

SECTION XI: PERFORMANCE EVALUATIONS

1. GENERAL POLICY.
 - A. Performance evaluations will be conducted annually during the month of hire or promotion date and consist of a review between the supervisor and the employee using Cottonwood Heights Parks and Recreation Service Area's Performance Evaluation Form.
 - B. It is the policy of Cottonwood Heights Parks and Recreation Service Area that employee evaluations be conducted in a manner that will ensure fair treatment and an objective evaluation of employee performance.
 - C. Goal setting is critical for the development of performance plans and standards. Goals define in broad terms the underlying purpose of a given activity or set of activities.
 - D. Objectives specify what should be achieved during an employee's employment with Cottonwood Heights Parks and Recreation Service Area.
 - E. There are certain fundamental principles, which govern the establishment of goals, objectives, and performance standards.
 - (1) Participatory Goal Setting. In setting goals and objectives of employees, the supervisors should seek to involve employees in the process.
 - (2) Outline Results to be Achieved. There should be room for flexibility. The supervisor should discuss with the employee how much will be done, when it needs to be completed, and what resources will be required.
 - (3) Relate to Organizational Objectives and Goals. In the process of initially formulating performance plans, each employee should be provided with the larger picture and how their work contributes to the organization. This is the responsibility of each supervisor.
 - (4) Define Objectives. Objectives must be clearly defined and understood by both employees and their supervisors. There must be clear agreement on resources to be made available, periodic reviews and other related control activities.
 - (5) Give Support. Employees should understand that they will be fully supported by their supervisors in pursuing the achievement of the mutually agreed upon objectives and standards.

2. PERFORMANCE PLANS FOR SUPERVISORS OR DEPARTMENT HEADS.

- A. When time and circumstances permit; supervisors should complete a written performance plan with their new employees prior to their assignment to their work-station. When circumstances do not permit, supervisors should complete a written performance plan with their new employees as soon as possible given the existing constraints. Performance planning is a continuing and collaborative process in which employees and their supervisors:
 - (1) Jointly identify objectives for the next performance evaluation period.
 - (2) Define priorities and performance standards for the next performance period.
 - (3) Compare progress against expectations and revise the plan, when necessary.
- B. The performance plan shall include goals and objectives, mutually acceptable performance standards, and a prioritization of goals and objectives.
- C. Both employees and their supervisor shall sign the performance plan. The employee shall receive a copy from their supervisor who shall retain a copy.

3. PERFORMANCE STANDARDS.

- A. Performance standards and expectations shall be established for each employee. Employees shall participate in the establishment of performance standards and expectations relevant to their jobs.
- B. Employees shall be advised of how they are performing in relation to established standards.
- C. Performance evaluations are an ongoing process which requires that supervisor and subordinates meet periodically to discuss achievements, review performance and mutually agree on strategies to eliminate performance deficiencies. This ongoing process culminated in the written evaluation at the end of the annual performance evaluation period.
- D. Employees shall be made aware of the time frames and actions to be taken to improve performance and to increase the value of service.
- E. Employees shall know what role their supervisors shall play in providing them with assistance toward improved performance.

- F. Under no circumstances should employees be allowed to prepare their own performance evaluation. It is the responsibility of the employee's supervisor to prepare performance evaluations.
- G. Employees shall have the right to prepare relevant comments to accompany their evaluations.

4. PERFORMANCE RATINGS.

- A. Each employee evaluation shall provide an overall performance rating which can be equated to one of the following:
 - (1) **Major Improvement Needed:** Work output is consistently low, regularly fails to meet required outcomes, and error rate is high requiring repetition of duty or completion by others. The employee may require constant supervision, and show an indifference to job responsibilities.
 - (2) **Improvement Needed:** Employee at this level displays inconsistency in the performance of the job factor under review and output frequently falls below acceptable levels. Tasks may be significantly late at times or incomplete, with serious or potentially serious consequences.
 - (3) **Meets Expectations:** Employee displays and maintains an effective and consistent level of performance of the job factor under review. Work output regularly achieves desired or required outcomes or expectations. Problems or errors are reported and corrected quickly.
 - (4) **Often Exceeds Expectations:** Employee displays a high level of factor related skills, abilities, initiative and productivity, exceeding requirements in some areas, but not consistently or not without exception.
 - (5) **Consistently Exceeds Expectations:** Employee displays at all time, without exception, a consistently high level of factor related skills, abilities, initiative and productivity. All assignments/responsibilities are completed beyond the level of expectations. Initiative and self-directions are characteristic.

5. PERFORMANCE PERIODS.

- A. Probationary Employees.
 - (1) Full-time benefited employees on probation shall have performance evaluations following the end of their six-month probationary period.

- (2) The performance evaluations may be used to provide information to both the employee and management regarding the employee's performance.
 - (3) Probationary employees should understand that their performance evaluations and the results of such evaluations shall not obligate Cottonwood Heights Parks and Recreation Service Area to a particular course of action relative to probationary employees, nor shall it create any property/due process rights for probationary employees relative to their jobs/positions.
- B. Non-seasonal employees.
- (1) Performance evaluations will be completed annually during the month of the hire or promotion date. An employee's anniversary date is defined as their hire or promotion date with Cottonwood Heights Parks and Recreation Service Area.
 - (2) Although a salary adjustment may not automatically follow a performance evaluation, the performance evaluation will be included as a component of any future compensation increase.

6. CONFIDENTIALITY.

- A. Completed performance evaluations shall permanently remain in the employee's personnel file and become a part of the private information of that file.
- B. Performance evaluations may be used in decisions concerning advancement, future training needs, performance related salary adjustments, and contested disciplinary actions.

APPROVED AND PASSED THIS _____ DAY OF _____, 20__

COTTONWOOD HEIGHTS
PARKS AND RECREATION SERVICE AREA

By: _____

Ben Hill, Executive Director

BOARD OF TRUSTEES

By: _____

Debbie Tyler, Chairperson