



ACEDC POLICY EMPLOYEE PERFORMANCE EVALUATIONS

Policy: It is the policy of the Addison County Economic Development Corporation to regularly review and evaluate the performance of all employees against an agreed-upon set of performance expectations.

Purpose: Performance management is an effective supervisory tool that can enhance the productivity and motivation of employees. Clear job responsibilities and expectations shall be established in relation to the organization's goals and objectives (OPOS). Continuous feedback shall be provided to improve communication between employees and supervisors. Formal performance review shall document and evaluate performance in relation to established expectations.

Objectives:

- Fair, Consistent Treatment of All Employees
 - Job responsibilities and expectations are clearly defined and effectively communicated with employees.
 - Job responsibilities, expectations, and performance evaluations are documented.
- Improve Communication between Supervisor and Employee
 - Employees and supervisors work together to reach a mutual understanding of job responsibilities and expectations for performance.
 - Frequent and constructive communication about job performance takes place between the supervisor and the employee.
- Improve Job Performance and Day-to-Day Performance Management
 - Individual performance expectations are aligned with the organization's mission, goals, and objectives.
 - Employees are recognized for a job well done and are provided constructive feedback to pinpoint areas for development and improvement.
- Employee Growth and Development
 - Employee's development and training needs are identified.
 - Employee career growth is encouraged and supported.
- Adaptability and Flexibility
 - Performance review is tailored to the specific responsibilities and expectations associated with a particular job.

Performance Management Cycle Performance management shall be divided into three distinct phases:

Phase I -- Performance Planning: During this phase, the supervisor and the employee meet to discuss the duties of the position and what constitutes successful performance of these duties. This meeting will give the employee a clear understanding of his or her job and the supervisor's expectations for satisfactory performance. A performance planning meeting should take place at least once a year (and when an employee is first hired or when you become a new supervisor). Career development is an



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important part of the planning phase. It provides the opportunity to discuss employee interest in activities which could develop new knowledge, skills, abilities, and further career goals. Career development should be discussed at least once a year.

Phase II -- Coaching (Observation & Feedback) Performance observation and feedback should be conducted throughout the year. The overall effectiveness of the performance management process depends on regular feedback. During this phase, the supervisor should observe and document performance. Most important, the supervisor should communicate regularly and in a timely manner with the employee to recognize where expectations are being met and provide an avenue for correction where expectations are not being met. Ongoing communication between supervisor and employee helps to ensure that there are no "surprises" when the annual performance review is held.

Phase III -- Performance Review Performance reviews shall be completed annually near the anniversary of the employee's completion of original probation. The supervisor should review Phase II performance documentation and evaluate the employee's actual performance over the entire year compared to the performance expectations established in Phase I. A performance review conference should be scheduled with the employee to discuss performance effectiveness and begin planning for the next review period. The performance review should be a cooperative effort between employee and supervisor.

Procedure:

For employees other than the Executive Director: The Executive Director is the supervisor and shall develop, in consultation with the employees, a performance expectation matrix based on the employee's job description which shall align with the organization goals and objectives. The matrix is the basis for the performance management cycle. If the organization goals and objectives or the employees job expectations change, the matrix must be revisited and updated.

For the Executive Director: The Executive Committee of the Board of Trustees is the supervisor and shall develop, in consultation with the Executive Director, performance expectations based on the Executive Director job description and the organization's goals and objectives as expressed in the OPOS.

Approved and adopted by Board June 20, 2018