



POLICIES AND PROCEDURES MANUAL

SUBJECT Performance Management and Review Process	DEPARTMENT Human Resources		DEPARTMENT IDENTIFICATION 1400	
	SECTION 1422	PAGES 1-3	EFFECTIVE DATE 12/18/12	REVISION DATE CC adoption

1.0 PURPOSE

To describe the policies and procedures of the City of West Allis in regard to performance management and review process. Effective performance management and reviews provide the framework to Managers and Supervisors for communicating expectations to employees, encourage ongoing feedback and coaching, and addressing performance issues in a timely manner.

2.0 ORGANIZATIONS AND PERSONS AFFECTED

This policy applies to all non-represented full-time and part-time employees. It does not include employees holding elective office and employees of the Municipal Court, City Attorney's Office, Library, Police, and Fire Departments unless the Library Board and/or Police and Fire Commission adopt the policy.

3.0 POLICY

It is the policy of the City of West Allis to establish standards for the performance management and review for employees.

4.0 REFERENCES

- City of West Allis Policies and Procedures -
 - Policy 1110 – Creating, Maintaining, and Administering Pay Ranges
 - Policy 1113 – Pay for Exceptional Performance and Achievement Rewards
- City of West Allis Revised Municipal Code Sections 2.76(27)
- NeoGov Perform Software and Instructions
- Performance Review Form and Instructions

5.0 GOALS OF THE PERFORMANCE MANAGEMENT AND REVIEW PROCESS

- Expand employee engagement and development.
- Facilitate communication and information sharing between Supervisors and employees and across Departments.
- Create a sense of personal responsibility and accountability.
- Provide ways employees can improve or enhance performance.
- Establish goals and work plan for coming year which align with organizational goals.
- Provide criteria by which employee performance is rated.
- Define and clarify employee responsibilities and resources needed.
- Provide a tool to apply performance ratings in an equitable and consistent manner across the organization.

6.0 RESPONSIBILITIES

- (1) City Administrator.
 - (a) Ensure that the performance management and review process is administered, consistently and equitably without regard to personal relationships, feelings, and biases.
 - (b) Communicate the Vision, Mission, Strategic Plan and Actions, Core Values and Competencies established by the Common Council and prioritization of such to all employees
 - (c) Ensure that all department heads incorporate performance management into the day to day operations of their respective Departments.

- (d) Conduct goal setting sessions and performance reviews in conjunction with the Mayor and Chair of the appropriate standing committee for each appointed department head (as applicable.)
 - (e) Participate in performance review for self, conducted by the Mayor, Common Council President and Administration and Finance Chair.
- (2) Human Resources.
- (a) Administer and enforce this policy and the procedures outlined herein.
 - (b) Provide for full automation of the performance review process with use of performance management software.
 - (c) Ensure the Performance Management Software and Instructions are kept up to date based on the needs of Departments and the city.
 - (d) Set up notification in performance management software which provides Departments a timeline for completion of annual performance reviews for individual employees.
 - (e) Guide and assist Departments in completion of the performance management requirements.
- (3) Department Head.
- (a) Incorporate performance management into the day-to-day operation of their Departments.
 - (b) Ensure that Managers and Supervisors are observing, monitoring, and regularly documenting employee performance for inclusion in the annual performance review process.
 - (c) Ensure that Managers and Supervisors are regularly communicating expectations and providing feedback and coaching.
 - (d) Ensure that Managers and Supervisors are addressing performance issues in a timely manner including the implementation of performance improvement plans as needed.
 - (e) Communicate and clarify the information on Vision, Mission, Strategic Plan and Actions, Core Values and Competencies received from City Administrator to employees.
 - (f) Work with Managers and Supervisors to develop individual and departmental goals related to the Vision, Mission and Strategic Plan.
 - (g) Ensure timely, complete submittal of performance reviews department wide.
 - (h) Participate in goal setting sessions and performance reviews in conjunction with the Mayor and Chair of the appropriate standing committee for each appointed department head (as applicable.)
- (4) Manager/Supervisor.
- (a) Regularly observe, monitor, and document employee performance.
 - (b) Regularly communicate expectations to employees.
 - (c) Constructively provide feedback and coaching.
 - (d) Consult with Department Head and Human Resources if performance reaches a level where a performance improvement plan is needed.
 - (e) Communicate to employees how their duties and responsibilities contribute to the Vision, Mission, Strategic Plan and Actions of the City.
 - (f) Complete performance reviews in a timely manner.
- (5) Employees.
- (a) Be invested in, understand, and follow the Core Values and Competencies.
 - (b) Be aware of how their duties and responsibilities contribution to the Vision, Mission, Strategic Plan and Actions of the City.
 - (c) Request clarification from supervisor on expectations as needed.
 - (d) Complete a self-evaluation prior to the annual performance review.
 - (e) Participate in 360° reviews of fellow employees, customers, or Supervisors as requested and provide feedback in a constructive manner.
 - (f) Document noteworthy items that should be considered as part of the performance review in the performance review software on a regular basis and in advance of the annual performance review.
 - (g) Respectively and actively participate in the performance review.

7.0 PROCEDURES

- (1) Probationary Employee Performance Management.
 - (a) The appointing authority and/or supervisor shall communicate expectations of employee performance at the commencement of the employee's employment. A training schedule may be used to document the requirements.
 - (b) A minimum of one formal review shall be held during the time period utilizing the performance management software. Regular informal reviews are required throughout the training period, and additional formal reviews are encouraged if warranted by performance or lack thereof.
 - (c) Direct Supervisors must provide regular feedback to the employee on whether the employee's work record is satisfactory to date. Information provided should include, but not be limited to, attendance, punctuality, attitude, initiative, knowledge, written communication skills, verbal communication skills, interpersonal skills, quality of work, and quantity of work.
 - (d) Employees should provide feedback to the supervisor on level of support, supervision, and training. Information should include, but not be limited to, additional instruction or training requested, clarification of responsibilities, suggestions for improvement, and further explanation of procedures.
- (2) Ongoing Performance Management.
 - (a) Supervisors shall interact with employees on at least on a quarterly basis to communicate/discuss expectations and provide feedback and coaching.
 - (b) Supervisors will observe, monitor, and document employee performance
 - (c) Employees will document noteworthy items that the employee wants considered as part of the performance review in the performance review software on a regular basis and in advance of the annual performance review.
 - (d) Supervisor and employee shall discuss and recalibrate goals as needed based on changing needs and priorities.
- (3) Annual Performance Review.
 - (a) One month prior to their anniversary date¹ an employee will complete a self-evaluation in the performance management software.
 - (b) Supervisor may ask employee's co-workers to complete confidential 360 evaluations for employee being evaluated.
 - (c) Supervisor reviews self-evaluation and 360 evaluations (if applicable.)
 - (d) Supervisor drafts evaluation.
 - (e) Supervisor and Employee meet and discuss performance. Updates to the review are made as needed based on the discussion.
 - (f) Evaluation is reviewed by next level supervisor. Next level supervisor provides input.
 - (g) Both supervisor and employee sign off on the performance review. The employee sign off denotes that there was a discussion regarding the review, not necessarily agreement with the content.
 - (h) Employee may include statements in the performance review software prior to signing off. These may be statements of concurrence or documenting disagreement.

¹ The anniversary date for employees employed by the City of West Allis on June 3, 2017, when adoption of the Classification and Compensation Study done, is June 3. The anniversary date for those hired after June 3, 2017 will be their date of hire (or appointment to their new position).