



Human Resources Performance Review Process

HR (8.201)
Rev. # 0.1

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Purpose:

To describe the process for annual employee performance reviews for salaried employees, including employee self-assessment and development questions as well as manager feedback. This process is meant to facilitate a thorough discussion of how the employee is performing as well as how they want to develop in the future. The process includes documentation of the discussion for the employee's file.

Procedure:

- 1) Preparation for Performance Meeting
 - A) Monthly, Management & HR will meet to prepare for the upcoming performance and compensation discussions, sharing knowledge and experiences they have had or that have been shared with them through other co-workers or superintendents/PMs.
 - B) HR will send the Performance Review Form (attached) to the employee so they can complete the Employee Questions. Managers will be copied.
 - C) Employee will complete the questions and send back to HR and Managers
 - D) The manager will complete the Manager Questions/Comments section of the form in preparation for the discussion.
 - E) The Manager will arrange a face-to-face meeting with the Employee. HR may attend.
- 2) Compensation
 - A) HR will document the compensation changes on the Compensation Adjustment Statement (attached). Date is adjusted to payroll week following Performance Meeting.
 - i) The manager will review and approve.
 - ii) Employees will get a copy at the Performance Meeting.
 - iii) HR will send Accounting a copy and file in HR Database and in Employee File.
- 3) Performance Review Meeting
 - A) Employee and Manager(s) as well as HR will meet to discuss the points documented in the form as well as any other pertinent items related to performance or development, including areas that the company or manager can help enable the employee to perform better.
 - B) HR will follow up with any additional notes and give the final form to the manager, employee and file in the employee's file.
 - C) If there are any follow-up items, the manager and employee will make a plan to follow-up as needed.



Salaried Performance Review

Supervisor Questions/Comments:

- 1) What are the Crain Values that this employee exemplifies MOST in their work and explain how they show it?
- 2) What Crain Values or other areas does the employee need improvement in? Explain the issues and potential solutions.
- 3) How does the employee make safety a priority (for themselves and others)? What actions could be taken to improve in this area?

CRAIN VALUES	OWN IT Meet commitments, go above and beyond and think long-term instead of short-term results. Take on challenges, regardless of whether it is within the scope of your position or not. Be accountable.
	DO THE RIGHT THING Be relentless in doing the right thing every time. At times, exemplifying integrity may be painful and require difficult decisions. However, your integrity will resonate well-beyond the moment and will unlock doors later on along your path.
	COMMUNICATION Listen first. Be willing to ask and honestly answer tough questions. Foster open communication and candid discussions that seek to identify solutions and remove barriers.
	KNOWLEDGEABLE Seek knowledge and best practices in an effort to be an expert in our industry. Possess self-awareness of strengths and weaknesses, then pursue growth and development opportunities
	CLIENT FOCUS Be the advocate for our clients, committed to always finding value for them. Work vigorously to earn and keep their trust. Exceed expectations and seek feedback to use for continuous improvement.
	PASSION Appreciate our role in building structures that last a lifetime. Hold closely the perspective of our clients and identify how your role affects them. Act with purpose, seek to serve, have fun, and instill passion in all that you do.
	TEAM DEDICATION Embrace the team around you and foster relationships. Identify how to engage other's talents so that they thrive while also finding opportunities to contribute your strengths. Create goals centered in the team's success.

Employee
Signature _____

Supervisor
Signature _____

Date _____