	<p>City of Albany Administrative Policy Employee Relations Policy #: HR-ER-08-004 Title: Performance Management</p>	<p>Human Resources</p>
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Purpose The performance management process is a tool used to manage performance by promoting employee understanding of successful job performance and commitment to the objectives and goals critical to the success of the City.

Policy **Frequency**
Written Performance Evaluations will be done at a minimum on an annual cycle, normally around the employee’s original date of hire, for regular-status employees with four (4) or less years of service. For regular-status employees with more than four years of service, a formal, written performance evaluation is required only once every fourth year (i.e., the supervisor may waive up to three consecutive evaluations). However, nothing in this policy limits a supervisor’s discretion to provide evaluations more frequently. Additionally, evaluations will be provided annually upon request of the employee. The employee may receive a step and/or merit increase depending on the level of their performance during the preceding twelve months, and if the employee’s rate of pay is below the maximum of the range. Additional evaluations are done during an employee’s training or probationary periods.

Performance evaluations are required annually for employees with more than four (4) years of service when any of the following apply:

- A) In the judgment of the supervisor, the employee is not performing satisfactorily;
- B) The employee has been subject to formal discipline during the prior twelve (12) months;
- C) The employee has moved to a position in a different classification, whether by reclassification, promotion, demotion or lateral transfer, since their last evaluation;
- D) The employee has been recalled from layoff within the past twelve months;
- E) The employee has requested an annual evaluation.

Supervisor’s Responsibility

All supervisors shall be held responsible for the accurate completion of performance evaluation reports for the employees assigned to their work unit. The Human Resources Department will provide timely notice of evaluations which are due for all employees in the supervisor's work unit. It is the supervisor's responsibility to ensure that these employees are evaluated in accordance with City policy and to return the completed performance evaluation forms in a timely manner to the Human Resources Department.

Supervisors who fail to return the completed forms in accordance with this requirement may have their noncompliance noted in their next performance evaluation.

The most important facet of the performance management process is providing timely and honest feedback to employees. The review process takes place throughout the year not only at review time. Providing honest feedback allows the employee to understand the supervisor’s expectations and gives the employee the opportunity to correct the behavior.



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Training Period


The final evaluation must contain the supervisor's recommendation for regular status or discharge. Training period employees may be discharged at any time during their training period by their supervisor; however, a performance evaluation or other summary of performance should be completed at the time of their dismissal stating the reasons for the discharge and all discharges must be in compliance with the Human Resources policy on discipline and discharge. Provisions of collective bargaining agreements prevail for bargaining unit employees.

Probationary Period

Regular status employees who have been promoted to different classifications shall serve a probationary period but shall not be subject to discharge of their employment without following the established Human Resources policy on discipline and discharge. The employee's anniversary date does not change except when an employee is promoted to a supervisory position. When promoted or reclassified to a supervisory position, the anniversary date changes to coincide with the promotion or reclassification. All discharges must be in compliance with the Human Resources policy on discipline and discharge. Provisions of collective bargaining agreements prevail for bargaining unit employees.

Performance Evaluations Process

1. Human Resources notifies supervisor of evaluations that are due via e-mail. Evaluation and self-evaluation forms are available to evaluators and employees on the intranet.
2. The evaluator should normally be the employee's immediate supervisor. The evaluator should be familiar with the employee's performance during the entire period for which the employee is to be evaluated as it relates to the job classification requirements. It is the supervisor's responsibility to complete the report accurately and objectively on the basis of observations and or knowledge and to arrive at an overall performance rating. The evaluator should seek input from the employee by requesting that the employee complete a self-evaluation form.
3. The evaluator's supervisor should review the evaluation prior to being presented to the employee. They will be responsible for checking the evaluation form for consistency, fairness, and accuracy and to ensure that the evaluation procedures have been followed correctly and shall add to the report any specific information about the employee's performance which is not already included therein. The supervisor's signature indicates that the evaluation has been reviewed and that it represents the facts to the best of the supervisor's knowledge and that the correct evaluation procedures have been followed.
4. The evaluator and employee meet to discuss the performance evaluation. The employee is given a copy of the evaluation for their records.
5. The Division Manager, if applicable and the Department Head also have a

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responsibility for signing the form. Their signatures indicate concurrence in and approval of the evaluation.

- The completed forms are sent to Human Resources for filing in the employee's personnel file.

When a supervisor elects to not provide an annual evaluation to an employee who has been in a position for more than three years of service, the supervisor will complete a "Performance Evaluation Waiver" to inform Human Resources that the employee will not be receiving an evaluation. This form will also inform Human Resources as to whether or not the employee should receive a step or merit increase.

Plan for Individual Improvement

Note: The APD Performance Evaluation Form incorporates "plan for individual improvement" rather than having a separate form.

When an employee's overall evaluation is marked as either "Unacceptable," "Improvement Needed," or otherwise indicates that the employee is not meeting expectations, a Plan for Individual Improvement (PII) must accompany the performance evaluation. A PII must also accompany those performance evaluations where the overall evaluation is marked as "Satisfactory" or "Meets Requirements", but three or more factors are rated as unsatisfactory or otherwise not meeting expectations. If less than three factors are rated as "Improvement Needed," or below, it will be sufficient to note suggestions for improving performance on the Comment Section of the evaluation form.

Definitions

N/A

References

Refer to specific collective bargaining agreements.
Plan for Individual Improvement Performance Evaluation Program

Review and Authorization

Supersedes: ERP No. 1.2; 2/1/1992; 9/27/2012	Created/Amended by/date: DJ; 12/11/2019	Effective Date: 12/01/2019
HR Director:	City Manager:	

- Form or worksheet revision related to this document? No Yes

If yes, attach a copy of the revised form or worksheet.

Training required? No Yes