

Rule XIV: Performance Management**RULE XIV****Performance Management**

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Section A. Definition of performance management

Section B. Establishment of a performance management system

- 1 the establishment by the employee and supervisor of mutually developed, written performance expectations;
- 2 mutual responsibility for the monitoring and documentation employee job performance with ongoing feedback and coaching of the employee for improved job performance and self-development;
- 3 a written appraisal of employee job performance;
- 4 a face-to-face meeting to discuss the written appraisal, and goal setting and planning to address employee development goals and improvement needs;
- 5 accountability on the part of management and supervisory personnel in defining, developing and appraising performance;
- 6 training for employees and rating supervisors, including initial system training, and refreshers and updates as the system is modified. Appointing authorities shall ensure that their employees attend or schedule to attend the appropriate program (for employees or rating supervisors) within six months after appointment or as soon as offered, and as modifications to the system are implemented.

Section C. Uses of the written performance appraisal

- 1 to determine the retention or discharge of employees serving a probationary period;
- 2 as a factor in determining eligibility for a pay increase, incentive or recognition;
- 3 as a factor in promotions;
- 4 as a factor in determining the order of layoff and the order in which names are to be placed on the layoff list;
- 5 to substantiate personnel actions such as discipline, transfer, demotion or discharge when an employee does not meet performance expectations; and
- 6 to assist in selecting employees for appropriate training for the purpose of improving performance and self-development.

Section D. General administration of a performance management system

- 1 a method for submission to the Personnel Director of written performance appraisals completed by supervisors for employees;
- 2 a method by which employees shall review their written performance appraisals and be given an opportunity to correct any areas of their performance which do not meet expectations;
- 3 an identification of who shall have access to the written performance appraisal, including not only the employee, but the Appointing Authority, and at the discretion of the Personnel Director, any other appropriate personnel involved in decisions regarding the promotion, transfer, demotion, or retention of the employee; and,
- 4 a system for the resolution of appeals regarding the written performance appraisal.

Section E. Establishment and maintenance of a performance management system

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- 40 1 A taskforce with appropriate representation from line departments shall be appointed to develop and
41 monitor the implementation of a civil service performance management system under the direction of
42 the Director of Personnel.
- 43 2 Similar taskforces shall be appointed to review the status of the system and recommend changes as
44 appropriate at least every five years.
- 45 3 Departments may petition the Civil Service Commission to adopt specific changes to the system in
46 order to meet department operational needs.
- 47 4 The criteria for an approved performance management system shall be outlined in a separate manual.