

8.4.3. Performance Appraisals

8.4.3.1. General

All Library staff receive regular performance evaluations. An evaluation provides both the supervisor and the employee with a formal opportunity to review the individual's job performance and the contribution made to the library. If the employee is performing at or above required levels, the evaluation process provides reinforcement and reassurance and justifies a merit increase in salary. If the employee is performing below required levels, the process allows the supervisor to review problems and determine what the employee needs to do to correct them. The supervisor should remember that the evaluation is a two-way process, and should invite the employee to respond to suggestions for improvement, training needs, relations with the supervisor and any other issues pertinent to the job and to the Library.

8.4.3.2 Merit Pay Increases

Each year the Library Board establishes the budget for merit increases, and Administrative Staff determines the percentage increase for each performance review category. Individual pay increases are based on merit and position on the salary schedule.

8.4.3.3 Evaluation Schedule

Staff members are eligible for a merit salary increase on the anniversary of their appointment to their current position.

8.4.3.4 Types of Evaluation

INTRODUCTORY EVALUATION: The first six months of employment is an introductory period during which an employee can be terminated by the supervisor at any time. During this time, the supervisor should closely observe the employee, review progress and call any problems to the individual's attention.

ANNUAL EVALUATION: On the anniversary of the individual's starting date in the current position, the supervisor reviews the individual's performance during the past year and the goals and objectives the individual should pursue in the coming year. The individual may be eligible for a merit increase at this time.

SPECIAL EVALUATION: A special review may be scheduled for employees who have satisfactorily completed the introductory period and assumed additional responsibilities that are long term but fall short of making them

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eligible for promotion. The review of their exceptional performance may provide documentation for a merit increase.

A special evaluation may also be scheduled for an employee who has satisfactorily completed the introductory period but whose supervisor believes that the employee's performance has deteriorated to a point that it is necessary to review the deficiencies formally and inform the employee of disciplinary action, or possible termination, if improvement is not made within a specified period of time. Examples of poor or unsatisfactory performance are:

- . Insubordination
- . Inability to learn duties
- . Incompetence
- . Poor public or staff relations
- . Failure to perform duties in a satisfactory manner
- . Chronic absenteeism or unexcused tardiness
- . Discourtesy
- . Criminal action
- . Willful violation of Board policy or Library procedures

Types of unsatisfactory performance listed above are examples and are not meant to be an all inclusive list.

8.4.3.5. Preparation by the Supervisor

The supervisor should first review the employee's job description to determine if it still accurately reflects the work the employee is expected to perform.

If there has been significant change, and the job has become substantially different from the work of other employees with similar job descriptions, this should be discussed with the Director. If the job has not changed, the supervisor should assess whether the employee is performing satisfactorily the duties identified in the job description. Care should be taken in identifying where improvements are needed. Examples should be used to illustrate problems. The supervisor should write a narrative evaluation using the following criteria.

8.4.3.6 Performance Review Categories

Exceptional

Reserved for employees who, in addition to meeting all of the criteria for performance evaluated as Exceeds Expectations, demonstrate unusual creativity and accomplishment in response to a new challenge in a given year.

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Exceeds Expectations

Given to employees who consistently perform above requirements, demonstrating a thorough knowledge of all aspects of the job, and who regularly show initiative in job performance.

Meets All Expectations

Given to employees who perform all duties as required, demonstrating thorough knowledge of all aspects of the job and who show initiative on occasion.

Meets Minimum Requirements

Given to employees who have a technical mastery of all aspects of the job but do not exhibit initiative. May also be given to new employees who have not yet mastered all aspects of the job but are making adequate progress.

Needs Improvement

Given to employees barely meeting performance requirements and who

- a) demonstrate unfamiliarity or lack of skill with some aspect of the job and required duties after repeated training or .
- b) do not exhibit satisfactory internal or external customer service behavior.

No salary increase is allowed, and employees in this category will be placed on a remedial period.

Unsatisfactory

Describes unacceptable performance. Employment will be terminated.

8.4.3.7 Administrative Review of Performance Evaluations

The supervisor reviews the written evaluation along with recommendations for salary increases or a remedial period with the appropriate Department Head and then with the Director. With the approval of the Director, the supervisor gives the employee a copy of the written evaluation and schedules a time to discuss the evaluation with the employee.

8.4.3.8 Performance Interview

The supervisor should arrange the discussion with the employee in private where both employee and supervisor can feel comfortable and the discussion will not be interrupted.

The following elements should be included in the interview:

Duties of the employee

Examples of good work or of problems

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Reason the specific rating was given
Accomplishments during the past year and goals for the coming year
Commendations, if appropriate
Additional training which may be required
Employee response

If the employee adds comments to the evaluation form, a copy should be given to the Library Director and included in the individual's personnel file.

A signed copy of all evaluations should be forwarded to the HR Manager for placement in the individual's personnel file. The HR Manager will complete paperwork required for payroll adjustment, if any, and forward it to the City for processing.

8.4.3.9 Appeal

If an employee requests an appeal, it will be arranged by the Library Director. Both the supervisor and the employee will be granted an opportunity to state their positions. The decision of the Library Director shall be binding on all parties involved.

8.4.3.10 Delays in Evaluation

Supervisors are expected to complete performance evaluations in a timely manner. An employee who does not receive an evaluation within a month of his/her anniversary date should notify the Library Director. Any merit increase due the employee will be paid retroactively from the anniversary date.

8.4.3.11 Confidentiality

The evaluation forms are confidential documents and will be filed with the employee's personnel records. Only the employee, his/her immediate supervisor, unit supervisor, the Department Head, HR Manager, and the Library Director may have access to these documents, and the information contained in them will not be discussed or revealed to anyone except as may be required by Court Order or applicable law.