment with the Town of Davie or any other situations.
- e. Performance Expectation. A statement that describes satisfactory performance of an essential duty or responsibility as listed in the position description or satisfactory demonstration of an attribute or value that the Town of Davie deems necessary for the accomplishment of its core missions.
  1. Job Specific Performance Expectation. A performance expectation is a stated measure of the level of performance the employee is expected to achieve or the objective the employee is expected to accomplish. Performance expectations refer to ongoing performance criteria that must be met repeatedly and are usually expressed

quantitatively and are measured by quality, quantity or timeliness. A performance expectation describes fully satisfactory performance.

2. Essential Performance Expectation. A performance expectation identified as an essential expectation is considered to be of more importance than other expectations, have a higher percentage of time on the position description or have a greater consequence or impact. Further, a duty or responsibility is essential if it must be successfully performed in order to fulfill the requirements of the position. Essential expectations must be identified in the performance plan or position description.
- f. Performance Plan. A written notification prepared by the rater that identifies the performance expectations by which the employee will be evaluated during the next evaluation period.
- g. Rater or Supervisor. The employee's current immediate supervisor or a designated managerial employee who has knowledge of the employee's duties, responsibilities and job performance.

#### 1-5. POLICY.

- a. All Regular Service employees must successfully complete a one (1) year probationary period in his or her current position before attainment of regular status. Probationary periods may only be extended with the approval of the Human Resources Department.
  - b. At a minimum, each employee shall receive a performance evaluation each calendar year.
  - c. The approved forms located on the Human Resources intranet site shall be used for all Performance Planning and Evaluations.
  - d. Employees with an overall rating of either "Needs Improvement" (2.50 – 2.99) or "Unsatisfactory" (2.49 and below) on their performance evaluation shall be considered to have not met their performance expectations for the position during that evaluation period. If such an employee is to be retained in their position, the rater must timely notify the employee in writing of the performance expectation deficiencies and the corrective action to be taken to bring the employee's overall performance to a satisfactory level, in accordance with paragraph 1-10, Performance Expectation Deficiencies, of this operating procedure.
  - e. Nothing in this operating procedure limits the ability of the Town of Davie to take disciplinary action.
  - f. Probationary Performance Evaluations.
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1. A Performance Evaluation for employees in probationary status shall be completed on each new employee at the end of three, six and nine months and upon completion of the 12<sup>th</sup> month.
  2. Regular Service employees in probationary status shall have a final Probationary Performance Evaluation completed no more than 30 days prior to the end of the probationary period. Failure to evaluate the probationary employee on or before the end of the probationary period will result in the employee successfully completing the probationary period.
  3. Where an employee successfully completes their probationary period and the ending date of the probationary period is within 60 calendar days of the Annual Evaluation Date, April 1 to May 31 the probationary period overall rating shall become the employee's overall rating for the annual evaluation period.
- g. Other than probationary employees addressed in Section 1-5 f. above, employees who do not receive an Annual Performance Evaluation within forty-six (46) calendar days following the Annual Evaluation Date (August 1 to September 15) shall be considered to have met their performance expectations as documented on their performance plan, and will receive a rating of "Meets Expectations" (3) for each performance expectation and an overall rating of "Satisfactory".
- h. In instances where an employee changes supervision during the rating period, the exiting supervisor shall complete an Interim Performance Evaluation prior to the employee's departure. The current supervisor shall complete a performance evaluation from receipt of the employee to the end of the employee's evaluation period. If the exiting supervisor did not complete an Interim Performance Evaluation, the current supervisor shall complete the performance evaluation with input from the previous supervisor, if available.
- i. In instances where employees reports to one supervisor functionally and by position description, but performs work programmatically for an additional supervisor or manager, the official/functional supervisor will prepare the official Annual Performance Evaluation, obtaining comments/input from the unofficial/programmatic supervisor and may document discussion on the performance evaluation form.
- j. In instances where an employee moves to a different position, through promotion, reassignment or demotion, the exiting supervisor shall complete a Special Performance Evaluation prior to the employee's move.
- k. In instances where an employee (except for employees in probationary status) end their employment with the Department during the evaluation period, the exiting supervisor shall complete a Special Performance Evaluation prior to the employee's departure, if practicable.

**1-6. ROLES AND RESPONSIBILITIES.**

- a. The Performance Evaluation Program involves Department Directors, the Human Resources Department, supervisors and employees in a systematic process that aligns individual performance with the Town's goals.
- b. Roles and Responsibilities are identified in each section of this operating procedure.

**1-7. PERFORMANCE PLANNING.**

- a. Upon original appointment, promotion, demotion, or reassignment to a position with significantly different job duties or responsibilities, and at the beginning of each annual evaluation period, the rater shall timely conduct an oral performance planning session with the employee.
  - b. At the beginning of the review period, the supervisor shall conduct a performance planning session with the employee to identify the performance expectations by which an employee shall be evaluated and to review the performance expectations and rating scale. The supervisor shall discuss with the employee how their work performance contributes to the work unit and the overall vision, mission, and values and strategic priorities of the Town of Davie. The rater shall also provide an opportunity for employee feedback regarding what is expected of the employee in the position.
  - c. The supervisor will ensure that the position description is current and accurately reflects the duties and responsibilities of the position and will review the position description with the employee.
  - d. The Performance Planning document shall be signed by the rater and the employee indicating that the performance expectations and up-to-date position description have been discussed. A copy of the signed performance plan and current position description shall be made available to the employee. In the event an employee refuses to sign the performance plan, the rater shall make a signed and dated notation on the plan that the employee refused to sign. The original performance plan shall be maintained by the supervisor.
  - e. Roles and Responsibilities of the Employee.
    - 1. Know and understand their job duties and what they must do to achieve the performance expectations set forth on the Performance Planning form.
    - 2. Strive to perform at the highest level of efficiency and effectiveness; for example, organize work; stay focused on job related activities; provide the level of effort necessary to get the job done; demonstrate willingness and ability to make decisions and exercise sound judgment; produce work that consistently meets or is above expectations; and be committed to improving individual performance.
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3. Be courteous, considerate, respectful, and prompt in dealing with and serving the public and coworkers.

f. Roles and Responsibilities of the Supervisor (Rater).

1. Review the position description for each position supervised to ensure that it is current and accurately reflects the duties and responsibilities assigned to the position. Based on the position description, develop performance expectations for each position. Performance expectations are not intended to account for all work assignments, only those identified as most critical or significant to the position.
2. Upon initial employment and at the beginning of a review period, provide employees with a current up-to-date position description and performance plan that includes performance expectations.
3. Provide feedback to employees throughout the review period and clearly explain the goals and objectives of the unit in relation to the Town's mission.
4. Provide employees with coaching and meaningful feedback regarding job performance.
5. Conduct one-on-one meetings with employees throughout the evaluation period to discuss performance, identify strengths and opportunities for improvement and development.
6. Timely inform their employees verbally and in writing of performance expectation deficiencies that could result in a "Below Expectation" or "Unacceptable" rating on their next performance evaluation and the necessary corrective action to be taken prior to the end of the evaluation period, in accordance with paragraph 1-9, Performance Expectation Deficiencies, of this operating procedure.
7. Meet in person with employees, when practicable, for performance planning and performance evaluation.

g. Roles and Responsibilities of Management.

1. Department Directors will ensure that supervisors and managers in their respective organizational units conduct accurate and timely performance evaluations and receive training on the Performance Evaluation Program.
  2. Ensure that supervisors develop appropriate performance expectations for their employees based on the duties and responsibilities included in their position description.
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3. The reviewing authority (next higher level supervisor) will review the performance evaluation to ensure appropriateness, fairness, continuity and consistency in application.

**h. Roles and Responsibilities of the Human Resources Department.**

1. Establish for the organizational unit serviced, a formal process, to include a Performance Corrective Action Plan form, to be used by supervisors and managers in consultation with the Human Resources Department, to inform their employees verbally and in writing of performance expectation deficiencies that could result in a "Below Expectation" or "Unacceptable" rating and the necessary corrective action to be taken prior to the end of the evaluation period. A sample Performance Corrective Action Plan form is attached to this policy (Appendix 1).
2. Monitor the performance evaluation program within their respective organizational units.
3. Provide technical assistance and training.

**1-8. PERFORMANCE EVALUATIONS.**

- a. completing a performance evaluation, the rater shall include:

1. A rating of the employee's job performance during the evaluation period for each performance expectation identified in the performance plan. Each performance expectation shall be measured using the following scale:

<b>INDIVIDUAL PERFORMANCE EXPECTATIONS RATING SCALE</b>		
<b>RATING</b>	<b>NUMERIC SCALE</b>	<b>DEFINITION AND EXAMPLES</b>
Exceptional	5	Employee consistently exceeds the performance expectation of the position. Examples include, but are not limited to: The employee requires little or no supervision from management in accomplishing his/her tasks and seeks opportunities to enhance the organization. The employee possesses highly advanced job knowledge. The employee is relied upon to solve complex problems and applies creativity and innovative approaches in formulating solutions.
Above Expectation	4	Employee consistently meets and often exceeds the performance expectation of the position. Examples include, but are not limited to: The employee requires minimal supervision from management in accomplishing his/her tasks. The employee possesses a thorough knowledge of the job, and often solves or assists in solving complex problems.

Meets Expectation	3	Employee consistently meets and may occasionally exceed the performance expectation of the position. Examples include, but are not limited to: The employee requires moderate supervision from management in accomplishing his/her tasks. The employee possesses sufficient knowledge and/or initiative to execute his/her duties and responsibilities.
Below Expectation	2	Employee exhibits inconsistent job performance, but has the capacity to improve to meet the performance expectation of the position. Examples include, but are not limited to: At times the employee requires close supervision where he/she should be operating on his/her own. The employee sometimes lacks the initiative, and/or job knowledge to execute his/her duties and responsibilities.

2. Comments relating to the employee's job performance for each performance expectation rating of "Exceptional" and "Above Expectation".
  3. Comments relating to the employee's job performance for each performance expectation rating of "Below Expectation" and "Unacceptable", as well as prescribed developmental activities and corrective action(s) for areas where improvement is required.
  4. The overall rating of the employee's job performance during the evaluation period, which shall not be adjusted or affected by the ratings of any other employees being rated.
- b. The rating supervisor must discuss the evaluation with the next level supervisor and both will sign prior to giving the final review to the employee. The reviewing authority will assess the evaluation for technical sufficiency and ensure the evaluation form does not cover factors other than work performance, and provide additional comments, if necessary.
  - c. The performance evaluation shall be signed by the rater and the employee. The signature of the employee shall indicate only that the employee's job performance has been discussed with the employee and does not imply that the employee agrees or disagrees with the rater's assessment of his/her performance. The employee may attach written comments to the performance evaluation form in response to the evaluation. In the event an employee refuses to sign the performance evaluation, the rater shall make a signed and dated notation on the evaluation that the employee refused to sign.
  - d. A performance evaluation is considered to be complete when it has been discussed with the employee and the employee has signed or refused to sign the evaluation. Once completed, performance evaluations shall not be changed by a higher level authority.
  - e. Roles and Responsibilities of the Employee.

1. Meet with their supervisor to discuss their job performance.
2. Sign the Performance Evaluation Form to indicate their supervisor has discussed their job performance with them.

f. Roles and Responsibilities of the Supervisor (Rater).

1. Timely prepare the employee's performance evaluation form and discuss it with the reviewing authority.
2. Provide a copy of the signed performance evaluation to the employee.
3. Forward the original signed performance evaluation to the Human Resources Department for inclusion in the employee's personnel file.

g. Roles and Responsibilities of the Reviewing Authority.

1. Review the evaluation form for compliance with technical requirements, appropriateness, fairness and consistency in application.
2. Sign the evaluation form and provide additional comments, if necessary.

h. Roles and Responsibilities of the Human Resources Department.

1. Monitor the performance evaluation program, provide technical assistance and training.
2. For employees successfully completing their probationary period, ensure that a Personnel Recommendation form (PR) is initiated and completed to change the employee's status from probationary to regular if so required for the position, to be effective at the end of the employee's probationary period (not the date of the performance evaluation).
3. Ensure that performance evaluation overall ratings are properly recorded in the Town of Davie Personnel Management System, and that completed performance evaluations are placed in the employees personnel file.

**1-9. PERFORMANCE EXPECTATION DEFICIENCIES.**

- a. Throughout the evaluation period, raters should observe employee performance and discuss any performance concerns with the employee as soon as possible.
  - b. The Rater is responsible for timely informing their employees in writing of performance expectation deficiencies that could result in a "Below Expectation" or "Unacceptable" rating on their next performance evaluation and the necessary corrective action to be
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taken prior to the end of the evaluation period. If a supervisor fails to timely inform an employee of the employee's performance deficiencies and allow for subsequent corrective action, the employee cannot be rated below "Meets Expectation."

- c. A Performance Corrective Action Plan (PCAP or Plan) must be completed when an employee's performance falls below expectations for a performance standard and the deficiencies have previously been verbally discussed with the employee. The rater shall identify the specific deficiencies and corrective action necessary for the employee to attain satisfactory performance. See Appendix 1 to this chapter for a sample PCAP form.
- d. A PCAP must include a time period for completion of the Plan, based on the duties and responsibilities assigned the position. The employee may be removed from the position at any time if adequate improvement is not made in accordance with the Plan.
- e. The rater shall consult with their manager and the servicing human resources office prior to discussing the PCAP with the employee.
- f. At the end of the Plan period the Rater is responsible for meeting with the employee to discuss the employee's efforts to improve performance to a satisfactory level and complete the Outcome section of the PCAP. If the employee has not achieved satisfactory performance, the rater shall consult with the servicing human resources office to determine if the employee should be retained in the position.
- g. The employee's signature indicates that the PCAP has been discussed and does not imply that the employee agrees or disagrees with the Plan. The rater signs as the supervisor and the next level supervisor signs as the reviewing authority.

#### 1-10. **RECORDS RETENTION.**

The original of the employee's performance evaluation and any Performance Corrective Action Plan shall be maintained in the employee's official personnel file.

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# Town of Davie PERFORMANCE CORRECTIVE ACTION PLAN

Employee Name : \_\_\_\_\_ Employee ID#: \_\_\_\_\_

Class Title: \_\_\_\_\_ Class Code: \_\_\_\_\_ Position #: \_\_\_\_\_

Work Unit: \_\_\_\_\_ Location: \_\_\_\_\_

Plan Beginning Date: \_\_\_\_\_ Plan End Date: \_\_\_\_\_

This is to provide you with a formal Performance Corrective Action Plan in order to correct performance expectation deficiencies. To attain satisfactory performance in your current position, you must improve your performance in the specific areas noted below within the period indicated above, and continue successful performance in all of your other assigned performance expectations.

Performance Deficiencies (Specific performance expectation deficiencies)	Corrective Actions Planned (include dates for conferences)	Future Action (if any)

Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Reviewing Authorities Signature: \_\_\_\_\_ Date: \_\_\_\_\_

### Employee Acknowledgement

This is to acknowledge that I have, on the date indicated below, discussed the performance deficiencies and the corrective action to be taken by me as indicated above. My supervisor and I agree to work together to enable me to improve my performance to a satisfactory level.

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Comments: \_\_\_\_\_

### Outcome of PCAP

This is to acknowledge that I have, on the date indicated below, discussed the outcome of the performance corrective action plan and efforts to improve my performance. My supervisor has discussed the next steps and future action.

Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Comments: \_\_\_\_\_