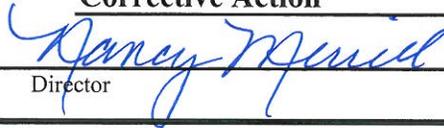


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**IDAHO DEPARTMENT OF PARKS AND RECREATION
POLICY AND PROCEDURES MANUAL**

**PROCEDURE TITLE: Performance: Expectations, Work Plans, Evaluations,
Corrective Action**

APPROVALS:


Director

HUMAN RESOURCES

Policy Owner

To ensure maximum productivity, an organization needs to effectively manage the performance of all employees. This includes setting work expectations, planning goals, offering ongoing feedback and support, providing formal performance evaluations, and ensuring effective corrective actions are put into place.

1.0 PURPOSE:

The Department administers a system of work plans, performance evaluations, and corrective actions to:

- 1.1 Effectively plan and document work assignments and expectations, thereby providing a basis for goals to be accomplished;
- 1.2 Provide each employee with clear job assignments,
- 1.3 Review and evaluate individual performance based on job-related objectives as well as behavioral standards;
- 1.4 Identify work methods and/or behaviors that need to be changed and provide employees with specific ways to improve their individual performance, and
- 1.5 Provide the basis from which to make personnel decisions.

2.0 RATING PERIOD

- 2.1 **Probationary Employees:** Rating periods for entrance probation and promotional probationary periods are typically 1040 hours or approximately 6 months. These can be extended for entrance probationary employees upon written request to the Human Resource Officer.
- 2.2 **Permanent Employees:** Rating periods for annual reviews are typically 12 months in duration. The rating period for parks employees is from January to December. The rating period for all other employees is based on their hire date.
- 2.3 **Seasonal Employees:** Rating periods for part-time seasonal employees is the duration of their work period each year. For those part time employees who work year round, the rating period will correspond to the permanent employee schedule.

3.0 WORK PLANS

- 3.1 Work plans will be developed at the beginning of each rating period to:
 1. Clearly outline the employee's core work responsibilities,

2. Detail any specific goals or projects,
3. Clarify expectations for work and list any training needed or desired.

3.2 Work plans are required for every permanent employee. They are optional for part-time or seasonal employees. Work plans generally cover the full 12-month rating period, but in circumstances concerning specific performance issues, the time period may be shorter.

3.3 It is the supervisor's responsibility to ensure that work plans are completed at the beginning of each rating period. They can be developed by either the supervisor or the employee in draft form and then reviewed together. They are most effective when they are developed and discussed together. It is important that employees feel ownership in their Work Plan and be given an opportunity to bring their ideas to the work planning effort. The supervisor has the final authority on the content and the responsibility to ensure that they are completed in a timely manner.

3.4 The Work Plan form is signed at the beginning of the rating period by the employee, the supervisor and the reviewer. It is signed again by the same individuals at the end of the rating period and a copy submitted to Human Resources with the Performance Evaluation covering the same rating period.

4.0 ONGOING FEEDBACK

To enable employees to perform at their highest, they need to know how they are doing and how they can improve. This requires an ongoing commitment to frequent and effective communication between employee and supervisor.

4.1 Informal Feedback or Coaching:

1. Informal feedback shall be ongoing and is used to acknowledge and reinforce good performance as well as to redirect poor performance.
2. It can be conducted on a regular schedule such as weekly meetings or as the opportunity exists such as a specific project or circumstance.
3. It can be documented or not, depending on the specific situation.

Documentation can be:

Supervisor notes on observations

- a. Samples of the employee's work
 - b. Notes, minutes or agendas from employee meetings
 - c. Emails or other correspondence
 - d. Timesheets
4. The supervisor needs to ensure that the feedback, documented or not, is clear, specific and provided as soon after the event as possible.

4.2 Formal Performance Feedback:

1. Formal performance feedback shall be conducted:
 - a. At the completion of entrance, promotional, and/or voluntary probation,
 - b. At the completion of the annual rating period;

- c. At the completion of a Performance Improvement Plan;
 - d. If poor performance or behavior continues after providing informal feedback;
 - e. At any time a supervisor feels it necessary to document performance;
 - f. When terminating employment with IDPR.
2. Formal performance feedback shall be documented including the date and a description of the performance issue. A copy of the documentation shall be provided to the employee and a copy filed in the working personnel file.

5. **CORRECTIVE ACTION**

IDPR is committed to correcting performance problems and improving job performance by implementing a consistent approach of notification, counseling, and warning procedures.

5.1 **Guidelines:**

1. Basic Supervision: Before corrective action is taken, make certain you have done the basics of supervision.
 - a. Be sure that you (the supervisor) have been clear about your expectations.
 - b. Observe the employee's performance to ensure that they understand the task(s) and your expectations.
 - c. Provide prompt feedback to the employee; telling them what they are doing well and what they can do to improve.
2. Corrective Action: There are times when asking, observing, and telling do not improve the problems and corrective action is required. Corrective action in its simplest form is holding the employee accountable for their actions in the hope they will understand the importance of the job and choose to improve.

5.2 **Procedures:**

Corrective action, after sufficient notification and counseling has been provided to the employee, is a progressive action.

1. It is initiated with a verbal warning, then a written warning, then some form of formal disciplinary action such as suspension or dismissal.
2. The purpose of this progression is to provide an opportunity for the employee to correct their behavior, not to provide punishment.
3. Normally, employees will be given the opportunity to improve the situation before serious penalties such as suspension, pay reduction, demotion, or dismissal are considered.

5.3 The following **formal corrective measures** may be considered, depending on the nature and severity of the problem. Contact Human Resources for detailed guidance BEFORE implementing measures 1-6 below.

1. Verbal warning or reprimand
2. Written warning or reprimand
3. Suspension without pay
4. Reduction in pay
5. Disciplinary demotion

6. Dismissal

This does not imply progressive corrective action must be taken in all cases. The action will depend on the nature of the problem. If the offense is a result of gross misconduct and considered as a serious detriment to the Department, other employees, or the public, firm and strong action up to and including dismissal will be considered.

5.4 Taking Corrective Action

1. Act promptly.

While it is important that a decision on disciplinary action not be made in haste, it is equally important that the supervisor take action as soon as it becomes apparent that a violation has occurred. Failure to take prompt corrective action is perceived as condoning the violation and making the corrective action ineffective.

2. Get all the facts.

- a. Talk to the employee and listen to the whole story.
- b. Review pertinent records; interview witnesses.

3. Review employees past record.

- a. Ensure you adequately set the performance expectations and have observed their performance.
- b. Ensure the employee was told in direct terms the behavior or performance was unacceptable.

4. Consider consistency.

Treat all employees consistently for similar problems or violations.

**For corrective measures other than a verbal or written reprimand,
CONTACT THE HUMAN RESOURCE OFFICE
no later than this point in the process.**

5. Decide on the appropriate corrective action with the consultation of Human Resources and the up line supervisor. Consider how many opportunities the employee has had to improve and the severity of the behavior or performance.

6. Document

- a. What is expected,
- b. What the employee did,
- c. What the corrective measure will be, and
- d. What will happen if behavior or performance does not improve. Human Resources will provide assistance.

7. Discuss

- a. Findings and decisions with the employee.
- b. Outline corrective action to be taken by the employee.
- c. Set time limits if appropriate.

8. Follow up with the employee.

Determine if the problem has been solved. Reinforce improvement or take further action.

5.5 CAUSE

Any employee of the Department may be dismissed or suspended or otherwise disciplined for any of the following causes. Up line supervisor and Human Resource Officer involved are required before implementing disciplinary actions for any of these causes.

1. Failure to perform the duties and carry out the obligations imposed by the state constitution, state statutes, or rules of the Department or rules of the Personnel Commission.
2. Inefficiency, incompetency, or negligence in the performance of duties.
3. Physical or mental incapacity for performing assigned duties, if NO reasonable accommodation can be made for the disabling condition.
4. Refusal to accept a reasonable and proper assignment from an authorized supervisor.
5. Insubordination or conduct unbecoming a state employee or conduct detrimental to good order and discipline in the Department.
6. Intoxication or being under the influence of alcohol, or the misuse of medications or controlled substances, while on duty.
7. Careless, negligent, or improper use or unlawful conversion of state property, equipment, or funds.
8. Use of any influence which violates the principles of the merit system in an attempt to secure a promotion or privileges for individual advantage.
9. Conviction of official misconduct in office, or conviction of any felony, or conviction of any other crime involving moral turpitude.
10. Acceptance of gifts in exchange for influence or favors given in official capacity.
11. Habitual pattern or failure to report for duty at the assigned time and place.
12. Habitual improper use of sick leave.
13. Unauthorized disclosure of confidential information from official records.
14. Absence without leave.
15. Misstatement or deception in application for employment.
16. Failure to obtain or maintain a current license or certificate lawfully required as a condition in performance of duties.
17. Prohibited participation in political activities, using state resources.

5.6 Failure to Complete Entrance Probationary Period

An employee who fails to serve satisfactorily during the entrance probation shall first be given the opportunity in writing to resign without prejudice; an employee who fails to resign may be terminated without cause assigned and without the right to file a grievance or an appeal.

6. PERFORMANCE EVALUATIONS

6.1 Performance Evaluations will be conducted for individual employees:

1. Annually, at the end of the rating period, for all permanent employees
2. At the end of the work season for part-time, seasonal employees
3. At the end of entrance, promotional or voluntary probation.

4. At the end of any specific review period for individual performance improvements
5. When there is a change in supervisor: this includes when an employee transfers to another supervisor, promotes or demotes to another position, is laid off or terminated. It also includes staff performance evaluations when a supervisor changes positions.

6.2 Submission timeframes:

It is the supervisor's responsibility to ensure that performance evaluations are submitted in a timely manner. The timeframes are:

1. Annual Reviews: Within 15 days of the end of the rating period.
2. Performance Evaluations with Overall Rating of Does Not Achieve Performance Expectations: a Performance Improvement Plan with specific timeframes must be submitted with the evaluation and a new evaluation must be done within 7 days of the end of the Improvement Plan timeframe.
3. Seasonal/Part-Time Employee Reviews: By the last day of work. If the employee is part time year round, the evaluation is due on the same schedule as annual reviews for permanent employees.
4. Entrance/Promotional Probation: Within 7 days of the end of either the entrance or promotional probationary period.
5. Special Review Period: Within 7 days of the end of any specific review period for individual performance concerns.
6. Changes in Employee's Position: By the date of the employee's transfer, demotion, promotion, lay off or termination.
7. Changes in Supervisor's Position: By the date of the supervisor's change in positions.

6.3 Process

The Performance Evaluation requires a second level review and signature prior to presenting to the employee.

1. Once signed, supervisors are expected to discuss the contents of the performance evaluation with the employee and answer any questions they may have.
2. The supervisor will provide a copy to the employee, keep a copy for the working file, and submit the original to Human Resources for processing and filing in the employee's personnel file.

6.4 Refusal to Sign

If an employee refuses to sign the performance evaluation, the supervisor will notate that on the form and submit it for processing. It is noted that the employee's signature on the evaluation does not necessarily signify agreement with the contents, but instead acknowledges an understanding of what it states.

6.5 Employee Opportunity to Respond

1. Employees have an opportunity to respond to the evaluation in writing by handwriting comments on the form itself, or by submitting an attachment to

the form within seven (7) days.

2. Employee responses may be positive comments about the process or the contents, or may be a dispute of the contents.
3. If the employee does not submit a documented response within the specified timeframe, the supervisor is to provide the appropriate copies and submit it to Human Resources for processing and filing.

6.6 Ratings: Performance Improvement Plans

If an employee receives an overall rating of Does Not Achieve Performance Expectations, the supervisor must develop a Performance Improvement Plan to address the specific issues. The Performance Improvement Plan is to be submitted along with the original performance evaluation with the failing rating.

6.7 The Performance Improvement Plan should include:

1. A detailed description of the performance that is below expectations.
2. A plan describing what the employee needs to do to bring their performance to acceptable levels.
3. A timeframe within which the employee is to improve their performance.
4. What the supervisor will do, if applicable to assist the employee's improvement and to provide feedback.
5. The potential consequence if the performance is not improved by the timeframe.
6. The plan is approved and signed by the reviewer, the supervisor and the employee.
7. The supervisor provides a copy to the employee and a copy to Human Resources and keeps the original in the working file for submission at the conclusion of the timeframe.

6.8 Access to Personnel Files

1. Employees may request to view their personnel files at any time in the Human Resource office.
2. Employees out of the area may request a copy of their file from Human Resources at any time.
3. Supervisors may also request to view their staff's personnel files in the Human Resource office or request copies of the file.
4. No documents from an employee's file will be removed or modified without the written permission of the Director and the Human Resource Officer.