



Administrative Regulations

Office of the Mayor

Title: PERFORMANCE EVALUATIONS

A.R. Number: 5.7 **Effective Date:** 7/1/2023 **Page:** 1 of 5

Supersedes: PERFORMANCE EVALUATION SYSTEM **A.R.:** 5.7 **DATED:** 2/1/2007

I. PURPOSE

The City of Richmond is committed to excellence in public service. Accountability is a guiding value of the city. Employees are expected to take ownership and responsibility for individual and team actions and remain focused on the city's priorities.

Performance management uses evaluations to enhance employee performance and productivity, reward excellent performance, identify development needs, and implement improvement strategies where needed.

Performance evaluations encourage top performance through clear expectations and accountability and identifies areas in need of improvement for employees to become successful contributors to the organization. All employees are given the opportunity to demonstrate successful performance that highlights their contribution to meeting the city's vision, mission, goals, and objectives.

All employees, including supervisors and managers in permanent or temporary positions, are subject to performance evaluations.

II. POLICY

A. Performance Evaluation Process

1. The performance evaluation process and policy outlined in this section apply to all employees.
2. Each department shall follow a performance evaluation process for all employees, whether probationary or tenured. The evaluation process is an annual cycle of appraisal in which supervisors and employees formally and regularly meet to discuss performance. Employees shall be provided with clear expectations for quantity and quality of work they are to perform.
3. The annual performance period shall correspond with the fiscal year. It shall conclude with an end of the year formal, written evaluation. Documentation of performance meetings is required for the employee's personnel file. The end-of-year performance evaluation shall identify employee successes, any developmental needs, and/or any performance issues.



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B. Performance-Based Pay (“Merit”) Increases

1. No merit increases shall be awarded without an updated performance evaluation or to employees without at least six months of incumbency. Merit increases shall not be granted to employees whose performance has been unsatisfactory. Merit increases are separate and apart from General Wage Increases.
2. Positions at the department director level and above, constitutional officers, temporary employees (short-term, seasonal, emergency, grant-funded, and pool employees) and sworn fire and police personnel who are part of a step plan shall not be part of the performance-based pay increase system.
3. The Chief Administrative Officer shall determine the availability of annual merit increase funds. The city’s compensation plan and financial resources may be considered in the decision-making process.
4. When funds are approved, the merit increase shall be based on an employee’s job performance as measured against their job’s standard duties and responsibilities during the annual evaluation process.
5. Eligible employees shall not receive more than one merit increase per fiscal year.
6. A merit increase award shall not result in an employee’s pay exceeding the maximum of their position’s pay or broadband range. It shall be administered in accordance with the city’s pay plan.

C. Performance Improvement and Disciplinary Action

1. The performance improvement and disciplinary action policies outlined in this section apply to all employees.
2. Performance evaluations are designed to provide a structured process to improve undesirable work performance. If an employee receives an unsatisfactory performance evaluation, the supervisor or manager, in consultation with the appointing authority/department head, may place the employee on a Performance Improvement Plan (PIP). Please see the city’s disciplinary policy for progressive discipline steps to implement a PIP. The progressive discipline steps that should be taken after a PIP are described in the city’s discipline policy. The progressive discipline policy also addresses instances when disciplinary action is necessary due to personal conduct.



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3. This policy does not provide any contractual rights regarding employee discipline or counseling, nor shall anything in this policy be read or construed as modifying or altering the employment-at-will relationship between the City of Richmond and its employees.

III. PROCEDURE

HR shall make available detailed procedures and required forms for this policy, including performance evaluation, performance improvement, and distribution of merit increases. Procedures shall be administered consistently within departments. Departments shall consult with HR when questions arise related to performance actions.

IV. RESPONSIBILITY

Department of Human Resources (HR) – HR is responsible for oversight and administration of this policy. HR is the central repository for all personnel files including performance evaluations. HR shall disseminate performance evaluation procedures and forms to departments and provide guidance when questions arise.

Appointing Authorities and/or Department Heads – Appointing authorities and/or department heads are responsible for ensuring that the department/agency actively engages in performance management and that supervisors complete performance evaluations on a regular and timely basis. Appointing authorities and/or department heads shall notify HR of deviations from the appraisal cycle and performance evaluation standard procedures.

Supervisors – Supervisors are responsible for managing and documenting performance throughout the evaluation period. This includes establishing performance expectations, providing ongoing feedback, completion of a mid-year review of performance, development, and implementation of performance improvement plans, when necessary, and completion of a performance evaluation form for each employee.

Employees – Employees are responsible for clearly understanding their work expectations, meeting with their supervisors about any areas in need of clarification, reviewing written evaluations, and providing information to their supervisors regarding work performance and progress.

V. DEFINITIONS

Performance Management – Performance management encompasses all processes and steps taken under the purview of this policy to encourage productive performance and to determine if an employee's performance is consistent with the position expectations and the city's core values.



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Performance Period – The performance period refers to the time in which an employee's performance shall be evaluated. The annual performance period shall run with the fiscal year cycle, to begin July 1 and end June 30.

Probationary Employees - Probationary employees, or employees in their city employment less than twelve (12) months, must be employed a minimum of ninety (90) days to receive a performance evaluation. New employees shall have a performance check-in six months after their employment start date.

Performance Evaluation – A performance evaluation formally documents an employee's performance during the performance period. An overall rating of performance shall be provided and reviewed with the employee. The form must be signed by the supervisor, employee, and Appointing Authority.

Tenured Employees – The performance period for employees who have completed their probationary period shall follow the fiscal year schedule.



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VI. REGULATION UPDATE

Modifications to this policy shall be the responsibility of the Department of Human Resources under the advisement of the Chief Administrative Officer.

Approval



CHIEF ADMINISTRATIVE OFFICER



MAYOR