

Organizational Policy

PERFORMANCE MANAGEMENT

Purpose

The City of Rochester is committed to providing ongoing formal and informal performance feedback to employees in order to recognize and reinforce strong performance and to identify and encourage improvements when needed. A primary goal of performance management is to create and maintain a productive work environment through a shared commitment to two-way communication and the successful execution of an ongoing performance cycle that encompasses planning, managing, assessing and reviewing employee performance.

Performance Planning

Performance planning generally refers to communicating performance expectations and setting performance goals. While goal setting occurs more formally at the time of the performance evaluation, supervisors are encouraged to modify, reevaluate and set additional goals as necessary throughout the performance year.

The City adopts the philosophy of setting specific, measurable, achievable, realistic and time-bound “SMART” performance goals for employees. Setting SMART goals assists employees and supervisors in structuring the goal setting process and in providing clear objectives, milestones and measures of success.

Performance Coaching

Managing employee performance involves an emphasis in timely, frequent and two-way communication through ongoing performance coaching. Performance coaching provides employees the opportunity to hear immediate feedback about their performance in order to continue, modify or correct behaviors to achieve success.

Performance coaching may include, but is not limited to:

- Providing work direction and expectations
- Setting performance goals
- Developing skills
- Identifying obstacles to performance progress and success
- Discussing career growth and development

When coaching to correct performance, supervisors may consider the use of a documented “Development Plan” or a “Performance Improvement Plan” that details identified areas of improvement and future expectations. The failure to correct performance problems identified or to meet performance expectations may be grounds for formal disciplinary action.

Performance Evaluation

Performance evaluations provide a means to assess and review the employee’s performance over the time period in consideration and to establish objectives and goals

for the subsequent review period. Performance evaluations are a tool used to recognize and motivate employees by reinforcing positive performance, discussing employee career interests and identifying how employees can contribute to the department's objectives. Supervisors are encouraged to document situations and gather data throughout the evaluation period that will enable them to fairly assess the totality of an employee's performance and to incorporate actual examples into their evaluation documentation.

Performance issues that occur within the review period must be documented in the written performance evaluation; however, as a general practice, performance issues and/or disciplinary action should be addressed as they occur and not introduced in the annual performance evaluation. The failure to document performance issues in the evaluation shall not limit the City's ability to discipline, up to and including termination, an employee or take other appropriate action when deemed in the best interest of the City.

Performance evaluations are required to be fully completed prior to the issuance of a step, merit or performance-based wage increase. Employees receiving an evaluation rating of "needs improvement" are not eligible for step or merit increases until they achieve a "Meets Expectations" or "Exceeds Expectations" evaluation rating in a subsequent performance cycle. Employees who receive "Does not meet Expectations" will be placed on a Performance Improvement Plan.

Types of Performance Evaluations

The City of Rochester requires documented performance evaluations to be completed at the following times:

1. Prior to the completion of a probationary period: this includes both a new hire and a probationary period as a result of the promotion/transfer to a new job position.
2. Annually throughout employment

Performance Evaluations and Core Values

In alignment with the City's core values, formal performance evaluations forms used for all City employees measure both "what an employee does" (the nature of the job position) as well as "how the employee does it" (performance in support of the City's core values).

During the evaluation process, both employees and supervisors have a responsibility to engage in active listening, provide honest and constructive feedback and timely complete assigned tasks in the evaluation process.

Performance Evaluation Process

The Human Resources Department is responsible for the selection and administration of the City of Rochester's performance evaluation process.

The City utilizes an electronic performance evaluation process during which both employees and supervisors are assigned tasks to complete in predefined timeframes.

Completed performance evaluations will become part of the personnel record and are accessible to employees through their electronic performance page.

Policy revisions approved by City Administrator:



Alison Zelms

1/12/2024

Date

Policy History

Current Revision: 01/2024

Previous Revision(s): 04/2015