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| POLICY TITLE: Employee Performance Management Process |                | NUMBER<br>115.00                |
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|   |                | EFFECTIVE DATE:<br>July 1, 1997 |

### POLICY STATEMENT

It is the policy of the City of Houston to maintain a meaningful employee performance evaluation system. The basis for this policy is Section 14-34(5) of the Code of Ordinances.

### PURPOSE

The purpose of the employee performance evaluation process is to encourage on going objective communication between the employee and the supervisor focused directly on the relationship between the organization's objectives, the employee's job duties and performance-both strengths and weaknesses. The desired result of our employee performance evaluation system is the continued improvement of each and every employee's job performance.

### OVERVIEW

Employee performance evaluations should be conducted during the fifth month of an employee's employment, on the eleventh month of employment and then annually thereafter on the employee's most recent hire date. Additionally, when an employee has been promoted (with a salary increase), an EPE should be conducted five (5) months after the date of promotion and then annually thereafter on the most recent hire date.

This policy supersedes policy number 115.00, "Employee Performance Management Process" and policy number 112.00, "Job Performance Review."

### POLICY AMPLIFICATION

Employee performance evaluations are to be used as a positive/constructive tool to measure an employee's performance using the following general guidelines:

- 1.) Evaluations may be initiated at the discretion of management for restructuring the department, or division, or to document extraordinary performance.
- 2.) Employees with a less than acceptable EPE may be reevaluated in 90 days. Any employee with two consecutive evaluations below acceptable may be subject to disciplinary action up to and including termination or indefinite suspension.

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- 3.) Employees are to be rated against a predefined set of job duties which are listed on the plan form. Performance objectives and standards of performance shall be used with the critical feature being that the employee must know well in advance before the actual evaluation what he/she is to be rated on. These objectives/standards should be mutually developed by the supervisor and employee, and clearly understood by both.
- 4.) Objectives/standards for job duties shall be agreed upon at the EPE plan session. Objectives/standards for performance factors may be set where applicable.
- 5.) The EPE plan form shall be maintained by the supervisor and the employee. The plan form is not a grievable document.
- 6.) Employees should find the overall employee performance evaluation process to be "on-going" with constant feedback from supervisors regarding performance.
- 7.) The supervisor has the final responsibility for the plan and evaluation of all employees who report to him or her.
- 8.) The supervisor should be evaluated by his or her manager on how well the supervisor evaluates his or her direct reports.
- 9.) If the immediate supervisor does not comply with this policy, the next higher level of supervision could evaluate the employee.
- 10.) Supervisors shall conduct plans and evaluations as scheduled or as required by the department's management.
- 11.) Employees shall sign the plan form and evaluation acknowledging that they had the opportunity to comment, discuss the evaluation and that they understand that they have the right to appeal the evaluations through the City's grievance procedure within thirty (30) calendar days from the date of presentation.
- 12.) The signature of acknowledgment shall indicate only that the employee read and received a copy of the evaluation and shall not necessarily indicate agreement with the plan or evaluation itself. The employee shall be provided a copy of the evaluation and/or plan.

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- 13.) Should the employee refuse to sign the evaluation or plan, the supervisor conducting the evaluation or plan shall so indicate by noting "employee refused to sign" and by initialing the date of refusal shown. If possible, another supervisor should witness the employee's refusal to sign. In such cases, the term of appeal shall begin on the date of refusal.
- 14.) Completed evaluations shall be forwarded to the Human Resources Department for filing in the employee's official personnel file.
- 15.) Evaluations which are under appeal shall not become a part of the employee's personnel file until such time as the appeal process has been completed.
- 16.) The Human Resources Department shall develop and publish an employee performance evaluation manual which shall, in greater detail, provide procedures, suggestions, definitions, forms, and training on effective employee performance evaluation techniques. The manual shall be considered an extension of this policy and shall be updated and revised as needed.

### POLICY COMPLIANCE

All municipal employees except department/division directors shall have their performance evaluated in conformance with this policy. Employees at an executive level above pay grade 26, part-time, seasonal and temporary employees may be evaluated using the City's Employee Performance Management Process at the discretion of the department director. Additionally, the City of Houston maintains an affirmative action program of non-discrimination inclusive of the employee performance evaluation system without regard to race, color, religion, sex, national origin, age or handicap, or due to one's status as a qualified Vietnam Era veteran or otherwise disabled veteran.

The Human Resources Department shall prepare a semi annual report to the Mayor reflecting the departmental compliance with this policy.

### POLICY EXCEPTION

This policy shall not cover employees covered under Chapter 143 of the Local Government Code of the State of Texas.