



City of Riverside, California  
Human Resources Policy and Procedure Manual

Approved:

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Number: IV-1 Effective Date: 07/06

**SUBJECT: PERFORMANCE EVALUATION**

**PURPOSE:**

To provide a systematic method for the evaluation, recording and improvement of the work effectiveness of employees.

**POLICY:**

All non-temporary, non-probationary employees shall have their job performance evaluated on a systematic, scheduled basis. Timing of such performance appraisals will depend on the status of the employee, the type of personnel action involved and, in certain cases, by bargaining unit involved. For further information, see the Supervisor's Guide to Performance Evaluation manual.

**RESPONSIBILITIES**

Basic responsibility for effective administration of the performance evaluation system shall be in the individual departments with the Human Resources Department providing support services.

**STANDARDS**

Each department is expected to develop and use performance standards covering the various job classes utilized in the department. These performance standards should reference the quantity and quality of work, the manner in which service is rendered, and such characteristics as shall measure the value of individual employees in those job classes.

Employees shall be informed of such performance standards prior to being evaluated against them.

**PREPARATION**

All employees shall have their job performance evaluated by their immediate supervisor on a systematic, scheduled basis as listed below.

## **Regular Full-time Employees**

- **Annual Appraisals** - Employees in regular full-time positions will have their performance evaluated once each year on their anniversary date. For employees in regular part-time positions, yearly evaluations will be required, since up to two years may be required before eligibility for a merit increase evaluation is attained.
- **Review Date** - The review date for performance evaluations shall be subject to adjustment for all non-work time absences of 20 working days or more.

**Regular Part-time Employees** - The review date for performance evaluations of regular part time employees shall be at the completion of 2080 hours worked.

**Merit Increase Evaluations** - For employees in regular full-time and regular part-time positions of a job class whose salary range has steps other than a flat rate, the following schedule applies only when performance is satisfactory:

- Step 2 after completion of 6 months (1,040 hours) of service
- Step 3 after completion of 12 months (2,080 hours) of service from Step 2
- Each succeeding step to maximum rate after completion of 12 months (2,080 hours) of service from preceding step

In an effort to submit timely merit increases, it is not necessary for the employee's performance evaluation to accompany the personnel action form at the time employee's merit increase is due. However, departments should make every effort to provide timely feedback in accordance with the performance evaluation schedule, on the work effectiveness of their employees.

**Interim Evaluations** – Interim or supplemental evaluations may be initiated by a supervisor whenever the supervisor believes it to be in the best interest of the employee, supervisor, or department to do so. This type of evaluation is usually made whenever an employee's performance and/or work conduct has markedly changed since a previous evaluation or whenever an employee has failed to improve after a previous less than satisfactory evaluation, counseling or training.

All performance evaluations shall be recorded on the City Performance Evaluation form. Supplemental department specific evaluation forms and additional explanatory pages may be added as necessary to provide a complete evaluation.

## **THE EVALUATION FORM**

The City of Riverside Performance Appraisal consists of the following sections:

**Part I - Key Results** - This section is comprised of three subsections: (a) Objectives

Accomplished; (b) Additional Accomplishments; and (c) Unaccomplished Objectives. This information provides feedback to employees on key objectives developed at the beginning of the performance evaluation period. Supervisors compare the accomplishments with the planned objectives. The opportunity is also available to acknowledge accomplishments that exceeded the planned objective(s) or that were not achieved. This section has a direct relation to Part VI (Performance Improvement Plan).

**Part II - Job Behaviors** - Job Behavior provides employees with the supervisor's observation of daily work habits and behaviors. Supervisors should use the whole evaluation period to determine the employee's behavior. Some sections list only "critical" as a selection because that function is considered as critical for all employees. Critical is defined as those behaviors which can cause severe consequences to the department or co-workers. Applicable behaviors are pertinent to those regularly performed activities. The behavior should have direct relationship to the completion of the planned objectives and daily work activities.

**Part III - Overall Performance** - This section has a direct correlation with Sections 1 and 2. After developing and/or applying job standards and evaluating an employee's job performance, an overall evaluation rating is to be given. There is no formula for determining this overall rating. The supervisor has to consider the employee's performance in six performance areas against the standards of performance expected of all individuals performing those duties in the department to make this decision. The overall rating should be consistent with the employee's completion of major objectives and their regular work behavior.

**Part IV - Performance Improvement Plan** - The Performance Improvement Plan provides the employee with a plan to aid in improvement and correcting deficiencies or assist in development toward promotion. The plan should be specific and able to complete during the evaluation period. The plan must be completed when employees are deficient (overall rating of 1, 2 or 3) and there are major obstacles for achieving a satisfactory performance evaluation. Action can include completion of courses and/or change in behavior. Supervisors should refer to documented incidents that are causing problems in performance.

**Part V – Performance Summary** – This section is required when an overall "outstanding" rating is given in an evaluation in order to highlight the accomplishments that necessitated this superior rating.

**Part VI – Goals and Objectives for Next Performance Appraisal Review Period** - The supervisor must discuss the key objectives to be accomplished during the evaluation period with the employee.

Supervisors should consider the goals of the division or department and how the employee's job performance will affect their achievement. Employee comments and recommendations are encouraged.

This portion of the evaluation should be periodically discussed with the employee during the following evaluation period. Supervisors are to refer to the planned objectives when completing Part I (Key Results) at the end of the evaluation period.

**Part VII - Employee's Comments and Signature** - The employee's signature is an acknowledgment that the performance appraisal was discussed. The signature does not necessarily mean that the employee agrees with evaluation content. If there is a refusal to sign a performance evaluation, the supervisor shall have the refusal witnessed by another employee with the refusal noted on the performance evaluation and signed and dated by the witness. The employee may enter remarks in the space provided or attach a separate written response specific to the evaluation. Performance Evaluations shall also contain the signatures of the rater, reviewer and/or department head.

Upon completion of the department review, an employee shall receive a copy of the performance evaluation and the department may place a copy in an internal file.

The Human Resources Department will review completed evaluations, as appropriate, and will maintain a copy of the evaluation in the employee's personnel file.

**PROCEDURE:**

**Responsibility**

**Action**

Human Resources

1. Provides the evaluation date for each employee to the department and monitors the timeliness of the evaluation, especially for the end of probation period, and maintains each employee's performance appraisal history in his/her personnel folder.

Supervisor

2. Assists in the development of job related standards for each job class supervised; completes the performance appraisal accurately and objectively on the basis of observation and/or knowledge of an employee's work; reviews and obtains approval of performance appraisals within the appropriate departmental line of authority; conducts the evaluation interview with an employee.

Division Head

3. Develops job related standards for each job classification in the division;

receives and/or distributes performance appraisal forms to the appropriate supervisors; reviews completed evaluations.

Department Head

4. Approves all job related standards and reviews, approves and signs each completed performance appraisal. This responsibility may be delegated in the larger City departments.

Attachment:

1. Performance Evaluation Form