



TOWN OF FOXBOROUGH
40 SOUTH STREET
FOXBOROUGH, MASSACHUSETTS 02035
Telephone - 508-543-1200 FAX - 508-543-6278

Performance Evaluation & Review Policy

1. PURPOSE & SCOPE

The purpose of this policy is to outline the Town of Foxborough's performance review and evaluation program. The performance review and evaluation program has been developed to accomplish several goals: to continuously improve the effectiveness and efficiency of Town services; to provide an opportunity for two-way communication and planning between employees and reviewing managers; to assist employees in increasing the effectiveness of their job performance; to provide a mechanism for the establishment of individual and departmental goals; to serve as the basis for acknowledging employees' accomplishments and recognizing employees' potential need for guidance, training and/or support; and to provide documentation of employees' performance to serve as the basis for salary adjustments and other personnel-related actions.

2. APPLICABILITY

This policy applies to all management, administrative, professional, technical, clerical, and support employees of the general government who regularly work for the Town. This policy does not apply to seasonal or temporary employees.

3. POLICY

It is the policy of the Town of Foxborough that all full-time and regular part-time (20 or more hours per week) employees will be reviewed and evaluated on an annual basis. Self-evaluations will occur in the last two weeks of May and Supervisor-evaluations will occur in the first two weeks of June annually. Additionally, employees who are nearing the end of a probationary period will be reviewed and evaluated by management to determine whether the employee should be retained on a regular basis.

4. PROCEDURE

A. Coordination

The performance review and evaluation system will be coordinated and monitored by Human Resources. Coordination will include the following tasks:

1. Informing department managers/supervisors of employee reviews needed;
2. Providing direction to supervisors relative to the performance review forms and guidelines needed to complete the reviews;
3. Monitoring the completion of reviews;
4. Monitoring and ensuring the implementation of proper post-evaluation step adjustments;
5. Keeping employee reviews in a secure file to protect confidentiality; and
6. Regulating access to employee review and evaluation files.

B. Forms

Supervisors will review and evaluate all eligible employees using the appropriate classification evaluation form and will follow the applicable instructions. The evaluation form, instructions and the employee's job description will be forwarded by Human Resources staff to the supervisor at least one week in advance of the employee's review date.

C. Storage

All original employee evaluations will be returned by Departments to Human Resources and securely stored as confidential information.

5. COMPLAINT RESOLUTION PROCESS

If an employee disagrees with his or her review, he or she may offer comments in the space provided on the Performance Evaluation Form. If the disagreement cannot be resolved within the department, the supervisor and employee shall meet with the Human Resources Director for a hearing on the matter.

6. CONSIDERATIONS

The relevant forms and instructions accompanying this policy are the official documents to be provided in the "Performance Evaluation Assistance" portion of this policy to assist in the process.

Performance Evaluation Preparation Assistance

Guidelines for Goal Setting

What is a goal? A goal is a statement of intention, with a target point of completion and an agreed upon, measurable level of output.

Goals should be:

1. **Specific** Define precisely the objective or outcome you want.
2. **Measurable** Define objectively how you will know when you've attained it.
3. **Realistic** The goal should be achievable within the appropriate time-frame.
4. **Written** The goal is written in clear, concise language and reviewed on a regular basis.
5. **Time-limited** Set a specific date or deadline for reaching your goal.
6. **Positive** Goals should be stated in positive terms.
7. **Action-based** Use action verbs to describe the steps needed to achieve the goal.
8. **Consistent** The goal must not conflict with another goal, and must be congruent with the organizations values, vision and mission.

Performance Evaluation Tips

1. Schedule the performance review meeting with the employee several days in advance.
2. Reserve a private room for the meeting where you will be undisturbed.
3. Review the employee's job description and note any changes which need to be discussed.
4. Provide the employee with a copy of the performance review form, job description and the employee evaluation instructions; prior to the meeting.

5. Review any notes from regular supervisory sessions with the employee, the contents of any incident file(s), any special achievements or problem areas, and obtain input from other departments as needed.
6. Honestly critique your own performance as a supervisor during the review period.
7. Specifically define any problem areas and possible solutions prior to presenting them to the employee.
8. Outline the meeting format beginning with positive recognition for areas of strength.
9. Focus on job performance and behavior, not personality, as you evaluate each employee. It is your job to be fair and equitable, and to listen to the employee's point of view.
10. At the end of the evaluation, always ask the employee if there is anything more that you can do as a supervisor to help the employee be successful in their work performance.

The Performance Review Meeting

1. Be on time and devote your complete attention to this meeting.
2. Share with the employee the outline of the meeting, noting areas for discussion.
3. Ask the employee if there are any specific questions/problems that he/she would like to discuss and add items to the agenda.
4. Review the previous year's Performance Evaluation Form, any mid-year discussions or special achievements, or other unique circumstances with the employee if applicable.
5. Compliment the employee on specific job accomplishments and strengths, but be careful not to over/under rate your assessment of the employee's performance based on one or two incidents.
6. Review the completed Performance Evaluation Form with the employee if you have prepared it in advance. Some department managers/supervisors prefer to complete the form after the meeting. In either case, you should provide the employee an opportunity to respond to the form after you have met and given a hard copy to him/her.
7. Present specific areas for improvement and discuss them with the employee. Listen carefully to the employee's point of view and his/her suggestions for how the problem could be resolved. Also ask the employee how you may assist him/her in this process.
8. Mutually agree on goals for improving the areas of concern and schedule a follow-up meeting to discuss progress within one month (if applicable).
9. Discuss any changes in job responsibility/career plans with the employee and consider advancement opportunities and training needs of the employee.
10. Have the employee sign the Performance Evaluation Form and comment as needed. The supervisor will then submit the form, and if applicable, suggested changes to the job description to Human Resources.
11. Regular on-going meetings with your employees and coaching sessions with employees experiencing problems will facilitate smoother individual review meetings since you will both be up-to-date on performance, areas of concern and issues needing attention.
12. Surprises at annual evaluation reviews are never a good thing. Regular documentation/discussion is key, and all employees should receive both positive and constructive feedback throughout the year, as warranted, so that they know where they stand and what areas they need to work on.