



ADDENDUM # 1
RFP #06-16—CLASSIFICATION &
COMPENSATION CONSULTANT SERVICES
CITY OF HOPEWELL

JANUARY 13, 2016

The City of Hopewell has received and reviewed the below questions related to RFP #06-16 – Classification & Compensation Consultant Services, and offers the following responses as Addendum #1. Please acknowledge receipt of this addendum by signing and including **page 6** as part of your proposal response.

II. BACKGROUND

- 1) Of the 450 City positions referenced in the RFP, how many are full-time and part-time and will part-time employees be included in this study? **Part-time positions may not be included in this study. We currently have 344 full-time employees.**
- 2) Of your 165 job classifications, how many are used within each of your eleven (11) departments? How many do you consider generic for use throughout the City's departments? **We do have generic job classifications such as Administrative Assistants, Business Manager, Executive Assistants, and Sr. Exec. Assistants. Most of the City's classifications are department oriented.**
- 3) We see the last major study was conducted in 2003. Was that project as comprehensive in scope as this RFP? **Yes, it was as comprehensive. However, an in-house study was done in 2008 that looked at very specific positions within the City. It was partially implemented.**

- 4) Who was the successful vendor and what was the approved contract cost for that work? Palmer and Cay was awarded the contract. Since this contract was back in 2003, the actual billing information and the contract are no longer available.

III. SCOPE OF WORK

CLASSIFICATION

- 1) How many salary scales does the City of Hopewell currently use? Also, how many grades and steps are in each scale(s). We currently have 18 grades for FT (Grades 15-32). Our PT grade scale includes 11-14 as well.
- 2) Do you currently use longevity steps as a formal part of the salary structure? If so, how many longevity steps are there? This is not part of current system. However, we would like to incorporate pay for performance in the future.
- 3) When was the last time your job descriptions were updated and by whom? What process was used to review and update your job descriptions at that time and subsequently? Please provide one representative sample of your current job descriptions for each major job category (i.e., management, professional, administrative, labor, trades, etc.). The job descriptions were officially updated in 2003 by Palmer and Cay. However, they have been updated subsequently by HR staff as needed with assistance from the Class and Compensation Committee. Copies are included for your review - See Attachment A.
- 4) Do you have an annual reclassification review and appeals process to review and update your job descriptions? HR conducts reclassifications as needed with assistance from the Class and Compensation Committee.

- 5) What percentage of your workforce do you desire the consultant to conduct position audits? Are you interested in ensuring this review is conducted for a given percentage of your workforce or a representative sampling of your more heavily populated and utilized jobs? **This will be determined during the negotiations with the selected vendor. However, we would like to do a complete audit of the positions for the City.**
- 6) Would the City consider the consultant conducting individual employee position interviews only in cases where additional information and/or clarification is required following review of the employee's and department management's submitted job content? **Yes. However, this will be determined during the negotiations with the selected vendor.**
- 7) What type of job evaluation plan do you currently use to evaluate, align and grade your positions? What forms are currently in use to capture job content and classify the various positions within the workforce? Please provide a copy of your job evaluation plan. **We use a Job Classification System that was developed by Palmer and Cay. It consists of 9 factors that we use to determine the grade of a position. A copy of the system has been attached for your review – See Attachment B. We would be open to any proposed new classification system.**
- 8) How many meetings do you anticipate for the consultant and the City Manager, Directors, and City Council for the duration of the study? Are these separate meetings or will there be representative(s) from each group attending these meetings? **It is anticipated that the City will conduct separate meetings with Directors (including upper management) that may include the City Manager as needed. Again, this may be determined during the negotiations with the vendor of choice. However, the vendor will participate in the Council meetings as needed.**

COMPENSATION

- 1) For the salary and benefits survey, how much detail do you want included in the benefits portion of the survey? For example, are you looking for an overview of the general competitiveness of your benefits programs or an analysis of the detailed elements and provisions (e.g., medical deductibles, out of pocket maximums, retirement formulas, specific service requirements, etc.) for each of your benefit plans? **The City is concerned about the competitiveness of the benefits we offer to the employees. But our focus is on the classifications, job descriptions, FLSA designations and salary structure.**
- 2) With regard to job certificates, do you currently reward employees monetarily for acquiring these certificates whether they are required or not to perform their job duties? **The City has career ladders in place that rewards employees for completing certain career paths within their classification. We do not offer anything outside the career ladders.**
- 3) What plan do you currently have in place to evaluate employee performance and how long has this plan been in place? What concerns and issues currently exist relative to evaluating employee performance? Please provide a copy of your current performance appraisal program. **The City is pleased with the current Employee Development/Performance system that we use. A copy is provided for your review – See Attachment C.**
- 4) Do you currently have a Personnel Manual and/or Employee Handbook that includes all the policies, programs and procedures regarding classification and compensation? Do these documents need minor updating or complete revision regarding classification and compensation administration and ongoing maintenance and communication of your current system? **The City's Personnel Manual is in the process of being**

revised. This section will need revising upon the adoption of a new classification plan.

- 5) Regarding the required 180 days to complete this project, does that refer to calendar days or actual workdays (Monday-Friday, five days per week)? This time limit would be based on workdays. However, it may be negotiable depending on the vendor of choice.
- 6) Is there a preferred number of benchmark positions to be used for the salary and benefits survey? This will be determined during negotiations.

SUBMITTAL REQUIREMENTS

- 1) Is the consultant limited as to the length of the sample Final Report and related Job Descriptions to be submitted with our proposal? There is no limit to the length of the sample final report or related job descriptions.
- 2) Do we submit a cost with this proposal OR at a later date, if requested? The cost is expected at the time of the proposal.

GENERAL

- 1) When do anticipate an award and start of this project? The City anticipates awarding this project approximately 60 days after the Bid Opening Date. The start of this project will be determined during negotiations.

Please sign and include this form as part of your proposal response to verify receipt of Addendum # 1.



April L. Cone, Purchasing Officer

Signature of Receipt of
Addendum # 1

Date

Company Name

City of Hopewell Job Description

Attachment A

Job Title:	Director of Finance	Job Code:
Reports to (Title):	City Manager	Pay Grade: 32
Department/Bureau:	Finance	FLSA: EX
Job Purpose Summary		
<p>Manages and coordinates the functions of Accounting (to include General Ledger, Payroll and Audit), Purchasing, Information Systems and Real Estate functions for the City, to ensure that the City's assets, including all funds, are effectively managed and that the accounting and financial systems are properly maintained.</p>		
Essential Responsibilities		
<ul style="list-style-type: none"> • Plans, organizes and manages the financial divisions' staff (work assignments, team building, training, discipline, performance evaluations and recommendations for personnel action such as hiring and promotions). • Assists City Manager and other departments with the development and implementation of financial matters (budget preparations and controls, financial report and statement preparations, strategic planning, etc) and advises City Officials on all financial matters of the City. • Oversees the preparation of fiscal statements and accounting systems and coordinates annual audit procedures. • Oversees the financial administration of federal grants and bond borrowings. • Oversees the City's computerized information and the disbursement of city funds. • Appraises operating results in terms of costs, budgets, operating policies and procedures and makes appropriate change recommendations. • Coordinates all procurement activities. • Supervises all payroll activities. • Maintains debt service schedules and payment; assures compliance with due dates. • Maintains fiscal records and files. 		
Job Specifications		
<i>Minimum Education and Experience:</i>		
<ul style="list-style-type: none"> • Requires Bachelor's degree in Business Administration, Finance Management, Accounting, Public Administration or any related field. Master's degree in Business Administration, Finance or Public Administration with major undergraduate and/or graduate coursework in Finance or Accounting and at least 8 years progressively responsible experience in government accounting preferred. Public finance administration experience required. 		
<i>Licenses and/or Certifications:</i>		
<ul style="list-style-type: none"> • Possession of a Certified Public Accountant (CPA) license is preferred. 		
<i>Knowledge:</i>		
<ul style="list-style-type: none"> • Comprehensive knowledge of Generally Accepted Accounting Principles, and of general laws and administrative policies governing municipal financial practices and procedures. • Thorough knowledge of Microsoft software applications. • Working knowledge of Information Systems principles and practices. • Comprehensive knowledge of the principles and practices of governmental accounting. • Thorough knowledge of the practices, methods and laws relating to municipal bond financing. 		
<i>Skills:</i>		
<ul style="list-style-type: none"> • Leadership, managerial, communication (oral and written), negotiation and presentation skills. • Strong quantitative and analytical skills. 		
<i>Abilities:</i>		
<ul style="list-style-type: none"> • Ability to work effectively with department heads and government officials. • Ability to deal with multiple projects at the same time. • Ability to evaluate complex financial systems and efficiently formulate and install accounting methods, procedures, forms and records. • Ability to prepare informative financial reports. • Ability to plan, organize, direct and evaluate the work of subordinate employees. • Ability to communicate complex ideas, both orally and in writing. 		

City of Hopewell Job Description

Work Environment

- Ability to establish and maintain effective working relationships with city officials, other governmental officials and associates.

Work Environment:

- Work is primarily performed in an indoor, climate-controlled, pleasant environment.

Essential Physical Activities:

- Hearing, seeing up close, talking, finger movement.

DISCLAIMER: *The above information on this description has been designed to indicate the general nature and level of work performed by employees within this classification. It is not designed to contain or be interpreted as a comprehensive inventory of all duties and qualifications required of employees assigned to this job.*

Date Prepared: November 20, 2002

Date (s) Revised: July 30, 2012

City of Hopewell Job Description

Job Title:	Senior Stormwater Quality Analyst	Job Code:
Reports to (Title):	Stormwater Management Engineer	Pay Grade: 24
Department/Bureau:	Public Works	FLSA:
Job Purpose Summary		
Performs intermediate professional work involved with the review, design, construction, inspection and management of a variety of public infrastructure projects with a concentration on issues stemming from the City's Stormwater Management (SWM) Program.		
Essential Responsibilities		
<ul style="list-style-type: none"> • Assist the Stormwater Management Engineer with the implementation of the City's Stormwater Management (MS4 permit) and Chesapeake Bay Preservation Act (CBPA) Programs. Stormwater and water quality monitoring and stream assessment programs related to the City's requirements. • Assist in the coordination and documentation of the Minimum Control Measures of the City's MS4 Permit Program. • Assist in the review of Erosion and Sediment Control (ESC) and Stormwater Management (SWM) Plans for compliance with ordinance requirements. • Perform inspections of active and completed regulated construction activities, prepare inspection reports, and conduct follow-up inspections to ensure compliance. • Carry out enforcement of land disturbance code violations. • Perform inspections of post-construction Stormwater Management Best Management Practices (BMPs) to verify ongoing maintenance, and prepare inspection reports, and conduct follow up inspections as may be needed. • Assist in responding to and investigating citizen reports, complaints, or inquiries related to stormwater quality and drainage concerns. • Assist with stormwater education and community outreach efforts by interacting with the public and providing guidance on the proper drainage and stormwater management practices on private property. • Assist in the preparation and assembly of specialized documents such as grant applications, compliance reports, and assessments of the condition of City drainage systems and waterways as needed. • Assist in the development and technical maintenance of the stormwater BMP Geographic Information System (GIS) mapping and BMP maintenance tracking database. • Assist in the performance of stormwater sampling and monitoring using approved protocols; analyze results and prepare detailed reports of findings on the condition of City waterways. • Must be able to read complex construction drawings and evaluate hydrologic calculations. • Must be able to perform detailed analysis of complex environmental programs, policies, and procedures. • Must be able to recognize and evaluate potential stormwater risks within the City and communicate recommendations orally and in writing. • Assist Public Works personnel in responding to emergency situations such as man-made incidents or weather related events (i.e. Snow, Hurricanes). • Performs other duties as assigned. 		
Job Specifications		
<i>Minimum Education and Experience:</i>		
<ul style="list-style-type: none"> • Bachelor's degree in a field related to Environmental Science, Environmental Management and/or Natural Resource Management or other related physical sciences field and/or equivalent field. • Minimum of four years of experience in stream and stormwater monitoring and associated analytical techniques; or an equivalent combination of training and experience. • Must have experience implementing environmental programs in support of regulatory permits and ordinance compliance and/or other initiatives. • An understanding of aquatic ecology, biology and chemistry to aide in identifying and treatment of stream impairments. • Experience with surface water monitoring and watershed assessments. • Familiarity with quality assurance and quality control protocols for sample collection, handling and analysis. 		

City of Hopewell Job Description

Licenses and/or Certifications:

- Certification as a VA DEQ Erosion and Sediment Control Inspector preferred (or obtain within a year).
- Certification as a VA DEQ Stormwater Inspector preferred (or obtains within a year).
- Possession of a valid Virginia Driver's license.

Knowledge:

- Strong knowledge of the principles and practices of stormwater management techniques and how State and Federal regulation governs this particular field.

Skills:

- Demonstrated skill in being able to read site design plans.
- Demonstrated skill in GIS mapping as a tool for assessment and presentation.
- Demonstrated skill in the use of testing instruments and GPS equipment.
- Demonstrated skill in technical writing for annual and daily reporting purposes.

Abilities:

- Ability to perform stormwater related computations.
- Ability to make basic recommendations on how to best resolve stormwater problems.
- Ability to establish and maintain effective working relationships with employees, contractors, and the general public.
- Ability to communicate ideas effectively, orally and in writing.

Work Environment

Work Environment:

- Generally light office and field work requiring negligible exertion of force to move objects of up to 20 pounds.
- Work requires standing, walking and driving.
- Field work will require the ability to walk rough terrain associated with site construction operations.
- Work may be performed in adverse weather conditions.

Essential Physical Activities:

- Stooping, crouching, walking, pulling, lifting, grasping, hearing, seeing up close, seeing far away, kneeling, reaching, pushing, talking, standing, finger movement, repetitive motions, depth perception.
- Typical weight handled: up to 20 pounds

DISCLAIMER: *The above information on this description has been designed to indicate the general nature and level of work performed by employees within this classification. It is not designed to contain or be interpreted as a comprehensive inventory of all duties and qualifications required of employees assigned to this job.*

Date Prepared: 5/26/2015

Date (s) Revised:

Job Title: Administrative Assistant II	Job Code:
Reports to (Title): Business Manager	Pay Grade:
Department/Bureau: HRWTF	FLSA: NE

Job Purpose Summary

Provides advanced, technical and confidential administrative support to department and/or division head(s) and other key department members to ensure smooth daily operations.

Essential Responsibilities

- Prepares correspondence, memos, compiles and maintains departmental databases.
- Prepares monthly, annual and special reports (such as accounting related reports, OSHA safety statistics, etc) for staff, management and/or governmental agencies.
- Performs accounting-related tasks such as check request, invoice processing, and purchase orders.
- Greets visitors, screens and directs telephone calls and provides customer service to citizens and department employees.
- Provides general office support such as handling the mail, copying, filing, making travel arrangements, scheduling appointments/events, maintaining policies and procedures manuals, ordering inventory supplies, etc.
- May prepare personnel/payroll data such as overtime and leave hour coding/compilations or complete Personnel Action Forms (PAFs).
- May attend management meetings, and take, transcribe and distribute minutes for executive or committee(s).
- May serve as backup to designated department member(s).

Job Specifications

Minimum Education and Experience:

- High school diploma or GED with additional coursework in office management and at least 3 years related experience. Associate's degree in office management preferred.

Licenses and/or Certifications:

- None

Knowledge:

- Thorough knowledge of Microsoft software applications and office equipment and general knowledge of technical software used in department

Skills:

- Strong typing skills, data-entry and command of English language and grammar
- Customer service, interpersonal skills, organization, time-management skills and basic math skills

Abilities:

- Ability to deal with all levels of the organization and with the general public

Work Environment

Work Environment:

- Work is primarily performed in an indoor, climate-controlled, pleasant environment.

Essential Physical Activities:

- Typical weight handled: up to 25lbs. Position may occasionally require to handle over 25lbs.

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Date Prepared: December 4, 2002

Date (s) Revised: September 30, 2015

City of Hopewell Job Description

Job Title:	Labor & Trades Supervisor II	Job Code:
Reports to (Title):	Director of Public Works	Pay Grade:
Department/Bureau:	Public Works	FLSA: EX
Job Purpose Summary		
Directs and supervises the operations of several assigned units (such as Asphalt, Traffic and Landscape; or Concrete, Building and CCC; or Sewer, Ditch, Sweep and Garage, etc) to optimize efficiency of program/project implementations and public relations with citizens.		
Essential Responsibilities		
<ul style="list-style-type: none"> • Supervises the assigned divisions' staff (i.e. Supervisor I's and their crews), which includes work assignments, training, discipline, performance appraisals and recommendations for personnel actions such as hiring and promotions. • Plans, organizes and directs the divisions' operations, which includes planning and implementing projects, inspections, contract administration, preparing the annual budget, monitoring expenses, identifying equipment needs, ordering new equipment and maintaining the units' equipment. • Keeps records and prepares reports for management and to comply with regulations. • Represents the units within and outside the department. • Explains rules and regulations to the public. 		
Job Specifications		
<i>Minimum Education and Experience:</i>		
<ul style="list-style-type: none"> • High school diploma or GED and at least 5 years experience in skilled trades with at least 2 years in a lead or supervisory capacity or equivalent combination of education and experience 		
<i>Licenses and/or Certifications:</i>		
<ul style="list-style-type: none"> • VA Driver's license 		
<i>Knowledge:</i>		
<ul style="list-style-type: none"> • Knowledge of construction and repair methods, techniques, tools and equipment used in assigned skilled trades division 		
<i>Skills:</i>		
<ul style="list-style-type: none"> • Supervisory, organization, negotiation, computer and communications skills 		
<i>Abilities:</i>		
<ul style="list-style-type: none"> • Ability to solve problems and to deal with the general public 		
Other requirements:		
<ul style="list-style-type: none"> • Ability to work on rotating shifts during snow and natural emergencies 		
Work Environment		
<i>Work Environment:</i>		
<ul style="list-style-type: none"> • Work is performed both indoors and outdoors and with exposure to temperamental changes (warehouses, covered loading docks, garages, etc) or extreme noise, odors, heights, dust and hazardous materials such as petroleum products, paint, solvents, asphalt, concrete, herbicides and pesticides. 		
<i>Essential Physical Activities:</i>		
<ul style="list-style-type: none"> • Walking, hearing, seeing up close, seeing far away, talking, standing, finger movement 		

DISCLAIMER: The above information on this description has been designed to indicate the general nature and level of work performed by employees within this classification. It is not designed to contain or be interpreted as a comprehensive inventory of all duties and qualifications required of employees assigned to this job.

Date Prepared: December 3, 2002

Date(s) Revised: 03/06/2013

City of Hopewell
Job Classification System

1 - Education

This factor captures the general knowledge required for performing the job responsibilities, as measured by minimal acceptable education levels (not necessarily the incumbent's current educational level). It measures the breadth and depth of practical knowledge an employee in the job must possess that is normally acquired through formal schooling rather than from prior work experience or informal on-the-job training.

- 1 Up to and including a high school degree or GED.
- 2 Associate's degree or equivalent vocational/technical training/certification (2 years formal education).
- 3 Bachelor's degree or equivalent vocational/technical training (4 years formal education).
- 4 Bachelor's degree and additional licensing/certification (Professional Engineer or Certified Professional Accountant).
- 5 Advanced degree (Master's, J.D., or PhD) or equivalent vocational/technical training (6 or more years formal education).

2 - Experience

This factor measures the minimal amount of experience (in addition to formal education) required to competently fulfill the requirements of the job (not necessarily the employee's current level of experience). Qualifying experience may have been acquired on related work or lower level jobs, either with the City or with former employers.

- 1 Little or no prior experience is required. On the job training is sufficient for entry-level employees (less than 6 months).
- 2 Some familiarity with methods and terminology to perform specific assignments in common work situations (6 months but less than 1 year).
- 3 Sufficient experience to perform a variety of work assignments (1 year but less than 3 years).
- 4 Substantial experience with complex or unusual work situations/problems associated with the occupational field, requiring broad technical knowledge or managerial skills (3 years but less than 5 years).
- 5 Advanced experience with complex or unusual work situations/problems associated with the occupational field, requiring advanced and varied uses of technical knowledge or managerial skills to perform work (5 years but less than 8 years).
- 6 Extensive and varied experience with the most complex or unusual work situations/problems associated with the occupational field, requiring advanced and varied uses of technical knowledge or managerial skills to perform work across or over multiple departments (8 years or more).

3 - Decision-Making Responsibility

This factor indicates the specific management, administrative, technical or professional responsibilities of the job.

- 1 Work involves carrying workload and assigned plans according to instructions, policies and procedures. Most decisions are referred to supervisor for approval.
- 2 Independent action may be taken. General guidelines are provided. Decision-making consists of using and interpreting guidelines or procedures. Only unusual situations are directed to the supervisor.

City of Hopewell Job Classification System

- 3 Work primarily requires decision-making in day-to-day operations or responsibility for developing guidelines or procedures that address important issues that impact other employees and/or the community. Examples of work would be reviewing plans and evaluating progress.
- 4 Work requires strategic decision-making for a small department (i.e., less than 16 employees but at least 2 full-time employees) with responsibility for administering guidelines or procedures that address important issues that have significant impact internally with employees and/or externally to the community. Typical responsibilities would be budget preparation and expense monitoring, long-range planning of work programs and coordination of special projects for the City Manager or assisting large operations department heads in managing operations and budget preparations.
- 5 Work requires strategic decision-making for a large department (i.e., 16 employees or more) with responsibility for administering guidelines or procedures that address important issues that have significant impact internally with employees and/or externally to the community. Typical responsibilities would be budget preparation and expense monitoring, long-range planning of work programs and coordination of special projects for the City Manager.
- 6 Work requires strategic decision-making for the entire organization and responsibility for developing and/or administering guidelines or procedures that address major issues that have significant impact internally on the whole organization and externally to the community. Typical responsibilities would be long-range planning of work programs and coordination of special projects for the City Manager.

4 - Complexity of Analysis and Creative Thinking

This factor describes the type of analysis and creative thinking typically required of the job. It measures the degree to which the employee must gather, interpret data and think creatively to arrive at solutions to difficult and/or complex problems. It should be noted that a job may require a significant level of analysis and logic, but may have limited authority to act independently and/or impact the organization.

- 1 The job requires minimal analysis or creative thinking; work tasks are straightforward and recurring.
- 2 The job requires some analysis, gathering of facts, and preliminary study of information and occasionally requires use of creative thinking. Some interpretation of information is required. Problems addressed are typically limited in difficulty and/or complexity.
- 3 The job often requires analysis and the integrating and coordinating of various elements in assigned problem areas. Significant level of analysis, logic and creative thinking is required to gather and interpret data to resolve difficult human, technical, and/or administrative problems.
- 4 The job continually requires analysis and the integrating and coordinating of various elements in assigned problem areas. Critical level of analysis, logic or creative thinking is required to gather and interpret abstract data to resolve extraordinarily difficult human, technical and/or administrative problems. Typical examples would be multi-disciplined discussions to meet current daily challenges, as well as major City initiatives that either relate to the on-going implementation of long-term business projects or critical programs for the City or impact all City employees.

5 - Consequence of Error

This factor measures the impact of an error made by an employee in his job. Only reasonable, normal errors and resulting losses that may be in terms of time, money, prestige, employee morale, etc, should be considered.

- 1 Probable errors are readily detected by standard check or routine crosscheck. Errors would be due to oversights in most instances. Cost of correction is negligible.
- 2 Impact of error is limited to minor difficulties and confusion, with slight cost in time, money or public/employee relations.

City of Hopewell

Job Classification System

- 3 Impact of error is moderate in terms of time, money and/or public/employee relations and typically the result of verifiable actions. Considerable time may be involved to trace errors and make corrections.
- 4 Impact of error is considerable in terms of time, money, and/or public/employee relations. Errors typically have significant internal and/or external implications (e.g., the financial position of the City may be affected, loss of life, and/or they may delay progress of significant programs or projects).

6 - Inside/Outside Contacts

This factor identifies with whom the job typically interacts and the type of influence displayed in dealing with other people.

- 1 Contacts are typically limited to co-workers, supervisor and/or the general public. There is only minimal contact with other employees and/or external parties (i.e., the community, representatives from other organizations and contractors). Discussions and/or decisions with others are routine and interaction typically requires ordinary tact and courtesy.
- 2 The job typically requires contact with employees up to and including management inside and outside of the department, and/or with the City's customers, contractors or other external parties (i.e. the community and representatives from other organizations). Discussions are meaningful and may affect the success of the City and interaction requires the ability to communicate effectively, as well as a good understanding of the City's policies, procedures, operations and organization.
- 3 The job typically requires regular contact with management employees inside and outside of the department and with the City's customers, contractors or other external parties (i.e. community officials and management level representatives from other organizations). Discussions are meaningful and decisions would affect the success of the City. Interaction requires persuasiveness and leadership skills and a thorough knowledge of organizational initiatives and relationships.
- 4 The job typically requires regular contact with top management employees and/or with external parties (i.e. top level representatives within the City and other organizations). Discussions and decisions are critical to the City's success. Interaction requires high persuasiveness, leadership skills and a strong understanding of the City's dynamics and of the industry's "best practices" to obtain action, agreement and approval.

7 - Work Environment

This factor assesses the surroundings in which the job is performed. Only consider aspects of the job that are beyond the employee's control.

- 1 The job typically involves pleasant surroundings and is nearly absent of potentially disagreeable elements, such as irate customers, outdoors weather conditions, excessive noise, extreme heat, odors or dust (0% to 25% of the time).
- 2 The job typically requires exposure to one or more disagreeable conditions (e.g. irate customers, outdoors weather conditions, excessive noise, extreme heat, odors or dust) 25% to 50% of the work time.
- 3 The job typically requires exposure to one or more disagreeable conditions (e.g. irate customers, outdoors weather conditions, excessive noise, extreme heat, odors or dust) 50% to 75% of the work time.
- 4 The job typically requires exposure to one or more disagreeable conditions (e.g. irate customers, outdoors weather conditions, excessive noise, extreme heat, odors or dust) 75% to 100% of the work time.

City of Hopewell Job Classification System

8 - Risk/Safety Factors

This factor measures the level of risk to physical health and safety routinely required by this job.

- 1 There is little or no risk associated with this job (i.e., 0 - 25% of the time).
- 2 The job requires exposure to moderate risk to physical health and/or physical safety. Risk to physical and/or mental health and safety (e.g., exposure to environmentally hazardous material, assault and battery, heavy equipment, communicable disease, etc.) 25% to 50% of the time.
- 3 The job requires exposure to significant risk to physical health and/or physical safety. Risk to both physical and/or mental health and physical safety (e.g., exposure to environmentally hazardous material, heavy equipment, assault and battery, communicable disease, etc.) 50% to 75% of the time.
- 4 The job requires exposure to significant risk to physical health and/or physical safety. Risk to both physical and/or mental health and physical safety (e.g., exposure to environmentally hazardous material, heavy equipment, assault and battery, communicable disease, etc.) 75% to 100% of the time.

9 - Degree of Supervision Exercised/Span of Control

This factor evaluates the degree of supervision/span of control exercised in the job.

- 1 The job does not require supervising or directing other employees.
- 2 Supervision typically involves functioning as a "lead worker" with respect to instructing, assigning, and checking the work of others. Most time is typically spent performing the same work as members of the group. There is little or no responsibility for controlling costs and enhancing methods for performing work activity.
- 3 Supervision typically takes substantial time with respect to assigning, reviewing, and checking the work of a small work unit (i.e. less than 16 employees, but at least 2 full-time employees). The job is responsible for addressing business and personnel difficulties and may apply to one small-staffed program or division (such as the City Engineer).
- 4 Supervision typically applies to or one or more programs or divisions within a department and takes substantial time with respect to assigning, reviewing, and checking the work of a large work unit (i.e., 16 or more employees but less than 40), with responsibility for results in terms of costs, methods and personnel administration. Or it would apply to a small-sized department (such as Development).
- 5 Supervision applies to more than one program with full departmental responsibility for results in terms of costs, methods, and personnel administration. Jobs at this level are typically Department Directors. Incumbents supervise multiple levels of employees (i.e., supervise managers who are supervising employees) and are over departments of over 40 employees.

City of Hopewell

Human Resources Policies and Procedures Manual

SECTION 15: PERFORMANCE MANAGEMENT

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City of Hopewell

Human Resources Policies and Procedures Manual

SECTION 15: PERFORMANCE MANAGEMENT

15.1 Policy Statement

The City acknowledges that all employees benefit from on-going communication with their supervisors on goals, expectations, skills and performance. The intent of this policy is to ensure that a formal process occurs in addition to informal feedback during the year. This section provides guidelines for the administration of the Employee Development Plan (EDP). The more formal process, entitled performance management, is designed to achieve the following :

1. Objective process that is linked to the City's vision, mission and strategic plan through the use of performance competencies and measures;
2. Performance assessment that measures individual and/or team-based performance;
3. Promotes coaching and career counseling that focuses on individual employee development needs;
4. Promotes communication between supervisors and employees by clarifying job expectations and employee performance measures; and
5. Provides a source for personnel actions, such as merit increases, promotions and employee development recommendations.

In addition to these outcomes, the supervisor will benefit from more frequent conversations by:

1. Obtaining suggestions from the employee on operational and functional enhancements within their work unit and/or department;
2. Having the opportunity to guide employees through development that improves and enriches the productivity of the department; and
3. Improving the likelihood of success for employees who participate in their own development and work objectives/measures.

15.2 Role of the Human Resources Director

The Human Resources Director is responsible for: 1) reminding supervisors of performance review dates; 2) providing performance evaluation forms; 3) counseling management on the integration of performance management with disciplinary action and progressive counseling steps; 4) receiving, approving and processing performance evaluations and associated compensation actions; and 5) overseeing adherence to the City's performance management and salary administration guidelines.

15.3 Role of the Supervisor

The supervisor is responsible for: 1) setting objectives early in the performance year; 2) reviewing objectives and performance measures during the performance cycle; 3) completing the 6-month interim performance review for probationary new hires prior to their anniversary date; 4) completing the "EDP – Part II" for the annual increase for non-probationary employees prior to the City's common anniversary date in July of each fiscal year; 5) conducting performance management sessions in private with the employee; and 6) submitting the documentation to the Human Resources Department no later than **30 days** prior to the effective date of any compensation request. Timely performance reviews and related salary actions are one of the supervisor's most important responsibilities.

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15.4 Annual Merit Increases

Effective July 1, 2004, employees are eligible for an annual merit increase on the City's common anniversary date, provided they receive a "Contributor", "Strong Contributor" or "Extraordinary Contributor" performance level on the "EDP – Part II". The increase is effective in the first pay period of July.

The following are situations where an employee would not be eligible for a merit increase on the City's common anniversary date:

1. Employee has less than 12 months of continuous service with the City and therefore is still in their "probationary" period; however they may be eligible for an administrative increase (COLA) on July 1st; (See "*Probationary New Hire Employees*" below)
2. Employee has been placed in "probationary" status for disciplinary or performance reasons;
3. Employee has/will receive a "Below Contributor" performance evaluation;
4. Employee's salary is at or above range maximum on his anniversary date; or
5. Employee received a promotion or salary increase during the fiscal year and not on the common anniversary date (See "*Promotions and Salary Increases During the Fiscal Year*" below).

Supervisors will use the "EDP – Part II" to summarize the employee's performance level and to determine eligibility for the annual merit increase.

15.5 Probationary New Hire Employees

Probationary employees shall receive an EDP form from their supervisors within three months of hire to inform them of the position expectations and requirements. Probationary employees will receive a formal performance evaluation on their first anniversary date (end of probationary period), although performance feedback should be given during the probationary period if there are performance concerns. Probationary employees are not eligible for a merit increase during their probationary period, but may be eligible for an administrative (COLA) increase on July 1. Upon completing the probationary period, the employee will be eligible for the merit increase on July 1 of the next fiscal year.

15.6 Promotions and Salary Increases during the Fiscal Year

Employees who have salary actions, such as promotions or salary increases, granted during the fiscal year (and not on the common anniversary date) will not be eligible for a merit increase on the City's common anniversary date following the promotion or salary adjustment. .

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15.7 Annual Merit Review

15.7.1 Non-Probationary Employees

All non-probationary employees will be evaluated annually prior to the City's common anniversary date (July 1). The "EDP – Part II" will be used to document performance for the period July 1 to June 30 of each year. This form will generally be completed in early June of each year to allow management review and approval.

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15.7.2 Mid-Year Transfers

In the event an employee worked in another department for at least six months in the past performance evaluation year, a “**EDP – Part II**” should be completed by the releasing department supervisor at the time of transfer. The releasing department supervisor is prohibited from communicating any performance rating to the employee. The final rating must be approved by the new Department Director during the annual merit review process. The hiring supervisor will be responsible for establishing new objectives and conducting the performance evaluation sessions affecting the employee's future.

15.7.3 Employees on Leave

Evaluations will be initiated by the Human Resources Department at the time indicated above without regard to leave of absence. Departments may, on an individual basis, request additional time before completing the evaluation or recommending a merit increase when there has not been an adequate opportunity to evaluate the employee's performance.

15.8 Performance Evaluation Cycle

An “**EDP – Part I**” should be completed for each employee-first to set goals and objectives and other performance expectations and/or measures for the performance cycle; then to verify progress and sustain focus during the evaluation period; and finally to review and rate actual performance at the end of the annual review period.

Department Directors are required to complete performance evaluations for all non-probationary employees in the “Below Contributor” performance category *one month* prior to the City's common anniversary date and prior to communicating the salary action to the employee. Human Resources should be notified in advance of an employee receiving a overall Below Contributor rating.

The employee and supervisor should set performance goals, objectives and measures at the beginning of each rating period using the “**EDP – Part I**”. The supervisor and employee should discuss his/her core responsibilities and measures, update them if necessary. There should be a discussion of those accomplishments that are critical to success during the next rating period. Performance objectives and measures should be linked to key city-wide goals, departmental goals, individual development goals, and/or the employee's core responsibilities. The supervisor may also request that the employee complete the *Self Evaluation* form. Once the measures have been defined and performance expectations are clear, they should be documented on the “**EDP – Part I**”.

The employee and the supervisor should also establish an understanding of general and individual performance factors (such as safety, productivity, planning and analytical ability, and communication skills) and how these are important to successful performance. Further, this discussion should include the City-wide values and any specific departmental objectives.

Completion of these steps establishes the supervisor's overall expectations and the employee's development plan. The completed form should be signed and dated by the supervisor, the reviewer and the employee. It should be retained by the supervisor with a copy to the employee and Human Resources.

A review of progress on goals and objectives and adequacy of performance factors can be initiated at any time during the rating period, although it is normally expected that there would be just one interim

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review. A mid-year discussion is a good opportunity to confirm or change the importance of individual objectives and assess any unexpected factors that might affect the accomplishment of the original objectives. Progress notes can be entered for each core area and measure. Individual and general performance factors should also be reviewed again, so that the employee and supervisor can discuss the manner in which the objectives are being met and job responsibilities are being carried out. The supervisor and the employee should again initial and date the mid-year discussion.

The employee may at any time ask to discuss performance issues in relation to the development plan as a means to become more effective. Supervisors are encouraged to provide feedback when so requested.

At the end of the rating period, the supervisor will hold a formal end of rating period performance discussion with the employee. The supervisor must request prior approval for the overall performance rating and any compensation action from the Department Director (or Reviewer) prior to any discussion with the employee. (See SECTION 14: SALARY ADMINISTRATION). During the evaluation meeting, the supervisor and employee should discuss and establish whether or not objectives were met and with what level of success. The employee should also receive an evaluation of each core area of responsibility and related measures critical to job effectiveness.

The supervisor should date and sign the “*EDP – Part II*” and, after discussion with the employee, also ask him to date and sign it. The employee’s signature indicates that the evaluation was read and will not be construed as necessarily implying agreement with the evaluation. If the employee elects not to sign the form, then the supervisor is to write on the form in the presence of the employee that “The employee has elected not to sign this form.” The supervisor should initial and date the note.

If an employee feels that his supervisor’s evaluation does not represent a reasonably accurate appraisal of performance, he should be encouraged to send qualifying written comments to his supervisor with a copy to Human Resources Department and the Department Director.

15.9 Rating Scale

The performance evaluation rating scale has four levels: extraordinary contributor, strong contributor, contributor and below contributor.

The rating should summarize the employee’s overall performance throughout the evaluation period, including coaching sessions, commendations, disciplinary, and other documentation that is available. In an effort to provide effective feedback, detailed comments should be provided on the EDP – Part II.

The supervisor should compile documentation throughout the year that supports the overall rating. The rating process is based on an objective evaluation of performance based measures, quality performed, frequency, and the level to which job measures and expectations are met.

The levels of the rating scale are:

1.

1. Extraordinary Contributor – Results or work that is characterized by exemplary accomplishments throughout the rating period; performance that is considerably and consistently well above performance measures. Employees must receive at least one documented “Acknowledgement of Extraordinary Contribution” form to receive an OVERALL Extraordinary Contributor rating.

2. Strong Contributor – Results or work that is characterized by above average accomplishments throughout the rating period; performance that is consistently above average performance measures.

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3. Contributor – Results or work that is characterized by meeting job functions and fully meeting performance measures.
4. Below Contributor – Results or work that fails to meet performance measures. To receive this OVERALL rating, an employee must have received at least one documented Notice of Improvement/Substandard Performance form within the performance cycle.

Employees who fail to meet the performance expectations of their job will be informed of the deficiencies and be given an opportunity to improve. Employees experiencing performance or behavior issues as evidenced by a below contributor rating, disciplinary probation, or major disciplinary actions or an employee working under a performance improvement plan may not be eligible for any type of merit increase. If an employee is not recommended for a full merit increase, supporting documentation should be forwarded to Human Resources no later than June 1.

15.10 Suggested Guidelines

1. Supervisors will give employees two to three days notice of when their annual performance discussion will be scheduled so that employees may prepare for the discussion. Employees are encouraged (not required) to complete the *Self-Evaluation form*. At the discussion, the supervisor and employee should discuss the past year's performance using the "*Employee Development Plan (EDP)*" as a guide. The supervisor may also want to request information from the employee on their accomplishments throughout the evaluation period.
2. If the employee is in progressive counseling at the time of the performance discussion, this process may be considered one step in the progressive counseling procedure but must be documented as such. The progressive counseling form must be completed as well as the "*EDP – Part II*". See Section 12 "Progressive Counseling".
3. Obtain written input from others who may have supervised the employee during the evaluation period. Provide a meeting place that is free from communication barriers.
4. Collaborate with the employee to develop an individual development plan to strengthen skills, knowledge or competencies and to leverage existing strengths for greater effectiveness.
5. If the performance warrants it, a compensation review may occur at the same time as the performance management discussion with the supervisor having had prior authorization regarding approved salary adjustments with his supervisor. A review is not a guarantee of an increase.
6. Set follow-up dates.

15.11 Documentation

"*The EDP – Part II*" and *End of Probation Reviews* must be returned to the Human Resources Department thirty days prior to the effective date indicated on the Personnel Action Form. The Human Resources Department will be responsible for obtaining the appropriate approvals from the City Manager, if required, and processing the salary action. For any performance evaluation/report not received, a reminder will be sent to the evaluator's immediate supervisor. If another reminder is necessary, it will be sent to the Department Director (or the Reviewer).

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A copy of the completed “*EDP - Part II, End of Probation Review*” and associated “*Personnel Action Form*” for compensation actions will be placed in the employee’s personnel file located in the Human Resources Department.



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Employee Development Plan (EDP)

Part I

Section A: Position Identification Information	
<i>The Employee Development Plan (EDP) is written or reviewed by the supervisor and discussed with the employee at the beginning of the evaluation cycle.</i>	
Annual Review: <input type="checkbox"/>	6 month Review: <input type="checkbox"/> End of Probation Review: <input type="checkbox"/>
Name of Employee:	
1. Position Number:	2. Division/Department:
3. Work Location:	
4. Role Title:	5. Grade:
6. Work Title:	
7. Level Indicator: <input type="checkbox"/> Employee <input type="checkbox"/> Supervisor <input type="checkbox"/> Manager <input type="checkbox"/> Director	8. FLSA Status: <input checked="" type="checkbox"/> Exempt <input type="checkbox"/> Non-Exempt
9. Supervisor’s Name:	10. Supervisor’s Role Title:
11. Reviewer’s Name:	12. Reviewer’s Role Title:

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13. EEO Code:	14. Effective Date:
Section B: Work Description & Performance Plan	
15. Departmental Objective:	
16. Purpose of Position:	
17. KSA's and or Competencies required to successfully perform the work:	
18. Education, Experience, Licensure, Certification required for entry into position:	

% Tim e	19. Core Responsibilities	20. Measures for Core Responsibilities
a.		
b.		
c.		

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100%

21. Special Assignments	22. Measures for Special Assignments
a.	
b.	

23. City/Division/Departmental Objectives	24. Measures for City/Departmental/Division Objectives
a.	
b.	
c.	

Section C: Employee Development Plan

Employee development is a key talent management strategy for The City of Hopewell. Development planning provides the opportunity to discuss career development activities that could lead to strengthening skills, knowledge and/or competencies within the organization. Development plans focus on enhancing strong skills and building up areas of weakness and enable employees to create a personal plan of action for professional growth and enhanced performance.

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25. Personal Learning Goals (State the competency area of development and identify activities that will help strengthen the skill, also include the timeframe).

26. Learning Steps/Resource Needs (Define any resources or people that can assist in this development).

Section D: Review of Work Description/Performance Plan

27. Employee's Comments:	Signature: Print Name:	Date:
28. Supervisor's Comments:	Signature: Print Name:	Date:
29. Reviewer's Comments:	Signature: Print Name:	Date:

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Section E. Physical Demands Worksheet

This form is intended to assist supervisors in evaluating the demands of positions. Keep a copy of the completed form with the Employee Development Plan in the employee's personnel file.

Job Title: _____ Employee: _____

Physical Demands (without accommodations)	Hours at one time					Total hours per day				
	0	<½	½ -1	1-2	2-4	0	<½	½ -1	1-2	2-4
Sitting	<input type="checkbox"/>									
Walking	<input type="checkbox"/>									
Standing	<input type="checkbox"/>									
Bending neck	<input type="checkbox"/>									
Twisting neck	<input type="checkbox"/>									
Bending waist	<input type="checkbox"/>									
Twisting waist	<input type="checkbox"/>									
Squatting	<input type="checkbox"/>									
Climbing	<input type="checkbox"/>									
Kneeling	<input type="checkbox"/>									
Crawling	<input type="checkbox"/>									
Repetitive movement: Hand	<input type="checkbox"/>									
Simple grasping – right hand	<input type="checkbox"/>									
Simple grasping – left hand	<input type="checkbox"/>									
Simple grasping – both hands	<input type="checkbox"/>									
Power grasping – right hand	<input type="checkbox"/>									
Power grasping – left hand	<input type="checkbox"/>									
Power grasping – both hands	<input type="checkbox"/>									
Pushing/pulling – right hand	<input type="checkbox"/>									
Pushing/pulling – left hand	<input type="checkbox"/>									
Pushing/pulling – both hands	<input type="checkbox"/>									
Fine manipulation – right hand	<input type="checkbox"/>									
Fine manipulation – left hand	<input type="checkbox"/>									
Fine manipulation – both hands	<input type="checkbox"/>									
Reach above shoulder height	<input type="checkbox"/>									
Reach below shoulder height	<input type="checkbox"/>									
Lift or carry items weighing up to 10 lbs.	<input type="checkbox"/>									
Lift or carry items weighing 11-25 lbs.	<input type="checkbox"/>									
Lift or carry items weighing 26 - 50 lbs.	<input type="checkbox"/>									
Lift or carry items weighing 51 - 75 lbs.	<input type="checkbox"/>									
Lift or carry items weighing 76 - 100 lbs.	<input type="checkbox"/>									
Lift or carry items weighing over 100 lbs.	<input type="checkbox"/>									
Driving	<input type="checkbox"/>									
Repetitive movement – right foot	<input type="checkbox"/>									
Repetitive movement – left foot	<input type="checkbox"/>									
Repetitive movement – both feet	<input type="checkbox"/>									
Other:	<input type="checkbox"/>									

*Constant for at least 15 minutes

Environmental Demands (Check all that apply)

- Extreme Cold (below 32°)
- Extreme Heat (above 100°)
- Noise (need to shout in order to be heard)
- Vibration (exposure to oscillating movements)
- Exposure to dust/gas/fumes/steam/chemicals
- Work outdoors
- Walking on uneven ground
- Work at heights (such as scaffolding or ladders)
- Working around moving machinery
- Protective equipment required (respirator, mask, earplugs, gloves, eyewear, etc.)
- Potential exposure to infectious diseases
- Other: _____
- None (not substantially exposed to adverse environmental conditions)

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City of Hopewell

Employee Development Plan (EDP)

Part II

Section A: Employee/Position Identification Information	
1. Position Number:	2. Division/Department:
3. Employee Name:	

Ratings:

Extraordinary Contributor - Results or work that is characterized by exemplary accomplishments throughout the rating period; performance that is considerably and consistently well above performance measures. Employees must have received at least one documented Acknowledgement of Extraordinary Contribution form to receive an OVERALL Extraordinary Contributor rating.

Strong Contributor - Results or work that is characterized by above average accomplishments throughout the rating period; performance that is consistently above average performance measures.

Contributor - Results or work that is characterized by meeting job functions and fully meeting performance measures.

Below Contributor - Results or work that fails to meet performance measures. To receive this rating, an employee must have received at least one documented Notice of Improvement Needed/Substandard Performance form within the performance cycle.

Section B: Performance Evaluation	
4. Core Responsibilities - Rating Earned	5. Core Responsibilities - Comments on Results Achieved
a. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Strong Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Below Contributor	
b. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Strong Contributor <input type="checkbox"/> Contributor	

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<input type="checkbox"/> Below Contributor	
c. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Strong Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Below Contributor	
6. Special Assignments - Rating Earned	7. Special Assignments - Comments on Results Achieved
a. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Strong Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Below Contributor	
b. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Strong Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Below Contributor	
8. City/Division/Departmental Objectives - Rating Earned	9. City/Division/Departmental Objectives - Comments on Results Achieved

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<p>a. <input type="checkbox"/> Extraordinary Contributor</p> <p><input type="checkbox"/> Strong Contributor</p> <p><input type="checkbox"/> Contributor</p> <p><input type="checkbox"/> Below Contributor</p>	
<p>b. <input type="checkbox"/> Extraordinary Contributor</p> <p><input type="checkbox"/> Strong Contributor</p> <p><input type="checkbox"/> Contributor</p> <p><input type="checkbox"/> Below Contributor</p>	
<p>c. <input type="checkbox"/> Extraordinary Contributor</p> <p><input type="checkbox"/> Strong Contributor</p> <p><input type="checkbox"/> Contributor</p> <p><input type="checkbox"/> Below Contributor</p>	

10. Other significant results/achievements for the performance cycle (such as special awards, commendations, appointments to offices, etc. if applicable):

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Section C: Employee Development Results

11. Year-end Learning Accomplishments: A self-evaluation may be completed by employee (if applicable).

Section D: Overall Results Assessment and Rating Earned

An employee receiving an overall rating of "Below Contributor" must have received at least one Notice of Improvement Needed/Substandard Performance form during the performance cycle. An employee who earns an overall rating of "Below Contributor" must be reviewed again within three months.

An employee receiving an overall rating of "Extraordinary Contributor" must have received at least one Acknowledgment of Extraordinary Contribution form during the performance cycle. However, the receipt of an Acknowledgment of Extraordinary Contribution form does not guarantee an overall performance rating of "Extraordinary Contributor" for that performance cycle.

12. Overall Rating Earned

- Extraordinary Contributor
- Strong Contributor
- Contributor
- Below Contributor

Ratings:

Extraordinary Contributor - Results or work that is characterized by exemplary accomplishments throughout the rating period; performance that is considerably and consistently well above performance measures. Employees must have received at least one documented Acknowledgement of Extraordinary Contribution form to receive an OVERALL Extraordinary Contributor rating.

Strong Contributor - Results or work that is characterized by above average accomplishments throughout the rating period; performance that is consistently above average performance measures.

Contributor - Results or work that is characterized by meeting job functions and fully meeting performance measures.

Below Contributor - Results or work that fails to meet performance measures. To receive this rating, an employee must have received at least one documented Notice of Improvement Needed/Substandard Performance form within the performance cycle.

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Section E: Review of Performance Evaluation		
13. Supervisor's Comments:	Signature: Print Name:	Date:
14. Reviewer's Comments:	Signature: Print Name:	Date:
15. Employee's Comments:	Signature: Print Name:	Date:

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ACKNOWLEDGMENT OF EXTRAORDINARY CONTRIBUTION

Name:	
Title:	Department:
Supervisor:	Dept. Dir.:

This form documents and recognizes you for the extraordinary contribution you have made in the performance of your duties. You are commended for your exemplary accomplishment/performance.

Description of specific extraordinary contributions:

Supervisor's Signature:	Date:
Reviewer's Comments:	Signature:
Employee's Comments:	Date:

Note: An employee must receive at least one Acknowledgement of Extraordinary Contribution during the performance cycle to be eligible for an overall "Extraordinary Contributor" rating on the performance evaluation conducted in the same performance cycle. Receipt of one or more Acknowledgement forms does not automatically entitle an employee to the "Extraordinary Contributor" rating.

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NOTICE OF IMPROVEMENT NEEDED / SUBSTANDARD PERFORMANCE

Name:	
Title:	Department:
Supervisor:	Dept. Dir.:

This form documents that you must make immediate improvement in the performance of your duties. Continued poor performance as described below may result in an overall "Below Contributor" rating on the annual performance evaluation conducted in this performance cycle.

Description of specific performance deficiencies and improvements needed:

Supervisor's Signature:	Date:
Reviewer's Comments:	Signature:
	Date:
Employee's Comments:	Signature:
	Date:

Note: An employee who receives at least one Improvement Needed form during the performance cycle may receive an overall "Below Contributor" rating on the performance evaluation conducted in the same performance cycle. Receipt of one or more of these forms does not automatically warrant a "Below Contributor" rating.

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Employee Self Evaluation