

3.02(11) PERFORMANCE MANAGEMENT PROGRAM.

(a.) Appraisal System.

The General Manager of Human Resources shall prescribe a performance appraisal methodology to be used as follows:

1. As a guide for determining merit pay increases;
2. As a competency tool in selecting employees for promotion;
3. As a basis for career development;
4. As a factor in determining the order of layoff; and
5. As a basis for determining whether an employee's performance is below expectation warranting corrective action, up to and including separation from employment.

(b.) Appraisal Periods.

When a performance appraisal has been finalized by the immediate supervisor and reviewed by the next higher-level supervisor it shall be discussed with the employee, who shall be asked to sign the appraisal acknowledging receipt and allowed to affix or attach any comments the employee wishes to make. Written comments affixed or attached to a performance appraisal by the employee shall become a part of that appraisal. The employee may refuse to sign the appraisal, but signing the appraisal does not necessarily mean that the employee agrees with the final appraisal. The employee may note on the appraisal that they do not agree with the appraisal.

Performance appraisals shall be conducted as follows:

1. Probationary Appraisals. Each employee shall be informed of their job goals and expectations upon appointment and regular feedback on job performance while serving the probationary period shall be given to the employee by the immediate supervisor.
 - a. The performance of each employee shall be appraised before completion of the probationary period for each class to which the employee is appointed unless the probationary period is waived by the Business Center with the approval of the Human Resources Office.
 - b. The initial probationary period is considered to be the working test portion of the employment process. As such, employees in the initial probationary period are considered to be "at-will" employees. That is, the employment relationship may be terminated any time, at the will of either party.
 - c. Any employee whose job performance, while serving the probationary period established for a class, is determined by written appraisal to be needs improvement shall not attain regular status in that class, unless the probationary period is extended per 1(e).
 - d. Any employee in the initial probationary period who receives a needs improvement shall be separated from employment prior to the six month anniversary date, unless the probationary period is extended per 1(e).
 - e. An employee appointed with probationary status shall serve the prescribed probationary period of not less than six months; however, this period may be extended for three additional months by the General Manager, Human Resources, provided the employee has been given a performance appraisal where the overall performance has been appraised as needs improvement, or for approved extenuating circumstances.
 - f. Any employee who does not receive a written performance appraisal by the time the employee has completed the probationary period prescribed for the class shall be deemed to have met the performance expectations for the class, and shall attain regular status in that class.
- e. When an employee in their initial probationary period is granted time off with or without pay, the time spent on such leave shall not count toward completion of the employee's probationary period. The employee's probationary period shall be advanced day for day for the time of the employee's absence. The use of accrued compensatory time during the initial probationary period shall not be used in advancing the employee's anniversary date.

- f. An employee who changes jobs (demotion, promotion, etc.) before completion of the prescribed probationary period, will be required to serve the prescribed probationary period in the new classification.
2. Anniversary Appraisals. The performance of each employee shall be appraised annually, on or before the employee's anniversary date.

3. Performance Improvement Plan. (PIP)

A Performance Improvement Plan appraisal may be conducted at any time at the discretion of the immediate supervisor. Moreover, when an employee's performance is observed as needing improvement, the supervisor should conduct a performance appraisal for the employee as soon as practicable.

a. When the performance of any employee serving with regular status in a class is appraised as needs improvement, the immediate supervisor shall assist the employee in overcoming identified performance deficiencies. The employee's performance shall be appraised as follows:

1. Initial PIP – 60 days

The supervisor will complete the Performance Improvement Plan with the goals, expectations and deficiencies which need to be corrected within the 60 days. The plan should set realistic goals that when met can achieve the desired results. Timetables and/or deadlines should be included.

2. The employee will be given 60 days to bring the performance up to an "Achieves" level. Feedback shall be given to the employee during this period of time. The supervisor needs to monitor the progress of the employee in order to assess the success of the plans corrective actions. The Performance Improvement Plan should be completed at the end of the first 30 days. If the overall performance is not at an "Achieves" level, the supervisor should identify the continued deficiencies and specify what actions/goals still need to be accomplished.

3. At any time during the 60 day period of time (but not less than 30 days) the employee brings the performance to the achieves level, as indicated on the completed Performance Improvement Plan form, the Performance Improvement Plan will be concluded.

4. At the end of 60 days, and if the rating is still needs improvement, the immediate supervisor must work with Human Resources and the appropriate Business Center General Manager to recommend removal from class for the employee to the Executive Director, which may lead to a recommendation of separation of employment,

b. Follow Up PIP – 30 days

An employee having successfully completed the Performance Improvement Plan as described in 3(a)(1– 4) above, and whose current performance is rated as "Needs Improvement" within two years from the successful completion date of the prior Performance Improvement Plan, shall be given 30 days to bring the performance up to an achieves level.

1. The employee will be given 30 days to bring the performance up to an "Achieves" level. Feedback shall be given to the employee during this period of time. The supervisor needs to monitor the progress of the employee in order to assess the success of the plans corrective actions. The Performance Improvement Plan should be completed at the end of the first 30 days.

2. At the end of the 30 days, and if the rating is still needs improvement, the immediate supervisor must work with Human Resources and the appropriate Business Center General Manager to recommend removal from class for the employee to the Executive Director, which may lead to a recommendation of separation of employment.

c. Achieves rating for 2 years following a PIP

An employee whose performance has recently declined and who successfully completed the Performance Improvement Plan as outlined above with their performance being rated at the "Achieves" level for more than two years will begin the entire Performance Improvement Plan again as outlined in 3(a) above.

d. Declining performance within 2 years of 30 day PIP

An employee whose performance has recently declined and receives a "Needs Improvement" within two years of the successful completion date of the Performance Improvement Plan as outlined in 3(b) above, will not have the opportunity for another PIP process and the immediate supervisor must work with Human Resources and the appropriate Business Center General Manager to recommend removal from class for the employee to the Executive Director, which may lead to a recommendation of separation of employment to recommend removal from class for the employee.

e. Exception

An employee who has previously been on an a Performance Improvement Plan as outlined in section 3(a) - (d) above and changes job classification or has a significant change in job duties, is not exempt from the Performance Improvement Plan as outlined above. Under extenuating circumstances and as recommended by the Business Center General Manager and approved by the General Manager, Human Resources, the employee will be required to repeat the Performance Improvement Plan again as outlined in either 3(a) or (b) above, as deemed appropriate.