




TOWN OF MOORESVILLE ADMINISTRATIVE POLICY

Title: Performance Management	Staff Affected: Regular Full-Time and Regular Part-Time Employees References: None
Approved By:  <hr/> Town Manager	Approved: December 5, 2022 Effective: July 1, 2022 Rescinds: N/A Policy Index #: AP-HR-010

1.0 SUPPLEMENTS

None.

2.0 DEFINITIONS

Town Employee(s) –Paid personnel working in a Town of Mooresville department or offices for which the Town Board serves as the final budget authority.

3.0 POLICY

The purpose of the Town’s Performance Management System (“System”) is to ensure that all Town Employees are evaluated in a fair and equitable manner, and to ensure the Town provides opportunities for development and communication.

This policy shall apply to all Town Employees, except the Town Manager, a member of any appointed or volunteer board or committee, or any others that may be excluded by the Town Board.

Supervisors and department heads shall set performance expectations for the Town Employees they supervise and shall also provide coaching and feedback to foster success, and recognize achievements of Town Employees. The System provides the tools necessary to observe and document Town Employees so that each Town Employee receives an adequate and full evaluation. While Town Employees and their respective supervisors are encouraged and expected to engage in open dialogue and feedback regarding performance on an ongoing basis, a performance appraisal form shall be completed twice per year to formalize that process. The goal of the appraisal form is to guide meaningful conversation about work performance, professional development, and career goals.

4.0 POLICY PROVISIONS

4.1 Purpose of the Performance Management Process

The System supports the overall goals and objectives of the Town through the achievement of departmental goals and objectives. The System uses tools such as the employee questionnaire, employee performance appraisal form, the guided development document as tools to facilitate the evaluation process.

Communication is critical to the System’s success. Supervisors, Managers, and Department Directors should communicate with each other prior to any appraisal meetings and assigning of overall ratings to ensure consistency and equity of appraisals within the department.

4.2 Components of the Appraisal Process

The System's mid-year process has three major components, and the year-end appraisal process has four components:

Component I-Employee Questionnaire – The employee questionnaire is a self-assessment completed by each Town Employee and submitted to his or her supervisor. This form is the starting point for the appraisal process. Employees must complete this form by the internal deadline set by their respective supervisors. Information contained on this form is vital to the thorough completion of the appraisal form. Town Employees should make every effort to provide full and complete answers to each question and ensure that the information provided directly relates to the competency areas listed on the appraisal form, as well as the goals and expectations set by their supervisor. The information contained on this form can also assist with development or modification of goals and objectives.

Component II – Appraisal Form: The appraisal form is a nine (9) or twelve (12) competency assessment form completed by the supervisor after the Town Employee has submitted the employee questionnaire. The “staff” appraisal form contains nine (9) competencies, and the “leadership” appraisal form contains twelve (12) competencies. Generally, Town Employees at the crew leader level or above will be evaluated using the “leadership” appraisal form.

The rating of each competency is based on a five-point rating scale with performance measures assigned to each rating level for each competency. The form requires justification for any rating above or below a “good”. Although not required, providing feedback in competency areas rated as “good” is very strongly encouraged.

In addition to the justification field under each competency, there is a field for overall comments. This field allows the supervisor or manager to summarize the Town Employee's performance or provide words of appreciation or encouragement. The supervisor's comments and overall rating will be reviewed and approved by the Department Director prior to the supervisor meeting with the Town Employee. The Department Director has final responsibility for the overall performance ratings of Town Employees in his or her department.

The overall rating scale is defined and structured as follows:

(4) Exceptional: A preeminent top performer who exemplifies excellence. Employees who achieve this rating are subject matter experts in their field and are viewed as role models within the organization. These employees are always striving to excel in their contributions to the organization.

(3) Great: One of a few select high performers. Employees who achieve this rating, perform at a level that stands out from the rest through their creativity, problem solving abilities, and results oriented approach. These employees are consistently the “go-to” employees when other need assistance.

(2) Good: One of the many highly qualified professional employees. Employees at this level perform all defined job expectations with full competence and consistently produce quality results. This achievement is due to the employee's own knowledge, skills, and abilities.

(1) Fair: One of the few employees progressing toward fully performing all defined job expectations. Employees at this level meet some job requirements but are inconsistent in maintaining competence and consistently producing quality results. Improvement is needed in one or more areas.

(0) Poor: One of the few employees who consistently fails to perform most defined job expectations at an acceptable level. Employees at this level fail to demonstrate competency or produce quality results. Lapses in performance are due to the employee's own lack of effort or skill.

The final overall appraisal rating is based on the following point scale:

Staff	Leadership
Poor = 0 - 8	Poor = 0 -11
Fair = 9 -15	Fair = 12 – 21
Good = 16 - 24	Good = 22 – 33
Great = 25 - 29	Great = 34 – 40
Exceptional = 30 -32	Exceptional = 41 – 44

Component III – Performance Review Meeting: The performance review meeting is a crucial component to this process as it provides the Town Employee and the supervisor the opportunity to review each competency and performance in each area.

A Town Employee and his/her immediate supervisor, will jointly participate in the performance review meeting, which occurs twice per year:

- Mid-year appraisal meeting required by December 31st of each year
- Year-end appraisal meeting required by June 30th of each year

All supervisor comments should be discussed during the appraisal meeting, and Town Employees should be afforded the opportunity to ask questions or address any concerns.

Component IV (Year-end Appraisal Only) - Employee/Supervisor Guided Development Document: The guided development document provides an opportunity for the supervisor and the Town Employee to work together as they identify areas for support, as well as goals and objectives for the upcoming year. This document should be completed jointly either during the performance appraisal meeting or at a scheduled time soon thereafter.

The supervisor should review this document periodically during employee check-ins and use it as a tool to measure performance during the mid-year and year-end appraisal processes.

4.3 Poor/ Fair Ratings & Performance Improvement Plans

Town Employees who receive an overall performance rating of “poor” or “fair” are not entitled to a merit increase.

In the event the overall performance rating is “poor,” a performance improvement plan (PIP) will be developed in conjunction with, and submitted to, the Human Resources Department. In certain circumstances a PIP is also appropriate for an overall rating of “fair”.

The PIP should outline the performance expectations and the timeline to meet those expectations. Assessments of progress should be conducted at regular intervals as appropriate to the situation. If a Town Employee receives a “poor” or “fair” rating during the year-end process and improves to a satisfactory performance level (“good” or above) by the mid-year process, the Town Employee will receive a merit increase from that point forward. Merit increases will not be applied retroactively.

4.4 Appraisal Workflow

A Town Employee’s immediate supervisor completes the performance appraisal. Once completed and submitted, the appraisal routes through the chain of command to the appropriate Department Director/ Assistant Town Manager. Once the form has been reviewed and approved by all individuals in the Town Employee’s chain of command, the appraisal is routed to Human Resources. Human Resources reviews the appraisal and submits the form to the repository. Once HR submits the form, a PDF copy of the appraisal is sent to the supervisor. The supervisor is responsible for sharing the appraisal form with the Town Employee ahead of the appraisal review meeting.

4.5 Employee Comments

A Town Employee with general comments, questions or concerns regarding their performance should provide comments to their respective supervisor. Comments can be typed, handwritten, or provided in whatever format the Town Employee prefers. These comments can be included in the Town Employee’s personnel file upon his/her request.

4.6 New Hires/ Position Changes

As part of the onboarding process, supervisors should meet with Town Employees who have been newly hired, promoted, or transferred to discuss performance expectations and the performance appraisal process. Town

Employees who are newly hired or assume a new position will receive a probationary review at the conclusion of their probationary period.

4.7 Probationary Employees

A Town Employee will receive a performance appraisal upon completion of the probationary period. If the probationary appraisal is completed prior to April 1, a year-end appraisal must be completed. If the probationary appraisal is completed between April 1, and July 1 a year-end appraisal is not needed unless the supervisor has noticed a marked change in the Town Employee's performance since the probationary appraisal was completed. If there has been no change in performance, the probationary appraisal rating will be used for the July merit award.

4.8 Proration & Lump Sum Payments

Newly hired, transferred, or promoted Town Employees who have successfully completed probation will be eligible for a prorated merit increase. The proration of said increase will be based on the date of hire, promotion or transfer and the number of pay periods worked in the fiscal year since the hire, promotion or transfer took effect.

Town Employees at the maximum of the pay range will receive a lump sum payment equivalent to their merit increase, or in the case where an employee is close to but not at the maximum, the employee's base salary will be brought up to the maximum and any portion of the merit award which exceeds the maximum of the pay range will be paid in a lump sum.

4.9 Merit Processing

Merit increases will be based on the overall performance rating and the availability of funds. Whenever possible, merit increases will take effect the first full pay period in July. Employees will receive notification of the processing of their merit award via employee self-service (ESS).

5.0 ATTACHMENTS

None.