

EXHIBIT A

City of Hesperia

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Administrative Policies and Procedures Manual

POLICY: PERFORMANCE APPRAISALS AND HONORS PROGRAM

1.00 PURPOSE

The purpose of this policy is to further define the City's Personnel Rules and Regulations, as adopted originally on September 15, 1988 and revised on July 1, 2004 by relating options for Pay for Performance incentives, as well as providing guidance on the preparation and administration of Performance Appraisals.

2.00 PROCEDURE

- A. For the purposes of this policy, a Performance Appraisal is the formal evaluation of an employee's performance prepared on the appropriate Performance Appraisal Form. Disciplinary actions and counseling are not covered under this policy.
- B. With the exception of short-term temporary employees, all employees of the City shall receive Performance Appraisals as provided for in this policy and the City's Personnel Rules and Regulations.
- C. All Performance Appraisals shall be administered on the appropriate form.

Annual

The employee is to be provided the opportunity to complete an Employee Self-Evaluation/Feedback Form. The rater is required to provide comments under each rating category and under Supervisor comments, with the exception of when an employee receives a "Meets the City's High Expectations" rating in a rating category.

Six-Month

An Employee Self-Evaluation/Feedback Form is not required. Rater comments are required only if the employee receives a "Does Not Meet Expectations" rating under a rating category and under Supervisor comments.

Any Probationary Period

An Employee Self-Evaluation/Feedback Form is not required. The rater is required to provide comments under each rating category and under Supervisor comments, with the exception of when the employee receives a "Meets the City's High Expectations" rating in a rating category.

- D. All employees shall receive performance evaluations in accordance with the schedule noted in the City's Personnel Rules and Regulations.
- E. To provide employees an opportunity to actively participate in their annual Performance Appraisal, all employees who receive Annual Performance Appraisals shall be given the

opportunity to complete and discuss with their immediate Supervisor an Employee Self-Evaluation/Feedback form. All employees shall be given at least thirty (15) days to complete the form. After the employees have completed the form, they shall be provided the opportunity to discuss their comments with their immediate Supervisor prior to the Supervisor's completion of the Performance Appraisal. Discussing the contents of the self-evaluation/feedback form is strictly voluntary on the part of the employee. If the employee does not wish to participate by completing a self-evaluation form, he/she should check the box indicating this, sign the form and return the form to the Supervisor. If an employee who completes a feedback form desires that said form be attached to his/her annual appraisal, they are to indicate this by checking the appropriate box on the submitted feedback form.

- F. Employees should receive ample time to read and consider their evaluation prior to discussing it with their supervisor.
- G. As the 6-month Performance Appraisal is intended to provide feedback by the Supervisor on the employee's performance mid-point between annual appraisals, it is not necessary to provide the employee with an advance copy of the Performance Appraisal or to request that the employee complete a Self-Evaluation/Feedback form.
- H. An employee who desires to respond to any comment(s) in either his/her annual or 6-month Performance Appraisal shall have a maximum of five (5) working days from the date the appraisal is administered to prepare and submit his/her written response. In the event that an employee does not sign his/her appraisal or submit a written response to an appraisal within five (5) working days of the date the appraisal was discussed, the appraisal shall be processed with the notation in the employee's signature space "Employee Refused to Sign". For the purpose of this Policy, a work day shall be based on the employee's regularly scheduled days to work.
- I. Any dispute arising out of the content of a Performance Appraisal shall be handled by the respective Supervisor, Department Director and, if needed, the City Manager.
- J. Prior to discussing the Performance Appraisal with the employee, all Performance Appraisals are to be reviewed by the respective Department Director and the City's Manager's designee in the Human Resources/Risk Management Division.
- K. An appraisal given to an employee within 30 calendar days of due date shall not be considered as late.
- L. A variety of rating categories have been developed to aid supervisors in preparing evaluations. The narratives that describe the level of performance within each rating category are offered as a general guideline of the behaviors that would support such a rating. It is understood that an employee may not demonstrate all behaviors contained within the narrative. Therefore, it is incumbent on the rater to add comments to each rating category, as required by the policy or as the rater deems necessary, to support the rating level.

M. Honors Program

The Non-Represented salary ranges shall consist of 11 (eleven) 2% (two-percent) Honors Levels or steps. Honors Level 11 is the maximum salary level for any given classification. As such, no additional base salary increases are available past Honors Level 11. Movement within a salary range as the result of the annual performance review shall be governed as follows:

- | | |
|---------------------------------------|---------------------|
| ➤ Does Not Meet Expectations: | 0 steps |
| ➤ Meets the City's High Expectations: | 1 Honors Level |
| ➤ Exceeds Expectations: | 2 – 3 Honors Levels |
| ➤ Far Exceeds Expectations: | 4 – 6 Honors Levels |

The staff member must have a majority of the rating factors in the specific category to qualify for the Honors Level increase as noted above.

N. Lump Sum Payment (Pay for Performance)

All Non-Represented full-time employees are eligible to receive a 2% lump sum payment if the following conditions are met:

- A Non-Probationary Employee
- At Step 11 for one (1) year
- Receives an annual performance appraisal with an overall performance rating of "Exceeds Standards"

The 2% lump sum payment will be calculated using the employee's salary on the due date of the performance appraisal. This 2% payment will not be considered special compensation and will not be reported to the California Public Employees' Retirement System. The payment will be processed in a separate check on the scheduled pay cycle after approvals have been received.

The Supervisor will attach a request form requesting the employee receive a lump sum payment. On the form there is to be a description of the employee's performance exceeding standards and the original performance appraisal will be attached. The form must have approval from the Department Head, Human Resources and City Manager before the payment is processed.

For Example:

Employee A is at Step 8 and during performance evaluation year 2017-18 receives an "Exceeds Expectations" rating and a 3 step salary increase to Step 11. Employee A is not eligible to receive a lump sum payment until performance evaluation year 2018-19 (one year after reaching Step 11)

Employee B is at Step 11 during performance evaluation year 2017-18. Employee B is eligible for a lump sum payment if he/she receives an overall performance rating of "Exceeds Expectations".

3.00 RESPONSIBILITY ASSIGNMENTS

EMPLOYEE:

Responsible to complete self-evaluation within 30 (thirty) calendar days of receipt if they desire to complete said form.

Responsible to read, discuss, and/or sign/respond to all appraisals provided for in this Policy within five (5) working days of the date the appraisal is administered to him/her.

SUPERVISOR:

Responsible to prepare and conduct appraisals at the time intervals provided for in Sections D, E, and K of this Policy, or more often as deemed appropriate by the Supervisor/Department Director.

Responsible to have the respective Department Director and the Human Resources/Risk Management Division review all Performance Appraisals before they are formally discussed with the employee.

Responsible for ensuring employee is eligible for lump sum payment before proposal.

Responsible for proposing recommendations for the Honors and Pay for Performance Programs.

HUMAN RESOURCES DIVISION:

Responsible to inform Supervisors at least forty-five (45) working days before a Performance Appraisal is due.

Responsible to review all Performance Appraisals and discuss with respective Department Directors before they are formally discussed with an employee.

Responsible, as requested, to assist Supervisors with the preparation of a Performance Appraisal and the lump sum payment request form.

Responsible to periodically review and update this policy.

Responsible to ensure that Performance Appraisals and Lump Sum Payment requests are completed pursuant to the requirements of this Policy.

DEPARTMENT DIRECTORS:

Responsible to ensure that Performance Appraisals are completed pursuant to the requirements of this Policy.

Responsible to review all Performance Appraisals prior to the appraisal being formally discussed with the employee.

Responsible for proposing recommendations for the Honors and Lump Sum Payment Program to the City Manager.

Responsible to ensure City Manager review and approval of all Performance Appraisals that receive a rating of "Far Exceeds Expectations."

CITY MANAGER:

Responsible to review and sign Performance Appraisals, especially those that receive a rating of "Exceeds Expectations" or "Far Exceeds Expectations."

Responsible for approving or disapproving all Lump Sum Payments.

4.0 Exhibits

1. Non-Represented Performance Appraisal Form
2. Employee Self-Evaluation/Feedback Form
3. Lump Sum Payment Request Form
4. Non-Represented Honors Program Salary Schedule Example Matrix

Recommended for Approval:

Michael Blay
Assistant City Manager

APPROVED:

Nils Bentsen
City Manager



City of Hesperia

NON-REPRESENTED EMPLOYEE PERFORMANCE APPRAISAL

EMPLOYEE NAME: _____

POSITION TITLE: _____

DEPARTMENT: _____

TYPE OF APPRAISAL:

Annual ☐ 6-Month ☐ Probation ☐

Other: _____

REVIEW PERIOD: From: _____ To: _____

SUPERVISOR'S NAME: _____

EMPLOYEE NAME: _____

JOB KNOWLEDGE - WORK METHOD AND PRODUCT - DECISION-MAKING/PROBLEM SOLVING

☐ Does Not Meet Expectations ☐ Meets the City's High Expectations ☐ Exceeds Expectations ☐ Far Exceeds expectations

Comments:

TIME MANAGEMENT

☐ Does Not Meet Expectations ☐ Meets the City's High Expectations ☐ Exceeds Expectations

Comments:

COMMUNICATION - INTERPERSONAL RELATIONS - CUSTOMER SERVICE

☐ Does Not Meet Expectations ☐ Meets the City's High Expectations ☐ Exceeds Expectations ☐ Far Exceeds expectations

Comments:

EMPLOYEE NAME: _____

PROFESSIONAL DEVELOPMENT

☐ Does Not Meet Expectations ☐ Meets the City's High Expectations ☐ Exceeds Expectations

Comments:

DEPENDABILITY

☐ Does Not Meet Expectations* ☐ Meets the City's High Expectations

Comments:

SAFETY

☐ Does Not Meet Expectations* ☐ Meets the City's High Expectations

*Comments (Only required if rated as Does Not Meet Expectations):

GOAL ACHIEVEMENT - ACCOMPLISHMENTS

Comments:

GOALS NEXT RATING PERIOD

Comments:

The following section is to be completed only if employee supervises staff, regardless of classification.

EMPLOYEE NAME: _____

INITIATIVE

☐ Does Not Meet Expectations ☐ Meets the City's High Expectations ☐ Exceeds Expectations

Comments:

LEADERSHIP/DEVELOP TEAM MEMBERS

☐ Does Not Meet Expectations ☐ Meets the City's High Expectations ☐ Exceeds Expectations ☐ Far Exceeds expectations

Comments:

MANAGING RESOURCES

☐ Does Not Meet Expectations ☐ Meets the City's High Expectations ☐ Exceeds Expectations ☐ Far Exceeds expectations

Comments:

VISIONARY

☐ Does Not Meet Expectations ☐ Meets the City's High Expectations ☐ Exceeds Expectations

Comments:

EMPLOYEE NAME: _____

OVERALL PERFORMANCE RATING

The rating should reflect the total contribution the employee has made during the period under review, and be supported by the performance appraisal. Level 11 is the highest level available. Please check the appropriate rating boxes below.

☐ Does Not Meet Expectations

☐ Meets the City's High Expectations - 1 Level

☐ Exceeds Expectations - - - - - -

☐ Far Exceeds Expectations - - - - - -

If eligible, please select one of the options below and complete the attached form.

☐ 2 Levels ☐ 3 Levels

☐ 4 Levels ☐ 5 Levels ☐ 6 Levels

DEPARTMENT DIRECTOR/SUPERVISOR OVERALL COMMENTS:

Employee Signature

Date

Supervisor Signature

Date

Department Director Signature

Date

Human Resources Signature

Date

City Manager Signature

Date

The Employee signature indicates that the employee has been involved in a complete discussion of performance with the supervisor, has seen the completed feedback form, and has had the performance rating explained. The Employee signature does not necessarily imply agreement with the content of the performance appraisal form.

CITY OF HESPERIA
Employee Self-Evaluation/Feedback Form

EMPLOYEE NAME: _____

Department Name: _____ **Supervisor Name:** _____

Form Given to Employee (Date): _____ **Returned to Supervisor (Date):** _____

COVERS REVIEW PERIOD FROM: _____ **TO** _____

City records indicate that your Performance Appraisal will soon be due. In an effort to better evaluate your work performance, your feedback would be appreciated. Although **NOT REQUIRED**, this is an opportunity for you to reflect on the past months and take an active role in the evaluation process. Please provide responses in a thoughtful manner, and word your sentences as objectively as possible. If you do not wish to participate, please indicate below and return the form to your supervisor within two (2) working days. It is your option to decline, complete all, or any portion of this form. After you submit this form, the original will be retained in the supervisor's file, and a copy will be returned to you. Thank you.

☐ **I do not wish to participate or complete a self-evaluation form.**

☐ **Please attach this form to my annual appraisal.**

If you elect to participate, please respond to the following questions and return the form to your supervisor within thirty (30) days from today.

1. What do you feel are your top job-related accomplishments since your last review period?

2. What steps have you taken toward professional advancement since your last review?



City of Hesperia

LUMP SUM PAYMENT REQUEST FORM

Non-Represented full-time employees are eligible to receive a 2% lump sum payment, if they are a Non-Probationary Employee, at Step 11 for one (1) year and receives an annual performance appraisal with an overall performance rating of "Exceeds Standards".

Employee Name: _____ Job Title/Department: _____

Describe the employee's performance that exceeds standards. Please attach the original performance appraisal.

Supervisor Signature

Date Submitted

☐ Approved ☐ Disapproved _____

HR Signature

DATE

☐ Approved ☐ Disapproved _____

Department Head Signature

DATE

☐ Approved ☐ Disapproved _____

City Manager Signature

DATE

3. Have you contributed any ideas to improve work, safety, communications, reduce costs, etc.?

4. In what ways and/or areas could you improve?

5. Please list three to five suggested goals for next evaluation period.

NON-REPRESENTED EMPLOYEES' SALARIES, BENEFITS AND RELATED POLICIES

C. Assignment of Position Classifications to Pay Ranges (Monthly Amounts):

NON-REPRESENTED FULL-TIME & PART-TIME POSITIONS 2016-17 Fiscal Year 1.8% COLA, Effective Pay Period Beginning 3/18/2017

<u>CLASSIFICATION TITLE</u>	<u>RANGE#</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>
<u>GENERAL</u>												
Accountant	33	4,752	4,847	4,944	5,043	5,144	5,247	5,352	5,459	5,568	5,679	5,793
Accounting Technician	31	4,310	4,396	4,484	4,574	4,666	4,759	4,854	4,951	5,050	5,151	5,254
Administrative Aide	27	3,546	3,617	3,689	3,763	3,838	3,915	3,993	4,073	4,155	4,238	4,323
Administrative Secretary	30	4,105	4,187	4,271	4,356	4,443	4,532	4,623	4,716	4,810	4,906	5,004
Construction Inspector	34	4,990	5,090	5,192	5,296	5,402	5,510	5,620	5,732	5,847	5,964	6,083
Executive Secretary	33	4,752	4,847	4,944	5,043	5,144	5,247	5,352	5,459	5,568	5,679	5,793
Facilities Electrician	35	5,240	5,345	5,452	5,561	5,672	5,785	5,901	6,019	6,139	6,262	6,387
Facilities Maintenance Technician	32	4,526	4,617	4,709	4,803	4,899	4,997	5,097	5,199	5,303	5,409	5,517
Geographical Information Systems Technician	31	4,310	4,396	4,484	4,574	4,666	4,759	4,854	4,951	5,050	5,151	5,254
Information Systems Technician	31	4,310	4,396	4,484	4,574	4,666	4,759	4,854	4,951	5,050	5,151	5,254
Maintenance Crew Supervisor	36	5,502	5,612	5,724	5,839	5,956	6,075	6,197	6,321	6,447	6,576	6,708
Office Assistant	24	3,062	3,123	3,186	3,250	3,315	3,381	3,449	3,518	3,588	3,660	3,733
Personnel Technician	32	4,526	4,617	4,709	4,803	4,899	4,997	5,097	5,199	5,303	5,409	5,517
Senior Code Enforcement Officer	34	4,990	5,090	5,192	5,296	5,402	5,510	5,620	5,732	5,847	5,964	6,083
Senior Community Development Technician	32	4,526	4,617	4,709	4,803	4,899	4,997	5,097	5,199	5,303	5,409	5,517
Senior Office Assistant	28	3,723	3,798	3,874	3,952	4,031	4,112	4,194	4,278	4,364	4,451	4,540
Senior Office Specialist	28	3,723	3,798	3,874	3,952	4,031	4,112	4,194	4,278	4,364	4,451	4,540
<u>PROFESSIONAL/SUPERVISORY</u>												
Administrative Analyst	34	4,990	5,090	5,192	5,296	5,402	5,510	5,620	5,732	5,847	5,964	6,083
Assistant City Clerk	35	5,240	5,345	5,452	5,561	5,672	5,785	5,901	6,019	6,139	6,262	6,387
Assistant Engineer	38	6,066	6,187	6,311	6,437	6,566	6,697	6,831	6,968	7,107	7,249	7,394
Associate Planner	38	6,066	6,187	6,311	6,437	6,566	6,697	6,831	6,968	7,107	7,249	7,394
Code Enforcement Supervisor	36	5,502	5,612	5,724	5,839	5,956	6,075	6,197	6,321	6,447	6,576	6,708
Community Development Supervisor	38	6,066	6,187	6,311	6,437	6,566	6,697	6,831	6,968	7,107	7,249	7,394
Construction Inspection Supervisor	39	6,370	6,497	6,627	6,760	6,895	7,033	7,174	7,318	7,464	7,613	7,765
Customer Service Supervisor	36	5,502	5,612	5,724	5,839	5,956	6,075	6,197	6,321	6,447	6,576	6,708
Environmental Programs Coordinator	34	4,990	5,090	5,192	5,296	5,402	5,510	5,620	5,732	5,847	5,964	6,083
Facilities Supervisor	36	5,502	5,612	5,724	5,839	5,956	6,075	6,197	6,321	6,447	6,576	6,708
Financial Analyst	35	5,240	5,345	5,452	5,561	5,672	5,785	5,901	6,019	6,139	6,262	6,387
Human Resources Specialist	35	5,240	5,345	5,452	5,561	5,672	5,785	5,901	6,019	6,139	6,262	6,387
Management Analyst	37	5,777	5,893	6,011	6,131	6,254	6,379	6,507	6,637	6,770	6,905	7,043
Plans Examiner	37	5,777	5,893	6,011	6,131	6,254	6,379	6,507	6,637	6,770	6,905	7,043
Public Works Supervisor/Water	40	6,688	6,822	6,958	7,097	7,239	7,384	7,532	7,683	7,837	7,994	8,154
Secretary to the City Manager and City Council	35	5,240	5,345	5,452	5,561	5,672	5,785	5,901	6,019	6,139	6,262	6,387
<u>MANAGEMENT</u>												
Animal Services Manager	41	7,022	7,162	7,305	7,451	7,600	7,752	7,907	8,065	8,226	8,391	8,559
Assistant to the City Manager	43	7,743	7,898	8,056	8,217	8,381	8,549	8,720	8,894	9,072	9,253	9,438
Budget/Finance Manager	43	7,743	7,898	8,056	8,217	8,381	8,549	8,720	8,894	9,072	9,253	9,438
Building and Safety Manager	43	7,743	7,898	8,056	8,217	8,381	8,549	8,720	8,894	9,072	9,253	9,438
Geographical Information Systems Manager	41	7,022	7,162	7,305	7,451	7,600	7,752	7,907	8,065	8,226	8,391	8,559
Human Resources Manager	43	7,743	7,898	8,056	8,217	8,381	8,549	8,720	8,894	9,072	9,253	9,438
Information Systems Manager	43	7,743	7,898	8,056	8,217	8,381	8,549	8,720	8,894	9,072	9,253	9,438
Information Systems Specialist	37	5,777	5,893	6,011	6,131	6,254	6,379	6,507	6,637	6,770	6,905	7,043
Principal Planner	44	8,130	8,293	8,459	8,628	8,801	8,977	9,157	9,340	9,527	9,718	9,912
Project Construction Manager	43	7,743	7,898	8,056	8,217	8,381	8,549	8,720	8,894	9,072	9,253	9,438
Public Works Manager	43	7,743	7,898	8,056	8,217	8,381	8,549	8,720	8,894	9,072	9,253	9,438
Senior Accountant	38	6,066	6,187	6,311	6,437	6,566	6,697	6,831	6,968	7,107	7,249	7,394
Senior Financial Analyst	40	6,688	6,822	6,958	7,097	7,239	7,384	7,532	7,683	7,837	7,994	8,154
Senior Management Analyst	40	6,688	6,822	6,958	7,097	7,239	7,384	7,532	7,683	7,837	7,994	8,154
Senior Planner	41	7,022	7,162	7,305	7,451	7,600	7,752	7,907	8,065	8,226	8,391	8,559

NON-REPRESENTED EMPLOYEES' SALARIES, BENEFITS AND RELATED POLICIES

C. Assignment of Position Classifications to Pay Ranges (Monthly Amounts Continued):

NON-REPRESENTED FULL-TIME & PART-TIME POSITIONS 2016-17 Fiscal Year 1.8% COLA, Effective Pay Period Beginning 3/18/2017

<u>CLASSIFICATION TITLE</u>	<u>RANGE#</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>
<u>SENIOR MANAGEMENT</u>												
Deputy Finance Director	46	8,964	9,143	9,326	9,513	9,703	9,897	10,095	10,297	10,503	10,713	10,927
<u>AT WILL SENIOR MANAGEMENT</u>												
Assistant City Manager/Management Services	52	12,012	12,252	12,497	12,747	13,002	13,262	13,527	13,798	14,074	14,356	14,643
City Clerk	45	8,536	8,707	8,881	9,059	9,240	9,425	9,614	9,806	10,002	10,202	10,406
Director of Development Services	51	11,440	11,669	11,902	12,140	12,383	12,631	12,884	13,142	13,405	13,673	13,947
Economic Development Manager	44	8,130	8,293	8,459	8,628	8,801	8,977	9,157	9,340	9,527	9,718	9,912
<u>PART-TIME (HOURLY AMOUNTS)</u>												
Administrative Intern-Part-Time	AI	12.00	13.00	14.00	15.00							
Administrative Aide - Part-Time	27	20.46	20.87	21.28	21.71	22.14	22.59	23.04	23.50	23.97	24.45	24.94
Administrative Analyst - Part-Time	34	28.79	29.37	29.95	30.55	31.17	31.79	32.42	33.07	33.73	34.41	35.09
Animal Care Technician - Part-Time	8	18.30	19.22	20.18	21.19	22.25						
Building Inspector - Part-Time	17	28.44	29.83	31.32	32.89	34.54						
Custodian - Part-Time	8	18.30	19.22	20.18	21.19	22.25						
Customer Service Representative - Part-Time	10	20.18	21.19	22.25	23.37	24.54						
Facilities Electrician - Part-Time	35	30.23	30.84	31.45	32.08	32.72	33.38	34.04	34.73	35.42	36.13	36.85
Facilities Maintenance Technician - Part-Time	32	26.11	26.64	27.17	27.71	28.26	28.83	29.41	29.99	30.59	31.21	31.83
Maintenance Worker - Part-Time	10	20.18	21.19	22.25	23.37	24.54						
Office Assistant - Part-Time	24	17.67	18.02	18.38	18.75	19.13	19.51	19.90	20.30	20.70	21.12	21.54
Receptionist - Part-Time	6	16.60	17.43	18.30	19.22	20.18						