

---

# CITY OF KETTERING — ADMINISTRATIVE POLICIES

## PERSONNEL POLICIES & PROCEDURES

8/06

---

### Policy No. 701: Performance Evaluations

#### I. Evaluation Procedures Defined:

##### A. Use and Purpose

The performance evaluation system provides a standard format which is used by a supervisor to assess the conduct of, and work performed by, an employee for his/her permanent record. The performance evaluation serves to:

1. Initiate and maintain a flow of valuable communication between employees and supervisors.
2. Illustrate employee strengths and weaknesses.
3. Provide information needed to devise methods for improving employee performance.
4. Provide information used in developing employees for higher level and more responsible positions.
5. Point out areas of performance where the employee needs special training.
6. Provide information used as a factor in promotions, layoffs, merit pay increases, transfers, reclassifications and successful completion of the probationary/introductory period.
7. Supervisors should review applicable bargaining agreements when contemplating the use of performance evaluations as a factor in those areas noted in paragraph A.6 preceding. A City of Kettering Guide To: Writing And Administering Performance Evaluations is available in the Human Resource Department, for supervisors who wish to review more detailed guidelines in the area of evaluating employee performance. The Human Resource Analysts or Director of Human Resources are also available to assist supervisors with questions related to Performance Evaluations.

##### B. Performance Evaluation Forms

The following Performance Evaluation Forms shall be used for evaluating employees, unless the Department Director determines another form is more appropriate for a particular employee. At the Department Director's discretion, Part-Time/Temporary employees may be evaluated. Performance Evaluation Forms will be distributed by the Human Resource Department as follows:

---

## CITY OF KETTERING — ADMINISTRATIVE POLICIES

### PERSONNEL POLICIES & PROCEDURES

8/06

---

<u>Pay Grades</u>	<u>Position Category</u>	<u>Evaluation Form</u>
3 thru 13	Technical	Technical
100 thru 112	Clerical	Clerical
200 thru 212	Public Service	Service
304 thru 306	Police Patrol Officer	Police Patrol Officer
401 thru 406	Firefighter	Firefighter
504 thru 505	Police Supervisory	Police Supervisory
604 thru 605	Fire Supervisory	Fire Supervisory
700 thru 721	Other Supervisory/Professional	Professional/Supervisory
722 thru 724	Department Director	Department Director
800 thru 849	Part-Time/Temporary	Temporary/Seasonal
850 thru 899	Regular Part-Time	***
912	Special – Firehouse Janitor	Temporary/Seasonal

\*\*\*NOTE: Department Director determines most nearly appropriate Evaluation Form, from above, to use for Regular Part-Time employees.

#### C. Who Is to be Evaluated and When

1. Probationary performance evaluation reports shall be made on all Classified Civil Service employees at least ten (10) days prior to their "Permanent Appointment" as defined by Civil Service rules. No employee will be considered to have successfully completed their probationary period until a satisfactory performance evaluation report has been filed with the Director of Human Resources.
2. Performance evaluation reports shall be made for all regular full-time and regular part-time employees. Performance evaluation reports shall be made in advance of all increases, or annually if step/merit increases are not being received and/or if employees are at the top of their pay range.
3. Special performance evaluation reports shall be made when requested by the City Manager, Assistant City Manager, Director of Human Resources or Department Director. When individual Performance Evaluation Forms are sent out for special reports, they will be accompanied by special instructions if necessary.

#### D. Who Fills Out and Completes Performance Evaluation Forms

1. In order to facilitate the work of supervisors, the Human Resource Department shall provide appropriate Performance Evaluation Forms to the various Departments before the end of the evaluation period.
2. Performance evaluations will be completed by the immediate supervisor.

---

## CITY OF KETTERING — ADMINISTRATIVE POLICIES

### PERSONNEL POLICIES & PROCEDURES

8/06

---

3. At the request of the Department Director, any previous supervisors during the review period in question may submit additional performance evaluation information.
4. **Performance Factor Ratings — To Be Completed:**
  - a. Section I — General Required Standards — These are performance factors which are absolutely essential to demonstrating acceptable performance and are generally present or not present, but do not lend themselves to a range of ratings. Therefore, employees shall be rated as either Meeting Standards or Below Standards. Failure to Meet Standards in any of these factors must be documented with specific comments in the space provided. Depending on the severity of the problem, failing to Meet Standards in any of these factors could cause the Overall Rating to be Below Standard or Unsatisfactory.
  - b. Section II — Position Performance Factors — Factors rated in this section vary by the position and can be rated as Outstanding, Above Standards, Meets Standards, Below Standards, or Unsatisfactory. Raters should check the appropriate box and must provide supportive comments if the rating is Below Standards, Unsatisfactory or Outstanding.
  - c. Overall Rating — The Overall Rating is a reflection of all aspects of the employee's performance. There is no mathematical formula for reaching the Overall Rating.
5. Goals — The purpose of the Goals Section, which is optional, is to provide an employee with specific attainable objectives to work toward achieving during the evaluation period. Goals may be set by the rater or as a combined effort by both the rater and the employee.

#### **E. Who Will Review the Performance Evaluation**

1. In most cases, the reviewing authority shall be the Department Director, and in most cases, the Reviewer and Rater will not be the same person. All official evaluations must be reviewed before the employee is given the evaluation report, except as noted in Section E.4 and E.5 following.
2. The reviewing authority shall record any additional comments on the Evaluation Form as necessary. (See space provided on the last page of the Performance Evaluation Form.)
3. It is highly recommended that the reviewing authority and the rater discuss the results of the performance evaluation prior to the presentation of these ratings to the employee. In cases where there is disagreement between the raters, the reviewing

---

## CITY OF KETTERING — ADMINISTRATIVE POLICIES

### PERSONNEL POLICIES & PROCEDURES

8/06

---

authority shall discuss the discrepancy with the rater and reach an agreement on the appropriate evaluation ratings prior to the presentation of these ratings to the employee. If agreement cannot be reached, the reviewing authority has the right to change ratings or may make comments on the Evaluation Form and reflect a new Overall Rating. This new rating will be the official rating.

4. If the Department Director, Assistant City Manager or City Manager is the supervisor, no review is required.
5. Department Directors are rated by the City Manager in conjunction with the Assistant City Managers.

#### **F. The Performance Evaluation Conference**

1. Following their completion, Performance Evaluations are then discussed with the employee.
2. The discussion of the report is the most important part of the performance evaluation. It provides an opportunity for a frank and constructive discussion of the employee's performance in relation to the requirements of his/her position.
3. It is the supervisor's responsibility to clearly explain to the employee what was taken into consideration in making the evaluation. Specific examples of performance should be discussed in detail. The employee should be commended for work well done, and helped to understand in what specific ways they need to improve.
4. If during the performance evaluation report review process a rater and the employee agree that a rating should be adjusted, such an adjustment may be made with the approval of the reviewer. In making such a recommendation, the rater should be prepared to provide the reviewer with specific reasons for the adjustment.
5. The employee should be given an opportunity to include their own comments in the space provided on the back page of the Performance Evaluation Form. These comments may include: suggestions for improved performance, ways to improve the overall operations of the work unit, concurrence with the evaluation or disagreement with the evaluation.
6. After the performance evaluation report (including the Goals Section, if selected to be used) has been covered with the employee, the employee should be requested to sign the evaluation.

---

## CITY OF KETTERING — ADMINISTRATIVE POLICIES

### PERSONNEL POLICIES & PROCEDURES

8/06

---

7. As noted on the Performance Evaluation Form, the employee's signature indicates only that the report has been reviewed and discussed; it does not necessarily signify that they agree with the evaluation.
8. The Performance Evaluation Form shall be copied in triplicate and distributed as follows:
  - a. One copy is given to the rated employee during the review conference;
  - b. One copy is retained by the supervisor for Department files; and
  - c. The signed original is to be returned to the Human Resource Department to be retained as part of the employee's permanent records.

#### G. Appeal

1. A performance evaluation may be appealed through Policy No. 702: Administrative Grievance Procedure.
2. Performance evaluations may not be appealed to the Kettering Civil Service Commission.
3. Performance evaluations may not be appealed to the Kettering Board of Personnel Appeals.
4. Employees and supervisors should review applicable bargaining agreement grievance procedures when contemplating the filing or receipt of a performance evaluation related grievance.

### II. Application of Performance Evaluations

#### A. Promotions

1. City of Kettering Civil Service Commission Rules and/or applicable bargaining agreements provide for the application of performance evaluations as one factor to be considered in the competitive promotional examination process.
2. All performance evaluations, within the last two years for fire and three years for police preceding the date the first part of the promotional exam is given, shall be averaged to calculate the Performance Credit.
3. The resulting average will be the number of Performance Credit points to be added to the candidate's passing test score.

---

## CITY OF KETTERING — ADMINISTRATIVE POLICIES

### PERSONNEL POLICIES & PROCEDURES

8/06

---

4. This method of calculation results in a maximum of 10 Performance Credit points being added to passing examination scores.

#### B. Pay Increases

1. Pay increases for employees below the established maximum pay for their range may be recommended, delayed or withheld as a result of the Overall Rating on the performance evaluation. This includes merit/step pay increases as well as general pay increases, subject to applicable bargaining agreements.
2. Employees who receive an Overall Rating of “Below Standard” or “Unsatisfactory” should not receive an increase in pay. “Below Standard” or “Unsatisfactory” evaluations may result in disciplinary action or dismissal from employment.
3. Those receiving an Overall Rating of “Outstanding” may be recommended for more than one step (or higher than normal) increase in pay.
4. Accelerated advancement through the pay schedule (i.e., early step/merit increase) must be substantiated by a recent performance evaluation report.

#### C. Layoffs

1. The City of Kettering Civil Service Commission Rules and/or applicable bargaining agreements provide for the application of performance evaluations as one factor in determining the order of layoff for Classified, regular full-time employees. The following Performance Credit percentages are assigned to the performance evaluation's Overall Rating:

<u>Overall Rating</u>	<u>Performance Credit</u>
Outstanding	150%
Above Standard	125%
Standard	100%
Below Standard	75%
Unsatisfactory	50%

2. All performance evaluations within the last two years preceding the date of the layoff shall be averaged to calculate the Performance Credit. If there has been no performance evaluation within the last two years, the employee shall receive credit for Standard performance.
3. All layoffs from any position shall be based upon a combination of Seniority Credit and Performance Credit; however, where special skills are needed, these will prevail.

---

## CITY OF KETTERING — ADMINISTRATIVE POLICIES

### PERSONNEL POLICIES & PROCEDURES

---

8/06

4. The combined credit, for layoff purposes, is the result of multiplying the Performance Credit by the Seniority Credit.
5. For specific details, see the City of Kettering Civil Service Commission Rules and/or applicable bargaining agreements.

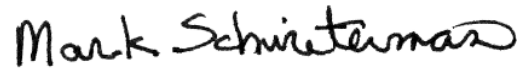
The City Manager hereby delegates the appropriate responsibility and authority to administer this Policy to the City's Assistant City Managers and Department Directors.

Approved:

9/18/06

---

Date



---

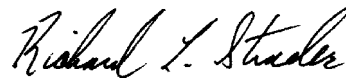
Mark Schwieterman  
City Manager

Issued:

10/27/06

---

Date



---

Richard L. Strader  
Director of Human Resources