

WAUKESHA PUBLIC LIBRARY  
HUMAN RESOURCES POLICY PROCEDURE

SUBJECT: <b>EMPLOYEE PERFORMANCE &amp; DEVELOPMENT APPRAISALS</b>	Issued: <del>10/14/04</del> 11/10/16	No: D-3
	Supersedes: <del>9/13/01</del> 10/14/04	Page 1 of 8

**WHEREAS,** The Waukesha Public Library is desirous of establishing a written policy in regard to employee development and job performance evaluation, and;

**WHEREAS,** to improve on traditional performance based compensation programs, it is necessary to increase the responsibility of Department Directors for salary decisions while providing adequate training and on-going support from policy makers, and;

**WHEREAS,** performance based compensation systems can only work when there is a commitment to grant superior compensation and recognition to high level performers and minimize or forgo increases to poor performers.

**NOW, THEREFORE, BE IT RESOLVED,** that from the date of adoption of this resolution the following Employee Performance and Development Appraisal Policy is adopted:

***I. Policy***

The Waukesha Public Library will continuously strive to develop ~~its employee's~~ **employee** potential through a systematic and equitable employee evaluation program. ~~A The~~ program ~~should~~ **will** be multi-level to focus on different aspects of performance. ~~It should provide accurate and timely recognition of employee performance.~~ **It will build a performance feedback environment and integrate managing employee performance into everyday operations.** Such a program is valuable to both the employee and Library and supports the Library's philosophy of fairness and honesty in dealing with all persons.

***II. Objectives***

The Library performance ~~and development appraisal program~~ **feedback system** provides for the timely recognition of an employee's job performance ~~in terms of~~ **based upon** certain predetermined factors. This program helps to assure that all employees are appraised ~~in terms on the basis~~ of characteristics contributing to job accomplishment. It assists management in making decisions based on ~~the~~ **identification of** definitive job related factors, rather than through subjective general impressions, assumptions, or casual opinions.

~~Evaluation will be used to:~~

WAUKESHA PUBLIC LIBRARY  
HUMAN RESOURCES POLICY PROCEDURE

SUBJECT: <b>EMPLOYEE PERFORMANCE &amp; DEVELOPMENT APPRAISALS</b>	Issued: <del>10/14/04</del> 11/10/16	No: D-3
	Supersedes: <del>9/13/01</del> 10/14/04	Page 2 of 8

- 
- ~~— Provide recorded facts, which are useful when making decisions on promotions, transfers, layoffs, and/or retention of an employee in a position.~~
  - ~~— Stimulate interest in job performance improvement in the rated employee.~~
  - ~~~ Prompt management and supervisory raters to think of the employee more objectively and assist them in their employee development.~~

The Performance Feedback System will:

- Build a performance feedback environment
- Integrate managing employee performance into everyday operations
- Create a learning environment
- Support supervisors/managers in developing skills for performance evaluation discussions

### ***III. Feedback Performance Model***

The Feedback Performance Model is designed to create a work culture that encourages employees and teams to perform at their best as we strive to improve the quality of life for the citizens of the City of Waukesha. It is a continuous, ongoing process that:

Aligns the employees' and supervisors' goals with those of the Library

- Promotes ongoing dialogue between employees and supervisors
- Increases employee engagement by creating a sense of personal ownership and accountability for success
- Builds trust by using a system that is fair and transparent
- Aligns employee performance with employee job descriptions and defined performance goals

Per policy, each supervisor is directed to provide continuous feedback and coaching throughout the year. The accomplishment of these tasks is established through creating a feedback loop. Each employee and supervisor shall perform the following functions each year:

1. Set Expectations through the creation of S.M.A.R.T Goals.  
S.M.A.R.T. goals are Specific, Measurable, Accurate, Realistic and Timebound goals. 30 Days prior to the beginning of the fiscal year (January 1) the

WAUKESHA PUBLIC LIBRARY  
HUMAN RESOURCES POLICY PROCEDURE

SUBJECT: <b>EMPLOYEE PERFORMANCE &amp; DEVELOPMENT APPRAISALS</b>	Issued: <del>10/14/04</del> 11/10/16	No: D-3
	Supersedes: <del>9/13/01</del> 10/14/04	Page 3 of 8

supervisor and employee are to collaborate on a set of individual goals that align with the department and Library's overall goals.

2. Support Growth and Development.

The supervisor and employee will discuss learning needs and training based upon the individual's skill gaps, career interests and the organization's needs.

3. Observe and Note Performance.

The supervisor is responsible for observing and noting the employee's performance based upon the goals established above and the organizational expectations. Objective performance observations shall be the only consideration in evaluating performance. The consideration of existing biases, general feelings or undocumented concerns shall not be considered when evaluating employee performance.

4. Summarize Performance Observations.

The Supervisor and Employee are required to meet, discuss and summarize performance behaviors and goal progression in a formalized setting no less than quarterly and no more than 6 times per year. Each performance discussion must be summarized and retained by both the employee and supervisor.

**IV. Salary and Performance Relationship Policy:**

As set forth in Human Resources Policy F-2, there are three basic segments within each salary range. In addition, there is one sub-segment. Through the combination of this policy and Human Resources Policy F-2, it is intended that the job performance of an individual be a significant factor in determining their position on the salary range. Other factors that may be considered when making this determination are the job market and relevant training and experience. ~~It is, therefore, the intention of these policies that an individual's position in the salary range relative to the market rate be the sole indicator of performance level.~~

Following is a definition of the range segments:

- A. Entry Segment.** This segment of the salary range is reserved for those employees who are at a developmental level of performance. This could include newly hired or promoted employees or employees that have not demonstrated a level of performance which justifies a salary at a standard level of knowledge and ability. Persons in this segment of the salary range are expected to demonstrate a sufficient

WAUKESHA PUBLIC LIBRARY  
HUMAN RESOURCES POLICY PROCEDURE

SUBJECT: <b>EMPLOYEE PERFORMANCE &amp; DEVELOPMENT APPRAISALS</b>	Issued: <del>10/14/04</del> 11/10/16	No: D-3
	Supersedes: <del>9/13/01</del> 10/14/04	Page 4 of 8

level of knowledge and ability within a specific, predetermined period that will allow them to advance to the standard segment of the salary range.

- B. Standard Segment.** This segment of the range is reserved for employees who demonstrate a standard level of knowledge and ability. This is the broadest segment of the range suggesting there is a variety of standard salary levels that are indicative of an acceptable level of performance. However, the breadth of this segment still allows room for development. Movement and position within this segment of the range indicates a relative performance level and change in performance, but does not indicate an unusual level of performance. Employees whose level of performance is consistent from year to year will remain at the same relative position on the range.
- C. Market Rate and Range.** This sub-segment of the standard segment of the salary range is the position on the range that is equivalent to ~~where~~ similar jobs in comparable communities ~~would fall~~. A salary that falls within this sub-segment of the range indicates the demonstration of knowledge and ability that is considered to be at the full performance level.
- D. Advanced Segment.** This segment of the range is reserved for those employees who consistently exhibit a level of performance that demonstrates a superior job knowledge and ability resulting in enhancement to or improvement in the services provided to the community or clientele served. Such performance should exceed expectations and show unusual interest in the work product. Employees whose performance remains at a high level will remain at the assigned level but may be reduced in level should performance over a period that includes two consecutive annual performance evaluations not continue to justify placement in the advanced segment.

**V. *Types of Evaluation:***

- A. Initial Performance ~~Appraisals~~ **Feedback Reports.** Newly hired, promoted or demoted employees will have their performance appraised at least once within the first six (6) months of such employment action, in order that a written report be made and placed in their Human Resources file. Such appraisal will be based on a determination of acceptable and non-acceptable performance in essential areas of accountability. The appraisal will include an analysis of the employee's developmental and training needs. The appraisal will be completed on a form approved by the Library Board's Human Resources Committee.

WAUKESHA PUBLIC LIBRARY  
HUMAN RESOURCES POLICY PROCEDURE

SUBJECT: <b>EMPLOYEE PERFORMANCE &amp; DEVELOPMENT APPRAISALS</b>	Issued: <del>10/14/04</del> 11/10/16	No: D-3
	Supersedes: <del>9/13/01</del> 10/14/04	Page 5 of 8

B. Performance ~~Activity Feedback~~ Reports. It will be the responsibility of the Library Director and the Managers ~~who supervise non-represented employees~~ to recognize and report on notable employee job performance related activities or incidents ~~in accordance with the format and procedures promulgated by the City's Human Resources Department. Reporting will be on an ongoing basis as an activity or incident occurs. Each recognized activity or incident will be reported separately. Performance Feedback Reports are required to be filed not less than four times per year. Additional feedback reports are to be filed to record job performance related activities.~~

C. Annual Performance ~~Certification Feedback Report~~. Annually on or before December ~~± 15~~, the Library Director will certify the acceptability of each affected employee's performance. ~~This certification will take the form of a check-off list of covered employees indicating that an individual's performance has been of an acceptable nature throughout the previous year. Failure to achieve a checked-off status will indicate a deficiency in level of performance. The indication of a deficiency in this manner must be reported by appropriate documentation, including, but not limited to, negative Performance Activity Reports. The feedback will be provided in the form of a formal evaluation report. The formal evaluation report will include a section for an employee self-evaluation, as well as a written report of the employee's performance. The feedback reports are subject to review by the Library Director or his/her designee and the City Human Resources Department.~~

**VI. *Effects of Evaluations – Salary and Pay.***

A. Initial Adjustments Program. All new hires ~~and employees promoted to a higher job classification~~ shall receive a performance review of their work ~~after at the end of a six (6) months-of-employment month evaluation time period. (Initial Performance Feedback Report)~~ The employee will be evaluated in accordance with the procedures outlined above. Based on the employee's documented work performance, they may be considered for salary advancement within the established salary range. Salary advancement will take place upon the Library Director's recommendation ~~but shall not be higher than five percent (5%) without and after approval of by the Library Board. Promoted or demoted employees may obtain salary adjustments according to the Periodic Adjustment Program.~~

1. Three-Year Performance Adjustment Program. All new hires and employees

WAUKESHA PUBLIC LIBRARY  
HUMAN RESOURCES POLICY PROCEDURE

<b>SUBJECT: EMPLOYEE PERFORMANCE &amp; DEVELOPMENT APPRAISALS</b>	Issued: <del>10/14/04</del> 11/10/16	No: D-3
	Supersedes: <del>9/13/01</del> 10/14/04	Page 6 of 8

promoted or reclassified to a higher job classification shall be eligible for performance adjustments each year on the anniversary date of their hire based on their acceptable performance. Each adjustment shall be no more than 2% of their annual salary, and shall only be awarded upon an acceptable level of performance as indicated on their annual performance feedback evaluation. All increases shall be recommended by the Library Director and approved by the Library Board. Upon completion of the third year of employment, promotion or reclassification, employees shall move into an open range merit based system. The increases can be adjusted by the Library Director in consultation with the City Administrator, who will consider the economic condition of the city and budgetary constraints at that time.

~~Periodic Adjustment Program. In addition to any salary adjustment or pay provided for herein, covered employees are subject to possible adjustment to their base salary at any time. An adjustment of this type must be initiated by the Library Director and/or her/his designee in the manner and form provided by the Human Resources Department. Recommendations for base salary adjustments must be accompanied by a sufficient number and kind of Performance Activity Reports demonstrating a consistent and sustained level and pattern of performance justifying the recommended salary position on the grade range.~~

- B. Annual Market Adjustment Program. The Library Director or his/her designee, based upon the acceptable, non-acceptable standard noted in Sec. V., Sub. C. above shall certify employees, other than those demoted, for receipt of a market adjustment to their base salary. Those employees receiving an acceptable overall evaluation shall receive this adjustment effective January 1. The adjustment amount will be determined by application of the Market Adjustment percentage. ~~provided per~~ Per Policy F-2, Section E. 1, ~~to the employee's base salary~~ the Annual Market Adjustment is an adjustment to an individual's base salary in accordance with general economic conditions in the comparable market area and certification of minimal performance standards within the job. This component is not to be considered an automatic adjustment, since it may be wholly or partially withheld based on performance.

~~Economic Incentive Program. Any covered employee is eligible for an end-of-year, one-time, lump-sum payment as follows:~~

- ~~2. Annually, on the recommendation of the City Administrator, and as part of the~~

WAUKESHA PUBLIC LIBRARY  
HUMAN RESOURCES POLICY PROCEDURE

SUBJECT: <b>EMPLOYEE PERFORMANCE &amp; DEVELOPMENT APPRAISALS</b>	Issued: <del>10/14/04</del> 11/10/16	No: D-3
	Supersedes: <del>9/13/01</del> 10/14/04	Page 7 of 8

~~Annual Budget, the Common Council may designate a sum of money for distribution under this program.~~

- ~~3. The City Administrator will divide and distribute this allotment to individual departments or divisions based on the number of covered employees in each department or division. Distributions to departments or divisions may be withheld if they are not participating in the program in a manner consistent with the goals of the program as determined by the City Administrator.~~
  - ~~4. Annually, on or before November 1, the Library Director will recommend to the City Administrator a distribution to eligible employees of all or part of the available divided allotment. Individual distributions shall be in a minimum amount as is determined by the City Administrator based on the total allotment approved by the Council. The maximum individual distribution shall be \$1,000.~~
  - ~~5. "Eligible employee" shall mean any non-represented covered employee who has received one or several affirmative Performance Activity Reports spread throughout the twelve month period prior to November 1, from the Library Director, or a Department Manager.~~
  - ~~6. All distributions are subject to the final approval of the City Administrator and will be made on or before December 1.~~
- C. Merit Based Adjustment Program. All employees after their third year of employment, promotion or reclassification shall be eligible for merit based increases in salary contingent upon their level of performance during the previous evaluation period. Merit based increases will range from 0% to a maximum of 4%. The maximum percentage increase can be adjusted at the request of the Library Director to the Library Board and in consultation with the City Administrator, who will consider the economic condition of the city and any budgetary constraints. The salary adjustments will be based upon the outcome of the annual employee feedback report, of which the evaluation form and scoring criteria will be distributed by the City's Human Resources Department.

**VII. Preparation of ~~Appraisal or Activity Report~~ Performance Feedback Forms**

Employee performance evaluation is most effective when conducted by a properly trained immediate supervisor of the employee; ~~by a properly trained Department Director for directly supervised employees and by the City Administrator for Department Directors, etc.~~ The Library will place a premium on providing the proper training and supervision of evaluators to assure the goals of

WAUKESHA PUBLIC LIBRARY  
HUMAN RESOURCES POLICY PROCEDURE

SUBJECT: <b>EMPLOYEE PERFORMANCE &amp; DEVELOPMENT APPRAISALS</b>	Issued: <del>10/14/04</del> 11/10/16	No: D-3
	Supersedes: <del>9/13/01</del> 10/14/04	Page 8 of 8

this policy are achieved.

Just as importantly, employee input is an important part of the evaluation process. Employees shall be trained in goal setting and self evaluations. Employees will be trained on the expectations of an employee feedback meeting and their role in their annual employee performance evaluation.

***VIII. Appeals of Performance Evaluations***

Employees who feel that an evaluation or report is not a true reflection of their work performance should try to resolve differences in discussions with their supervisor and, if necessary, the reviewer (the rater's supervisor). If agreement cannot be reached informally, the employee will be given the opportunity of appeal by utilizing the procedure outlined in Library Human Resources Policy G-6.

***IX. Performance and Development Appraisal Forms***

All evaluating supervisors shall use the forms and format promulgated by the Library Director or her/his designee, and approved by the Library Board's Human Resources Committee.

Approved by the Library Board  
~~October 14, 2004~~ November 10, 2016