



<b>CHAPTER: 06 – Human Resources Policies</b>	<b>POLICY #:</b>	<b>06.06.02</b>
	<b>OFFICE/DEPARTMENT:</b>	<b>Human Resources</b>
<b>SECTION: 06 – Performance Evaluations</b>	<b>EFFECTIVE DATE:</b>	<b>October 1, 2016</b>
	<b>CITY MANAGER:</b>	<b>Erdal Donmez</b>
<b>SUBJECT: 02 – Incentive Pay System</b>	<b>PAGE:</b>	<b>1 of 4</b>

**PURPOSE**

The City of Coral Springs has established the Incentive Pay System to promote honest and meaningful feedback on job performance and contributions toward accomplishment of major objectives. The purpose of the system is also to provide performance awards to employees for demonstrating commitment to the City’s core values of Leadership, Customer Focus, Empowerment, Continuous Improvement and Sustainability as well as identify and address performance gaps.

**ELIGIBILITY**

Regular budgeted employees who have successfully passed the one-year initial probationary period are eligible for this program.

Promoted or demoted employees must successfully complete a one year position probationary period prior to becoming eligible for this program. The effective date of the successful completion of the probationary period becomes the employee’s new anniversary date.

Reclassified employees (formal classification recognition in the same budgeted position) are not required to complete a probationary period, therefore the anniversary date does not change. Probationary periods may be extended up to six months with the written authorization of the employee’s Department Director and the Director of Human Resources or designee.

**POLICY**

**TYPES OF EVALUATIONS:** In addition to Initial Probation, Position Probation, and Annual evaluations, other evaluations may be used to recognize excellent achievements or unsatisfactory performance throughout the year.

**RATERS:** Immediate supervisors are generally raters. Employees who have performed under more than one supervisor during the rating period shall be evaluated by the primary supervisor with input from the other supervisor(s). Each supervisor should sign the evaluation form.

**OBJECTIVES:** Raters and employees work together to develop major objectives before each fiscal year using criteria specific to the employee’s position. Objectives are to relate directly to the goals of their department and should be measurable (i.e., quality, quantity, time, cost), challenging, and achievable. The objectives discussion should include a review of responsibility of the employee’s position, level of

performance expected and evaluation rating criteria. Written modifications can be made to objectives during the evaluation period with discussion by the supervisor and employee.

**COMPETENCIES:** Employees shall be rated on how well they perform competencies which focus on the City's core values. Competencies are measurable or observable knowledge, skills, abilities, and behaviors critical to successful job performance.

**RATING DEFINITIONS:**

- Exceeds Expectations: Employee performance is of superior quality. The employee's contribution exceeds expectations and is considerably above the level of meets expectations (i.e., extremely reliable, go-to person, consistently performs more than required, proactive in solving problems, mentors others, strong leadership qualities).
- Meets Expectations: Employee performance fulfills the needs of the position. The employee consistently puts into practice the core values of the City. Tasks are executed in a professional and effective manner (i.e., reliable, engaged, on time, committed, cares, meets job description requirements, flexible, teamwork, non-confrontational).
- Below Expectations: Employee performance is below expectations. Objectives are not met. Does not demonstrate commitment to City's core values. Requires close supervision (i.e., low productivity, negative behaviors, unapproachable, poor attendance, unreliable, incomplete work, unprepared, negligent). This rating should not be given overall unless counseling, written or verbal, and/or documentation of deficiencies has taken place during the rating period. With an "overall rating" of below expectations the supervisor must develop an action plan requiring immediate and sustained improvement within 60 days. If expected improvement (meets expectations) is not met, disciplinary action up to and including termination may result.

**TIMELINE:** Eligible employees shall receive a written Performance Evaluation annually within 45 calendar days prior to the end of each fiscal year.

Probationary employees shall receive a written evaluation on or around their job anniversary date. The following year the employee will be evaluated and awarded for each month worked between the job anniversary date and the end of the fiscal year, changing future evaluations to the annual timeline. The award will be prorated for each month worked. The job anniversary date must be between the 1<sup>st</sup> and 15<sup>th</sup> of the month to be counted as a month.

**PAY ZONES:** Pay zones are specific dollar amounts applicable to similarly situated positions which are grouped together. Pay zones may be adjusted by the recommendation of the Human Resources Department to the City Manager's Office. Pay zones will be reviewed and adjusted as necessary prior to annual merit increases.

**PERFORMANCE AWARDS:** Employees with a rating of "meets expectations" or "exceeds expectations" shall be eligible for a performance award effective the first pay period of the new fiscal year. The Human Resources Department will provide a salary matrix annually based upon the budget for the next fiscal year. If the employee's salary is:

- below midpoint of the pay zone, the entire award must be taken in base pay;
- above midpoint, the award may be taken in base pay, cash or vacation or a combination;
- is at the top of the pay zone, the award must be taken in cash or vacation or a combination.

**MAXIMUM PAY:** The maximum base pay permitted shall be the maximum of the pay zone for each respective position. Employees exceeding the maximum due to longevity pay, save pay status, or reassignment actions prior to the effective date of this policy may exceed the maximum as authorized.

**PERFORMANCE EVALUATION CONFERENCE:** Performance Evaluation and Award Recommendation forms are completed and signed by the rater including supporting comments to explain the ratings. The director reviews the forms for quality, fairness, and consistency and returns the approved forms to the rater who then conducts a conference with the employee. The employee signs the Performance Evaluation form to indicate that he/she has read it, including the Ethical Affirmation and Policies Acknowledgement, and receives a copy of the signed form. The employee selects the performance award desired, as outlined under "Performance Awards" above, and the rater completes the Award Recommendation form. The original Performance Evaluation and Award Recommendation forms, along with backup documentation (i.e., Informal Performance Evaluations) must be forwarded to Human Resources prior to September 15 for processing and retention in the employee's personnel file. The City Manager's Office is only required to sign forms for department directors' Performance Evaluations.

**INFORMAL PERFORMANCE EVALUATIONS/SESSIONS:** Raters are responsible for conducting one informal performance session with the employee mid-fiscal year to discuss progress towards accomplishment of objectives, job performance, promotion of City's core values, and skills development. The informal session will include an "interim rating". A second review is optional but is required if the "overall" interim rating of the first review is below expectations. An Informal Performance Evaluation form shall be used to document informal sessions and is accessible on the computer network. Completed forms are to be retained by the department and forwarded to the Human Resources Department with the annual Performance Evaluation.

**APPEALS:** Employees may appeal their annual Performance Evaluation in writing within five (5) working days of receipt of the Performance Evaluation. The appeal notice must state the basis for the appeal, what portion(s) is being contested, and state a brief outline of the information that supports the appeal. The appeal should be sent to the employee's rater with a copy to the Human Resources Department.

The Human Resources Department will conduct a conference with the employee and the rater within ten (10) working days of receipt of the employee's request for an appeals conference. The employee will be provided the opportunity to elaborate on the outline submitted in the appeal notice. The rater will be provided the opportunity to elaborate on the reasons for the rating that is the subject of the appeal. The Human Resources Department will inform the employee and the supervisor of the outcome of the appeal in writing within five (5) working days of the appeals conference.

The employee may appeal the decision of the Human Resources Department in writing to the City Manager's Office within five (5) working days of receipt of the Human Resources Department's written decision. The City Manager's Office will conduct an appeals conference with the employee, the rater and the Human Resources Department within fifteen (15) working days of receipt of the employee's request to appeal the decision of the Human Resources Department. The City Manager's Office will inform the employee, the rater, and Human Resources of the outcome of the appeals conference in writing within five (5) working days of the appeals conference. The decision of the City Manager's Office will be final. All time limits are subject to a reasonable extension.

**ADMINISTRATIVE REPEAL**

This policy will supersede and replace all prior policies and procedures on the same subject "Performance Evaluation" and the "Incentive Pay System".

**RESPONSIBILITIES**

**Directors and/or Supervisors (Raters)** – Raters are responsible for completing required forms and conducting conferences with employees including informal sessions. Directors review and approve forms and approve extended probationary periods. Raters send signed original documentation to Human Resources.

**Human Resources** – Approves extended probationary periods; processes Performance Evaluation Awards; updates personnel file with documentation; provides an annual salary matrix; and conducts appeals conference.

**Employees** – Works with rater in developing objectives; reads and signs evaluations; requests appeal conference in writing when applicable.

**APPROVAL**

City Manager	<u>Erdal Donmez</u>
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