

**TOWN OF VIENNA, VIRGINIA  
ADMINISTRATIVE REGULATIONS**

Subject:

**PERFORMANCE  
MANAGEMENT PROGRAM &  
EVALUATIONS**

Regulation No:

2.16

Effective Date:

June 15, 2019

Supersedes & Replaces: Performance Evaluations-  
February 28, 2008; March 4, 2015; May 1, 2017; April 1,  
2018

**I. PURPOSE**

- A. The purpose of this Administrative Regulation is to institute a program that engages employees in leading organizational performance within the Town of Vienna; to define a process for manager and employee dialogue that is consistent with the Town's core values and expectations; and to form an objective and common set of standards that assesses employee performance at all levels of the organization.
- B. The intent of this program is to provide the opportunity for Town employees to succeed through compassionate, honest communication; setting of goals and objectives for measuring achievement; partnering for agreement on professional development needs; giving appropriate notice to employees when expectations are not being met; and, ultimately, treating each and every person with dignity and respect through every step of the process.
- C. This Administrative Regulation also serves to authorize the application and administration by the Human Resources Director of this program, inclusive of signing off on Personnel Action Forms for performance pay and/or market adjustments; and authorizes the Finance Director to distribute such funds and amounts approved by Council for performance and across-the-board pay allocation for the fiscal year in which performance and/or market adjustments are funded.
- D. Further, for the purposes herein, the term "regular employee" and "permanent employee" are synonymous in meaning; i.e., that the employee has completed the initial probationary period and is now considered an employee in regular standing.

**II. PERFORMANCE EVALUATIONS**

**A. ANNUAL PERFORMANCE EVALUATIONS**

Consistent with the beginning of each fiscal year all regular, full-time and regular part-time Town employees with at least 12 months of service will have received their annual performance evaluation, which will be processed to the Human Resources Department for review for compliance with the Town's program and maintenance in the employee's official personnel file

**B. ANNUAL PERFORMANCE EVALUATIONS WITH PERFORMANCE PAY**

- 1. Provided that the Town Council has approved funding for performance pay adjustments

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for the imminent fiscal year, a performance pay increase may be awarded, based on the results of the annual performance evaluation, to employees who have completed a full 12 months of employment as of June 30 of the evaluation year, and who have at least consistently met expectations.

2. An employee whose final performance rating "Does Not Meet Expectations" will not receive a performance increase unless and until he or she achieves a final rating of at least "Consistently Meets Expectations" after a six-month evaluation.
  - a. The supervisor of an employee who receives a rating of "Does Not Meet Expectations" will develop a Performance Improvement Plan (PIP). This form is found on the Intranet's HR Page, under the Performance Evaluation Tools link.
  - b. An employee with a final rating of "Does Not Meet Expectations" will be re-evaluated six months after that annual evaluation.
  - c. If at re-evaluation, job performance has improved to at least the "Consistently Meets Expectation" level, the employee will be eligible for a performance increase, effective prospectively with the re-evaluation.
3. If the rating has not improved, the employee may be subject to disciplinary action, up to and including termination.
4. Performance evaluations for permanent (regular) employees will be completed and submitted to the Human Resources Department no later than May 15 of each fiscal year, in order for pay adjustments to be in place in the first pay period of July, or as otherwise approved by Council.
5. For employees who are in the initial probationary period and who are anticipated to satisfactorily complete probation by June 30, their performance evaluation will be completed and submitted on a timely basis to the Human Resources Department in order for a performance pay increase, where appropriate, to be awarded concurrently with all other employees.
6. No pay increase will be awarded to employees with a final job performance rating that is "Unsatisfactory."

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7. An employee with a final rating of “Unsatisfactory” will be re-evaluated officially at six months from the date of the unsatisfactory evaluation. There will be no performance increase for the evaluation year in which the employee’s rating was “Unsatisfactory.”
  - a. If job performance has improved to at least the “Consistently Meets Expectations” level, no further action will be taken until the next annual evaluation.
  - b. If job performance has not improved accordingly, the employee may be subject to termination. This is in accordance with A.R. 2.15, Disciplinary Actions, Section V, Subsection K. Disciplinary Offenses.
8. Employees completing their 12-month probationary period between April 1 and June 30 will have their evaluations completed and, where applicable, their performance increases will be effective as with all other employees receiving performance increases.
9. The maximum rate of pay established in the Town’s Pay Plan for an employee’s job classification may not be exceeded by a performance pay increase.

**C. MID-YEAR REVIEWS**

1. Annual Performance evaluation results should not be a surprise to an individual. Therefore, supervisors are required to perform mid-year reviews at least at six months for every employee under their supervision and maintain these in their supervisory files, signed by the employee and the supervisor. A copy is to be provided to the employee.
2. Mid-year reviews and any notes and records between reviews will be used as supplementary information to guide supervisors in completing an employee’s annual performance evaluation and will not become a part of the official personnel record in the Human Resources Department, except as required in documenting discipline.
3. The Town Manager may perform these informal reviews for his or her direct reports more frequently, which may be on at least a quarterly basis.

**D. PROBATIONARY PERFORMANCE EVALUATION**

1. Civilian employees newly hired into regular full-time or regular part-time status serve an initial probation of 12 months from the date of hire.

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- a. Upon initial hiring and prior to the granting of permanent employment status, an employee must be evaluated at the six-month mark.
  - b. If the employee is not granted permanent status after the initial probationary period, an extension of no longer than six additional months may be granted.
  - c. A performance evaluation will be completed prior to the conclusion of the probationary period or any extension thereof and submitted to the Human Resources Department, along with a written request to effect the change to regular (permanent) status or documentation to terminate employment, as appropriate.
2. Law enforcement personnel serve a probationary period of 12 months from the date of the completion of law enforcement academy training, including a period of on-the-job, or preceptor, training.
- a. Prior to the granting of permanent employment status, an employee may be evaluated periodically and will receive an annual performance evaluation just prior to completing 12 months of service.
  - b. If the employee is not granted regular, permanent, status after the initial probationary period, an extension of no longer than six additional months may be granted.
  - c. A performance evaluation will be completed just prior to the conclusion of the probationary period or any extension thereof and submitted to the Human Resources Department, along with a written request to effect the change to regular (permanent) status, or documentation to terminate employment, as appropriate.

**E. PROBATIONARY PERFORMANCE EVALUATION WITH PERFORMANCE PAY**

1. Provided that the Town Council has approved funding for performance pay adjustments for the imminent fiscal year, a performance pay increase may be awarded, based on the results of the probationary performance evaluation, to employees who have completed a successful initial probation period of at least 12 months.
2. Sworn law enforcement employees who serve a probationary period longer than 12 months and whose performance has consistently met expectations in the 12 months of employment under evaluation, will be eligible for a performance pay adjustment at 12

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months, under the same rules and conditions as other employees under this section. This is intended to avoid pay compression within the ranks of police pay bands and provides for fair and equitable treatment among all personnel.

3. For an employee who received a performance increase previously on completion of his or her probationary period with more than 90-day gap before July 1 of the next immediate evaluation period, the following procedure will apply:
  - a. An update to the probationary evaluation form will be completed.
  - b. If the employee still consistently meets expectations, the employee will be eligible for the amount of performance increase authorized as of July 1.
4. If the employee completing probation prior to April 1 had previously received a market adjustment only—that for other permanent employees had been included as a part of performance pay—then, upon achieving eligibility for the merit increase, that employee will receive a pay increase that, together with the prior adjustment is commensurate with the total amount received by other employees in regular status.

**F. PROMOTIONAL REVIEW**

1. All newly promoted employees must serve a 12-month probationary period. Informal reviews are completed, at a minimum, on the six-month mark from the date of the promotion to provide for dialogue between the supervisor and the employee to offer opportunities for improvement. These are retained in the supervisory files.
2. The final formal 12-month performance evaluation will become a part of the employee's official personnel record in the Human Resources Department.

**III. PROCESS**

- A. The Employee Performance Evaluation and its accompanying User Guide is available online on the Human Resources Page of the Intranet, under the link for Employee Performance Evaluation Tools.
- B. A Performance Evaluation that consistently meets or exceeds expectations will be processed

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with the appropriate performance pay increase by the Human Resources Department through the Town's financial system.

**IV. PREPARING TO CONDUCT ANNUAL EVALUATION**

It is a supervisors ongoing responsibility and a part of his or her job to train, coach, mentor and correct employees under his or her supervision. A record of every employee's performance, including job attendance and behavior should be maintained to help in an objective assessment of an individual's job performance. Ongoing dialogue provides the employee opportunities to align or realign his or her performance with the organization's expectations.

- A. Before the process of evaluating individuals begins, the evaluators or supervisors in a department meet together as a "cohort" team to discuss the evaluation effort and what each assessment level means to the team, department wide. (This helps ensure equity among divisions and among ratings.) Please refer to the User Guide.
- B. The completed draft evaluation is then forwarded to the designated next higher level of supervision in the chain of authority (Reviewer) and to the Department Director and, finally, returned to the Supervisor, ready for conducting the review meeting with the employee.

**V. THE EVALUATION**

- A. Once signed through the chain of authority, the Supervisor/Evaluator holds a personal meeting with the employee to discuss the evaluation.
- B. The Evaluator signs the evaluation and the Employee signs to acknowledge that he or she has reviewed the form with the supervisor and makes any comments he or she wishes to be included on the form itself.
- C. The employee has five (5) additional days from the date of the signature on the evaluation form to submit additional comments to the supervisor, in response to the evaluation.
- D. If the additional employee comments are a form of appeal of the final evaluation rating, the Supervisor, Reviewer, and Director will meet to review the Employee's additional comments.

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E. Additional comments as described in this section will be appended to the performance evaluation form and become a part of the employee's personnel file, after a review through the employee's chain of authority.

**F. FINAL EVALUATION RESULTS:**

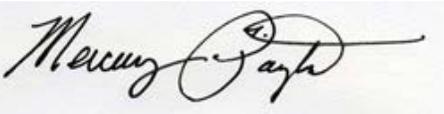
1. All signed and approved forms are forwarded to the Human Resources Department for processing, no later than May 15 or nearest work day of each year and no later than June 30 for employees completing initial probation at that time. Personnel Actions will then be processed to Finance's Payroll Section for application to the employee's pay, effective with the pay period that includes July 1.
2. For employees who require a re-evaluation or employees completing probation, a performance evaluation will be completed and submitted to the Human Resources Department. An evaluation that is accompanied by a performance increase will be processed to Finance's Payroll section for application to the employee's pay effective prospectively with the pay period following the evaluation.

**VI. APPEALS**

An employee may appeal the results of his or her performance evaluation through his/her chain of command to the Department Director, whose determination is final. If the employee still disagrees with the determination, a statement or additional comments may be submitted to the Human Resources Department to be made a part of the employee's personnel record.

**VII. APPLICABLE DOCUMENTS**

None

<b>Signature of Town Manager:</b>	<b>Date:</b>
	June 15, 2019