XVIII. PERFORMANCE EVALUATION
(PAY FOR PERFORMANCE)

PURPOSE:

To provide procedures by which an equitable evaluation of services performed by employees of PRTC and VRE shall be made. Assigned duties and responsibilities of an employee will be evaluated by the immediate supervisor against established standards for the employee's position.

POLICY:

I. Timing of Evaluations

Supervisors are expected to provide ongoing performance feedback throughout the employee's tenure. A formal evaluation will take place on an annual basis on the employee's anniversary date, or an alternate date, as described below in sub-section G.

A. All employees shall be evaluated on an annual basis governed by their anniversary or the established alternate date, dates, with the additional stipulations described in sections B, C, D, E, and F and G.

B. New and promoted employees will be evaluated no later than 4 weeks prior to the completion of their probationary period. New employees shall also be evaluated after six months of creditable service. After completion of the probationary period, the employee will then receive evaluations on their anniversary or the established alternate date.

C. An employee who is slated for a promotion shall be evaluated by the supervisor of the position being vacated so the rating can be accounted for in calculating the new salary. Such an evaluation shall be completed within two weeks of the supervisor receiving notification of the prospective promotion.

D. At anytime during the rating period, a supervisor has the discretion to notify an employee that receipt of a merit pay increase is at risk due to unsatisfactory performance. Such notification is not a prerequisite for a finding of unsatisfactory performance at the conclusion of the rating period. However, when such notification is given, the supervisor and the employee may develop a Remedial Action Plan (RAP) which outlines steps for improvement.

E. Special evaluations may be authorized as needed by the employee's Department Director but do not result in a salary increase.

F. F. At the Department Director’s discretion, the performance evaluation decision may be delayed if the employee's performance has been unsatisfactory. No less than 30 days prior to the anniversary or the established alternate date, the Department Director or designee may offer at his/her discretion the employee the choice of receiving the review on the anniversary or the established alternate date as scheduled and/or accept a RAP to allow the employee a chance to improve his/her
performance rating. This extension period shall be up to 90 days. The RAP may also stipulate that unless performance improves, he/she may be terminated at the end of the period. Termination should not be made prior to the stated date unless the situation warrants immediate action.

G. At the discretion of the PRTC Executive Director or the VRE Chief Executive Officer, a program may be implemented that establishes an alternate evaluation date so that all non-probationary PRTC or VRE employees can be evaluated during the same designated time period. The conversion to the alternate evaluation date shall not result in the delay of any available salary increase to non-probationary employees at the time of the conversion.

II. Who Will Initiate the Performance Rating

*Employee* performance evaluations are initiated by the immediate supervisor of the *employee*. The PRTC Manager of Personnel Administration or the VRE [Manager of Personnel Administration or Personnel Specialist](#) will notify the supervisor in advance of upcoming evaluations. The evaluation shall then be reviewed by the supervisor’s supervisor, who has the discretion to comment on the evaluation and override the evaluation rating if he/she disagrees. If more than one person supervised the *employee* during the period covered by the evaluation, each supervisor should make a separate evaluation, and each supervisor’s evaluation shall be subject to review of each supervisor’s supervisor. Each evaluation shall be accounted for in the overall evaluation proportionate to the time the *employee* reported to each supervisor.

III. Use of *Employee* Evaluation Ratings

Performance evaluation is collected with the objective of improving *employee* performance, and thereby improving the various services rendered to the department and PRTC or VRE. A performance evaluation will be used:

1. To inform *employees* how well they are doing their jobs and show how they can improve;
2. To determine salary increases;
3. As a factor in determining order of lay-off, if necessary;
4. As a basis for training, *transfer*, *demotion*, or *dismissal*;
5. As a basis of determining how well supervisors know their *employees*.

IV. Evaluating the *Employee*

A. A specialized form has been developed for both service and managerial *employees*. The form can be found at the end of this section.

B. The evaluator should review the description of each performance level that best describes the *employee*'s performance pattern during the period covered by the evaluation.
C. The overall evaluation score is determined according to the guide and instructions found at the end of this section.

D. If the sub-topic is not appropriate then it is marked as "does not apply" or "not observed" with the listed symbols.

E. The succession of steps involved in an evaluation are as follows:

1. The supervisor completes an evaluation no later than the anniversary date and provides to the employee for comment;
2. The supervisor and the employee meet to discuss the evaluation no later than two weeks after the evaluation was furnished to the employee;
3. The employee has two weeks to react, and has the discretion to either assent or dissent with comments on the evaluation to clarify what, if anything, is in dispute (Employees are obligated to sign the evaluation, however, irrespective of whether aspects of the evaluation are in dispute, to confirm receipt of the evaluation);
4. The evaluation is provided to the supervisor's supervisor no later than two weeks following the anniversary date; and
5. The evaluation is concluded when the supervisor's supervisor signs the evaluation and furnishes a copy of the completed evaluation to the employee, the employee's supervisor, and to the PRTC Manager of Personnel Administration or VRE Personnel Specialist for action and filing.

V. Levels of Performance

The Employee Performance Evaluation form provides for marking any of five levels of performance for the various factors contained on the form. A point system of 1 to 5 will be used for evaluation of all factors. The points will be totaled and divided by the number of factors used. This figure will be located on the performance level overall evaluation box on the forms. This average score will show the employee's overall performance evaluation.

Rating Points:

5 - Outstanding in Job Performance - This term should be used sparingly. It indicates that the employee has given consistently superior performance in all elements of the trait being evaluated for the entire period of the evaluation.

4 - Exceeds in Job Performance - This rating represents above average performance. It should be used when an employee's work has exceeded the average standards required for employees in the particular classification. If the employee is outstanding in some factors of the evaluation but merely meeting job requirements in others this rating would probably be most appropriate.

3 - Satisfactory Job Performance - This item should be used when the employee's performance in the trait being evaluated is acceptable, but not exceeding or outstanding in job performance, such a rating denotes an "average" performance for the trait and meets all job standards.

2 - Improvement Needed in Job Performance - This item should be used when the supervisor is not satisfied with an employee's performance in a particular trait. It indicates unsatisfactory work which is somewhat below all job standards but can be improved with effort. It must indicate on the evaluation form how the employee can
improve. Every possible effort should be made to raise the level of the employee’s performance in any trait so rated. A termination action could take place if performance continues at this level over a period of time.

1 - **Unsatisfactory Job Performance** - This item should be used when the supervisor is not satisfied with an employee’s performance in a particular trait. It indicates unsatisfactory work at a level over a period of time which is not acceptable. The evaluation form must indicate how the employee can improve. A termination action can take place at this level over a period of time.

VI. **If Employee Disagrees With Performance Evaluation**

Employees are encouraged to document reasons if they disagree with their evaluations. However, neither a disputed evaluation nor the resultant salary increase shall be a grievable matter.

VII. **Pay Allocation Based on Performance**

A. The employee may be eligible to receive an increase in pay following a determination of an overall performance evaluation. The amount of increase is determined by the level of performance for the evaluation period. Every effort should be made by the evaluator to judge the employee on performance and not to adjust a rating in order to give comparable pay increases as have been granted in the past.

B. The employee may receive from zero to the maximum percentage of the salary increase authorized in that year’s annual budget until the maximum salary of the pay grade is reached. The percentages earned are determined by the following schedule for the overall evaluation.

<table>
<thead>
<tr>
<th>Overall Performance Rating</th>
<th>Pay Level Increase Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.00-4.50</td>
<td>100% of maximum authorized in the budget</td>
</tr>
<tr>
<td>4.49-4.00</td>
<td>75% of maximum authorized in the budget</td>
</tr>
<tr>
<td>3.99-3.50</td>
<td>60% of maximum authorized in the budget</td>
</tr>
<tr>
<td>3.49-3.00</td>
<td>45% of maximum authorized in the budget</td>
</tr>
<tr>
<td>2.99-2.50</td>
<td>30% of maximum authorized in the budget</td>
</tr>
<tr>
<td>2.49-2.00</td>
<td>15% of maximum authorized in the budget</td>
</tr>
<tr>
<td>1.99 or below</td>
<td>0%</td>
</tr>
</tbody>
</table>

VIII. **Inspection of Employee Performance Evaluation Forms**

All PRTC/VRE employee performance evaluation forms will be placed in a sealed envelope marked confidential and will be placed in the personnel files. Access to the evaluation will be strictly limited to the employee and to the supervisor and the supervisory chain of command.