



## ADMINISTRATIVE DIRECTIVE

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### I. PURPOSE

The purpose of this directive is to establish administrative procedures and controls relating to employee performance appraisals.

### II. DEFINITIONS

- A. **Classified Service** - All classifications that are subject to the Rules and Regulations of the Civil Service Commission. With limited exceptions, most positions in the City service are in the classified service. Persons excluded from the Classified Service include elected officials and their staffs, and certain appointed officers and their staff that may be excluded by the City Charter.
- B. **Pay Anniversary Date** - The date on which an employee is eligible to receive a performance based compensation increase.
- C. **Probation Period** - A trial working period beginning with the date of an original or promotional appointment to a permanent position that must be successfully completed according to the Civil Service Commission Rules. Upon completion of an original probationary period, an individual attains status as a permanent employee of the City.
- D. **Rebuttal** – The employee may submit a written statement to the Department Director with a copy to Human Resources for inclusion in the employee's official personnel file.

### III. POLICY

It is the policy of the City of Tucson that employee performance appraisals be prepared as required by the Human Resources Department, in compliance with state and federal law, and following accepted management practices.

The scope of this policy includes all City employees in permanent and probationary positions in the Classified Service.

### IV. GENERAL

- A. Purpose of Performance Appraisals - The performance appraisal provided for periodic assessment of employee performance. The objectives of the performance appraisal system are as follows:
  - 1. Inform the employee how effectively he/she is meeting work expectations;
  - 2. Aid supervisors with a periodic procedure for performance appraisal;
  - 3. Identify employee skills and deficiencies;
  - 4. Assist employees and supervisors in developing plans for improved performance; and
  - 5. Clarify the supervisor's and employee's job expectation.



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**B.** Reporting Form – An employee performance appraisal shall be prepared using a reporting form provided by the Director of Human Resources or an alternate form developed by the hiring authority and approved by the Director of Human Resources.

**C.** Distribution of Completed Performance Appraisal Form - An employee's performance appraisal should be reviewed and signed by the appropriate parties (established by departmental procedures) before sharing it with the employee.

The last person to sign the appraisal is the employee and no changes should be made once it is signed, unless mutually agreed upon by the employee and the supervisor.

After completed performance appraisal has been reviewed with an employee, the employee is given a copy.

The original appraisal is maintained in the Human Resources Department.

**D.** Frequency of Performance Appraisals:

**1.** Probationary Employees: Appraisals are due at the end of each six (6) month period during initial or promotional probation, for whatever length the probation period is set by the Civil Service Commission.

At each appraisal, the supervisor shall recommend one of the following:

- a) the employee shall be allowed to continue his or her probationary period,
- b) the employee successfully completes probation, or
- c) the employee should not be allowed to continue to complete the probationary period (termination recommended or return to prior position). Civil Service Rule VII.

**2.** Permanent Employees: All permanent employees shall receive an annual performance appraisal coinciding with the employee's pay anniversary date. Semi-annual performance appraisals may be established at the discretion of the department director.

**3.** Special Evaluations: Supervisors have the discretion to prepare performance appraisal reports at times other than at the end of a stipulated appraisal period. For example, special appraisal reports may be prepared to:

- a) reflect and formally record employee performance of exceptionally high quality,
- b) record unusual job performance problems, or
- c) monitor progress of work improvement plans.



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4. Light Duty or Absence: Employees on light duty will be given appraisals addressing the work they are assigned.
5. If the employee has been on an extended absence due to FML or military leave, an appraisal will be done within 30 days of the employee's return to work. The employee's eligibility for a merit increase and anniversary date will not be affected or adjusted due to an absence for FML or military leave.
6. If the employee is on extended absence during the appraisal period, an appraisal will be due on the employee's adjusted anniversary date following the employee's return to work.

### E. Responsibility for Performance Appraisals

1. Supervisor's Responsibility - It is the responsibility of every supervisor to evaluate the work and job performance of subordinate staff. Absent the first-line supervisor, the next higher official will initiate the appraisal.

Performance appraisals are a significant part of a supervisor's responsibilities. Failure to prepare written performance appraisals as required may result in disciplinary action.

2. Employee Options - An employee who does not receive a performance appraisal within two (2) weeks of the due date may give written notice to the department director that the appraisal has not been received.

Employees, who do not agree with their performance appraisal, may so indicate on the original appraisal form that they do not agree with the appraisal and intend to file a rebuttal.

Employees may file a written rebuttal to any performance appraisal they receive with the Department Head. A copy can be sent to the Human Resources Department for inclusion in their official personnel file.

Except as may be provided by labor agreement, supervisors need not prepare a response to the employee rebuttal.

3. Department Director's Responsibility - Department directors are responsible for the effective functioning of the performance appraisal system in their respective departments and for using and developing a system to monitor the uniformity and effectiveness of the program. The Director shall make sure that the performance appraisals are thoroughly and promptly prepared as pursuant to this directive.

If notified by an employee that they have not received their appraisal, the director shall insure that an appraisal is issued within 30 days.



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F. The Human Resources Department offers training to supervisors in performance appraisal preparation.

It is the responsibility of the Human Resources Department to provide each department with:

1. a listing of when employee performance appraisals are due; and,
2. a listing of the expiration dates of probationary periods. This listing should be provided to the department not less than ten (10) calendar days before the appraisal due date.

G. Confidentiality of Performance Appraisals

To the extent permissible by law, the contents of Employee Performance Appraisal Reports shall be kept confidential and not disclosed to unauthorized persons.

**Appendices**                      None

**References**                      AD 2.01-7C Family and Medical Leave (FML)  
AD 2.01-7F Military Leave

**Review Responsibility and Frequency**                      The Director of Human Resources will review this directive annually, based on date of publication.

**Authorized**

  
\_\_\_\_\_  
City Manager

3/23  
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Date