

Performance Appraisal Program

Number: L-1

Revision:

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1.0 POLICY

The Town of Carolina Beach will have a job-related performance appraisal program for each benefit-eligible employee consisting of objectives and/or work standards by which the employee's performance may be consistently evaluated.

2.0 PURPOSE

The Town recognizes that a skilled, competent workforce provides the highest level of service to the citizens of Carolina Beach. In keeping with the Town's commitment to excellence and the merit principle, the Town rewards employees who perform beyond expectations in the performance of their jobs and who contribute to the successful accomplishment of the objectives of their work units and departments. Individual plans provide employees with their personal work objectives for the year and serve as the basis for performance appraisal and compensation decisions as well as an employee development guide.

3.0 SCOPE

This policy applies to benefit-eligible employees. Departments may also choose to extend this policy to other categories of employees.

4.0 DEFINITIONS

- **4.1 Benefit-Eligible** - Full time and part-time employees who are eligible for coverage and participation in the Town's benefit programs in addition to legally mandated coverage. See **Policy on Position Types**.
- **4.2 Individual Development plan** - The annual plan for an employee established by the employee and supervisor to guide the employee in support their goals and objectives.
- **4.3 Objective** - A measurable target to accomplish during a prescribed time frame.
- **4.4 Performance Standard** - A milestone which indicates how well an objective is being accomplished or it expresses the conditions that will exist if an objective is accomplished in an acceptable manner.
- **4.5 Performance Appraisal** - A supervisor's evaluation of how well the employee has performed in relation to established objectives and criteria.
- **4.6 Merit Increase** - An increase in an employee's base salary awarded on the basis of individual performance. Merit increases are calculated as a percentage of the employee's current annual salary. Merit increases are funded annually as a part of the budget approval process.

5.0 ORGANIZATIONAL RULES

- 5.1 The performance of all employees will be based on an objective, job related set of criteria.
- 5.2 With the approval of the Town Manager, any system of performance based work standards may be developed into a formal Performance Appraisal program and issued by the Human Resource Department.
- 5.3 Every benefit-employee will receive, at least annually, a performance evaluation conference accompanied by a written evaluation documenting the employee's performance. The employee will be given a copy of the written evaluation. Department Heads are

responsible for ensuring that this process occurs at least annually for every benefit-eligible employee assigned to their department.

6.0 PROCEDURES

- 6.1 Performance Appraisal Evaluation
 - A. Within a period of 30 days before his merit eligibility date, the employee will be formally evaluated in writing on his performance during the immediately preceding 12-month period.
 - B. During the employee's evaluation conference, the supervisor should review with the employee the objectives and the actual performance standard accomplishments of the employee. The supervisor should be prepared to give specifics on the employee's accomplishments as well as areas needing improvement. The conference should be a constructive, positive experience for the employee. The employee should feel that the supervisor is concerned with his progress and future.
 - C. As part of the appraisal process, the supervisor should complete an Employee Evaluation Form. After the Employee Evaluation Form has been completed and signed, the original is sent to the Human Resources Department as an accompaniment to the Personnel Action Form requesting a merit increase. A copy of the Employee Evaluation Form should be given to the employee.
- 6.2 Development of the Individual Development Plan
 - A. The supervisor and employee each review the employee's job description as well as the previous year's work in preparation for establishing an Individual Development Plan. A review should also include a discussion of the department/division's budget and the objectives established for the department/division.
 - B. After a review, the supervisor and employee jointly complete an Individual Development Plan for the employee, reaching agreement on the employee's objectives for the coming year as well as outlining objectives for the next 3-5 years and 5-7 years.
 - C. After completing the Individual Development Plan the supervisor should discuss with the employee the plan in relation to performance appraisal and what the successful completion of the plan as written would mean regarding performance appraisal.
 - E. Following the completion of the plan, the supervisor will forward the worksheet, signed by the supervisor and employee, to the appropriate departmental manager for review and approval of the plan.
- 6.3 Interim Coaching Reviews
 - A. On a regular basis, the supervisor will meet with the employee to discuss job performance. Informal coaching reviews should occur on at least a quarterly basis if the employee's performance is at an acceptable or better level.
 - B. Supervisors should meet more often with employees who are not performing as well. If necessary, the supervisor may want to begin to document the meetings, discussion of the performance difficulty and suggestions for improvement.
 - C. If an employee's performance is not acceptable, the supervisor should meet with the employee, documenting the performance deficiencies and the consequences if the performance is not brought to an acceptable level. See **Policy on Corrective Action**

7.0 APPENDIX, APPENDICES

- Individual Development Plan
- Employee Evaluation Form