

Metro | *Policies and procedures*

Subject Performance Management
Section Human Resources
Approved by Martha Bennett, Chief Operating Officer; MERC Commission

POLICY

The purpose of performance management is to ensure that employees understand job expectations and receive timely feedback and coaching in order to be successful in their current job and prepared for future growth within Metro.

Applicable to

All employees in regular and limited status positions; temporary and seasonal employees as determined by the Department Director.

Where provisions of an applicable collective bargaining agreement directly conflict with this policy, the provisions of that agreement will prevail.

Definitions

Coaching: Guidance provided by supervisors to help employees succeed in meeting performance goals and/or to promote professional development.

Performance cycle: A probationary period or the timeframe between annual performance evaluations.

Performance evaluation: A formal evaluation of an employee's performance during the preceding performance cycle.

Performance Improvement Plan (PIP): A set of goals given to an employee who is not meeting performance expectations. The PIP gives specific details of the areas in which the employee must improve and the period of time during which that improvement should occur.

Progress review: A structured review conducted during a performance cycle to review an employee's progress toward meeting performance expectations and the goals set for that cycle.

Guidelines

1. Performance management is an ongoing process that includes planning, feedback and coaching, and review.
2. Performance evaluations are conducted at the end of each probationary or annual performance cycle in order to summarize accomplishments and areas for development and to set goals for the upcoming performance cycle.

Procedures

1. Shortly after an employee begins a new position or performance cycle, the supervisor should initiate a performance planning dialogue with the employee to clarify job responsibilities and identify goals.
2. Feedback and coaching should be ongoing throughout the performance cycle and can be initiated by either the employee or the supervisor.
 - a. Employees are encouraged to ask for feedback and clarification of performance expectations as needed.
 - b. Supervisors are encouraged to provide coaching as soon as possible when an employee's performance is falling short of expectations.
3. Supervisors are required to conduct formal performance evaluations at the end of an employee's probationary period and annually. In addition, a mid-year progress review is required and a mid-probation progress review is strongly recommended.
 - a. A satisfactory performance evaluation is not a guarantee of an increase in wages, salary or benefits, advancement or continued employment.
 - b. A copy of the performance evaluation is kept in the employee's official personnel file.
 - c. In the event that an employee disagrees with any portion of the supervisor's written comments, the employee may submit a written response, which will be included in the employee's personnel file along with the evaluation.
 - i. A response may be submitted at any time; however, the response must be submitted within 10 working days of receipt of the evaluation to be considered as part of the final evaluation. The supervisor has final authority for the evaluation.
 - ii. If an employee submits a written question or concern, the supervisor will discuss the employee's concerns with the employee and provide a written response.
4. Progress reviews and performance evaluations will be conducted in accordance with the Human Resources (HR) Department's Performance Planning and Evaluation Guide. Supervisors may contact HR for additional guidance as needed.
5. If an employee receives an unsatisfactory overall performance rating, the employee will be placed on a Performance Improvement Plan (PIP) with specific goals and timelines to improve performance. If an employee does not meet the PIP goals within the designated timelines, the employee may be subject to discipline.
6. A supervisor's failure to provide an employee with a performance evaluation or place the employee on a PIP does not guarantee that an employee's performance is satisfactory or waive management's right to pursue disciplinary action as appropriate. Employees should ask their supervisors and/or notify HR if they do not receive a timely mid-year progress review or performance evaluation.

Responsibilities

Employees:

- Ask your supervisor for clarification or feedback if you are unsure of performance expectations.

- Actively engage in the process, including goal-setting and self-evaluation.

Supervisors and Managers:

- Conduct performance planning, coaching and review in accordance with the Performance Planning and Evaluation Guide provided by the HR Department.
- Document employees' performance and provide feedback throughout the review cycle.
- Notify HR of performance concerns that may prevent the employee from passing probation or that may warrant disciplinary action.

Human Resources Department:

- Provide training opportunities to assist employees with job performance and career development.
- Develop and maintain performance management forms and guidance documents.
- Notify supervisors of timeframes for completing required evaluations.
- Advise managers on employee coaching and improvement plans as needed.
- Maintain copies of performance evaluations in employees' personnel files.

References

Performance Planning and Evaluation – A guide for employees and managers (available on the intranet on the HR Performance Management page or from the HR Department)