

Annual Performance Evaluation Policy and Process

Beaver Island Transfer Station and Recycle Center

DRAFT dated 11/05/19 10/15/20

Purpose: The purpose of this policy is to establish guidelines/policy for the annual review of Beaver Island Transfer Station and Recycle Center personnel

Persons Affected: All employees of the Transfer Station.

This policy is to ensure that: Transfer Station and Recycle Center personnel receive annual performance evaluations by the end of the fiscal year, in alignment with the policies of the Townships, though employees may request evaluation more frequently.

The evaluation cycle is not dependent on the merit salary increase process. However, a current performance evaluation (completed within the previous twelve months) is required to support recommendations for merit salary adjustments.

Performance evaluations shall be performed at least annually, typically on an employment anniversary date but it may vary. Evaluations shall be based on job related performance factors. Performance evaluations shall not be used to initiate personnel actions such as transfer, promotions or corrective disciplinary actions; however an evaluations may serve as supporting documentation for personnel actions. Employee participation in the development of evaluation materials and rating factors is encouraged.

Transfer Station and Recycle Center personnel should receive automatic cost of living increases each year.

Merit Salary Adjustments: The BIWM Committee may make recommendations to Township Trustees that Station personnel be recognized and rewarded for their initiative to develop and improve skills, increased productivity, or permanent assumption of higher-level duties that result in service enhancements or efficiencies exceeding those normally expected, as set forth by the job description.

Performance Appraisals, Reviews or Evaluations: A systematic and periodic (usually annual, unless for new employees) process that assesses an individual employee's work performance and productivity related to a set of criteria and objectives set forth by the job description and other standard operating procedures. Other factors evaluated may include

teamwork, customer service, accomplishments, strengths and weaknesses, development opportunities, progress to goals and goals for the upcoming year.

Performance Expectations: Criteria by which an individual employee performs his or her job as defined by job descriptions, standard operating procedures, customer service standards, compliance with laws, rules and regulations and other factors as defined by the BIWM Committee.

Performance Standards: Describes specific performance expectations for each major duty. They are observable behaviors and actions which explain how the job is to be done, plus the results that are expected for satisfactory job performance. They tell the employee what a good job looks like. The purpose of performance standards is to communicate expectations.

Job or Core Competencies: Describes various skills, aptitudes, and performance levels as they are related to a specific position or job.

Responsibilities: Transfer Station and Recycle Center Manager ensures that employees receive feedback on their work performance timely and consistently over the year, including positive feedback as well as any concerns for improvement. Regular on-on-one meetings are an important way for managers to communicate with individual staff and provide feedback and coaching. This also provides a chance for staff to communicate concerns they may have in their positions, in the work environment or with process partners and stakeholders, including sensitive topics they are uncomfortable discussing in team meetings.

At least annually, comprehensively review employees' performance. An annual review is an opportunity to accomplish the following:

- Sum up an overall assessment of how work has gone over the previous year. This assessment should include concerns that have been addressed over the previous year as well as recognition for accomplishments.
- Identify goals that have been met and those where additional effort may be required.
- Determine whether the employee's job description and competencies accurately reflect the reality of the position, and make updates as necessary.
- Identify performance, achievement and/or development goals for the upcoming year.

Make sure that the employee has an opportunity to provide input.

Unsatisfactory Performance: If an employee's job performance is not satisfactory and normal coaching, counseling and training have not brought performance to an acceptable level, corrective action may be necessary. Feedback on a performance evaluation should not be a surprise to the employee, as any feedback should have been discussed with the employee prior to the performance evaluation.

General Procedures for all staff: Before the evaluation, the reviewer should ask the employee to:

- Review job description and note any changes
- Provide a list of accomplishments over the past year
- Provide progress to goals as applicable
- Create new goals for the upcoming year as applicable

These should be sent in time to be incorporated into the evaluation as applicable. The Station Manager needs to sign the evaluation before it is given to the employee.

When conducting the performance evaluation, it is important to:

- Be prepared – know objectives and goals of the meeting
- Choose a quiet, private spot with as few interruptions as possible
- Create a positive environment and help the employee feel at ease
- Give balanced feedback, both positive and negative, but start with the positive (When discussing areas for improvement, discuss methods and objectives for improving)
- Performance evaluations should be a reflection of ongoing discussions throughout the year, and the information should not be a surprise to the individual.
- Focus on the job, not the person
- Ask questions and allow the employee to provide feedback
- Discuss professional development as applicable
- Summarize and review the important points of the discussion
- Restate any action steps that have been recommended and provide a time frame for completion
- Make sure the employee reviews the appraisal and is given time to provide comments
- Have the employee sign it to acknowledge that he or she has read it (does not signify agreement with the content but is still valid even if the employee does not sign)
- Follow-up with the employee to see how plans are proceeding within the given timeframes
- Offer the employee assistance in achieving objectives and encourage discussion of successes and obstacles throughout the upcoming year (coaching)

Signing the Performance Evaluations: All personnel are asked to sign the performance evaluations as acknowledgment that they received them, not necessarily that they agree with them. Sometimes, performance evaluations are revised after the conversation takes place. Additionally, if an employee disagrees with the performance evaluation, she or he is able to write an addendum to be attached to the performance evaluation.

Performance evaluations are kept in the local personnel files or by year for three years after completion of the review, and then shredded or destroyed and e-copies deleted.

Evaluation format for Transfer Station Manager: The evaluation format for TS Manager is flexible, but typically address the following factors:

- Quality of Work

- Quantity of Work
- Customer Service
- Teamwork
- Managerial Skills as applicable
- Troubleshooting (problem solving)

When writing the TS Manager evaluation, include accomplishments as relevant or attached staff member's list of accomplishments.

The annual written review of the Transfer Station Manager is prepared jointly by the Supervisors of Peaine and St. James Townships, with written input provided by the Chair of the Beaver Island Waste Management Committee. The review process for the TS manager follows the same Annual Performance Evaluation Process outlined above. The Annual Review meeting for the Station Manager is composed of the the supervisors from Peaine and St. James Townships and the Chair of the Waste Management Committee. The Waste Mangment Comittee Chair, oversees the meeting.

Effective Date: December 1, 2020