


Policy Title:	Performance Management		
	OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER	Category	Performance Management
		Administrative Policy #	
		Revision #	
		Review Frequency	As Needed – no less frequently than tri-annually
Administrative Division	Human Resources	Reviewed By	Chief Administrative Officer, General Counsel, Human Resources Director
BOWC Approval		Last Reviewed/Update Date	
Implementation Date			

1. OBJECTIVES

- 1.1. To establish guidelines and internal controls for a structured Performance Evaluation review process and ensure completion by all employees.
- 1.2. To ensure consistent completion of reviews and appropriate provision of feedback to employees, as well as standardize performance management data collection and evaluation.

2. PURPOSE

- 2.1. The Detroit Water and Sewerage Department (DWSD) believes that performance management is an essential component of supporting employees in their work, ensuring accountability for work performed and identifying the professional development needs of an employee.
- 2.2. The purpose of the performance management policy and procedures is to outline the Performance Evaluation process, evaluate the skillsets and abilities of all employees, and align job functions with the appropriate task to achieve peak performance.
- 2.3. The policy and procedures will act as a guide and resource to establish accountability and to ensure that proper steps and processes are communicated to employees.
- 2.4. DWSD, through communication and implementation of the performance management policy and procedures, will ensure that all employees have:
 - a) Ongoing feedback and review for professional growth
 - b) Sufficient understanding of performance goals
 - c) Adequate direction and support from their managers

3. DEFINITIONS

“Competencies” are the skills and abilities to successfully complete one’s job duties.

“Employee” means a person hired and currently employed by DWSD.

“Goals” are measures of success achievement an employee aims to reach in the future.

“Individual Development Plan” (IDP) is a plan for employees to increase in professional and personal competency.

“Probationary employee” is a new or transferred employee that is still under their probationary period.

“SMART Goals” stands for specific, measurable, achievable, relevant, and time-bound goals.

4. SCOPE

4.1. This policy and procedures document applies to all DWSD employees.

5. RESPONSIBILITIES

5.1. Human Resources

5.1.1. Human Resources collaborates with DWSD Officers to review and establish the strategy for the performance review process.

5.1.2. Human Resources facilitates and communicates the Performance Evaluation process for Detroit Water and Sewerage Department; to ensure smooth execution throughout the process, the Human Resources will coordinate with managers and employees.

5.1.3. Human Resources conducts training with managers on the Performance Evaluation process prior to the Performance Evaluation period.

5.2. Managers

5.2.1. Managers conduct one-on-one sessions and regularly coach employees regarding their performance to ensure employees’ awareness of strengths and areas of development.

5.3. Employees

5.3.1. Employees must prepare for and participate in the Performance Evaluation process and adhere to the established deadlines.

6. POLICY

6.1. Performance Management Overview

6.1.1. DWSD’s Performance Management Process consists of the following components:

- a) One-Page Plan – each division develops a one-page plan, which lays out the goals and objectives for the division as a whole during the upcoming fiscal year.
- b) Individual Development Plan (IDP) development – at the on-set of each fiscal year, each employee will develop an IDP. The IDP should be tailored in a manner that reflects the goals of the division as outlined in the IDP.
- c) ‘Pulse Check’ Feedback Sessions - Managers conduct one-on-one sessions and regularly coach employees regarding their performance to ensure employees’ awareness of strengths and areas of development.

- d) Performance Evaluation – each employee will undergo a Performance Evaluation at the conclusion of the fiscal year to identify performance to the goals established.
- e) Merit Increase – eligible employees may receive a merit increase, based partly on the results of the Performance Evaluation. See below for more information.

6.2. Individual Development Plan

- 6.2.1. Each employee is required to develop an IDP at the onset of the fiscal year or, for new employees, when on-boarded.
- 6.2.2. The IDP consists of the following components:
 - a) Skills Assessment – for specific departments, employees will assess skills and identify opportunities for improvement during the upcoming fiscal year.
 - b) SMART Goals – each employee will develop SMART goals for the upcoming fiscal year.

6.3. Performance Evaluation

- 6.3.1. At the conclusion of each fiscal year, each employee is required to undergo a Performance Evaluation.
- 6.3.2. The Performance Evaluation process is designed to identify an employee's performance based on core competencies and set goals for the fiscal year.
- 6.3.3. The Performance Evaluation Process is comprised of three steps:
 - a) Review employee performance to Core Competencies and SMART Goals.
 - b) Reviewing Skills Assessment for specific departments while understanding the evaluation criteria for improved employee performance and merit increase.
 - c) Delivering performance feedback.
- 6.3.4. At the conclusion of the Performance Evaluation process, each employee and supervisor is required to complete a Performance Evaluation Form. Signatures are required to designate that the process is complete.

6.4. Appeals

- 6.4.1. An employee may refuse to sign and has the right to appeal the results of the Performance Evaluation. Upon refusal to sign, it is the employee's responsibility to gather and provide proof to support their appeal of the Performance Evaluation. Appeals are administered by Human Resources.
- 6.4.2. An employee's refusal to sign a Performance Evaluation and/or request for appeal will not impact the employee's employment status with DWSD or result in DWSD taking any action resulting in dismissal or disciplinary actions. The employee may, however, be required to develop a Performance Enhancement Plan (PEP) or take other action to enhance performance.

6.5. Feedback and Coaching Sessions

- 6.5.1. Human Resources encourages managers and employees to collaborate to establish feedback and coaching sessions (employee 'Pulse Check'). Sessions do not have to follow traditional settings and can be completed in a group with DWSD team members and can occur in an informal or formal format.
- 6.5.2. One-on-one feedback sessions will be provided to employees that request or require them.

6.6. Merit Increases

- 6.6.1. DWSD reserves the right to grant merit increases to eligible employees. Management may adjust the merit increase criteria at their discretion.
- 6.6.2. Approved criteria must be met before employees are eligible to receive merit increases based on the Performance Evaluation from the applicable fiscal year. An employee with one or more of the criteria listed below will not be eligible to receive a merit increase.
 - a) Employees with nine or more attendance occurrences during the fiscal year. See Attendance Policy for further details.
 - b) Employees with two or more disciplinary action points during the fiscal year. See Employee Discipline Policy for further details.
 - c) Achieve less than a three (3) on the skills assessment.
 - d) Employees who receive less than three (3) as their overall score on the Performance Evaluation.
 - e) Employees who received a salary adjustment during the fiscal year.
 - f) Employees with less than one year of service
- 6.6.3. If an employee is at the top of their pay range and qualify for a merit increase, they may be eligible for a lump sum payment at the discretion of management.

6.7. Performance Evaluation Training

- 6.7.1. Training will be provided regarding the Performance Evaluation and merit planning process each year.

6.8. Reasonable and Necessary Accommodations

- 6.8.1. Management may take reasonable and necessary actions to accomplish the intent of this policy.

7. PROCEDURE

7.1. Division Goals

- 7.1.1. Division Goals will be set for the fiscal year with a timeline that is listed below:
 - a) June: Divisions develop One Page Plans and begin monthly huddle sessions for employee engagement.

- b) Quarterly: Divisions conduct follow up meetings, such as coffee conversations and Town Hall meetings, to report status on goals and One Page Plan.
- c) Annually: Divisions measure performance through employee surveys and robust action planning, huddles and check-ins.

7.2. Performance Evaluation Annual Timeline

- 7.2.1. The Performance Evaluation will be based on the fiscal year with a timeline that is listed below:
 - a) May-June: Performance Evaluation training begins for managers.
 - b) June-July: Performance Evaluations take place for the preceding fiscal year based on SMART Goals and Core Competencies. Specific departments complete a skills assessment for employees.
 - c) July: Merit increases go into effect; however, the payout of merit increases is subject to management discretion and may be retroactive.

7.3. Performance Evaluation Planning

- 7.3.1. The manager completes the general demographic information, goals, and core competencies sections of the online Performance Evaluation form.
- 7.3.2. The manager reviews and comments on the core competencies and initial goals set by the employee to ensure each employee receives tailored feedback on their performance. These comments are included in the year-end performance review.
- 7.3.3. Following the completion of the evaluation form, the manager or employee schedules a feedback session in order to provide feedback on on-going performance to goals.

7.4. Independent Development Plans Annual Timeline

- 7.4.1. Individual development plans will be based on the fiscal year with a timeline that is listed below:
 - a) July-August: Managers meet with employees to set goals for the upcoming fiscal year. Employees create Individual Development Plans.
 - b) Ongoing: Managers and employees meet ad hoc to discuss development goals, performance, and coaching (employee 'Pulse Check').

7.5. Appeals

- 7.5.1. An employee has the right to refuse to sign and appeal a Performance Evaluation.
- 7.5.2. Human Resources reviews the appeal and supporting evidence from the employee and/or management for fair and consistent application of the Performance Management Policy.
- 7.5.3. Based upon the Human Resources review, the Performance Evaluation will be referred back to management with Human Resources' recommendations and feedback.

- 7.5.3.1. Human Resources will notify the employee and their manager whether the Performance Evaluation is justified and can be substantiated. If the Performance Evaluation is not yet signed, Human Resources will ask that the manager and employee sign the form and submit the evaluation as was originally prepared.
- 7.5.3.2. If Human Resources believes the Performance Evaluation is not justified and cannot be substantiated, Human Resources will recommend that the manager revisit the Performance Evaluation score and consult with the employee. Human Resources will also communicate why the Performance Evaluation was not justified and could not be substantiated and offer to serve as an unbiased facilitator between manager and employee.
- 7.5.3.3. Human Resources may request that the employee and manager work together to identify opportunities to improve performance, including, but not limited to establishing/editing new SMART goals, entering into a Performance Enhancement Plan (PEP) or additional training.
- 7.5.4. Final decisions on Performance Evaluation and the actions that follow are made collectively by Human Resources and the manager.