

POLICY NUMBER:

APM- 1- 20

DATE:

7/8/2020

ISSUED BY:

Arthur Noriega, V
City Manager/Designee

SIGNATURE

**CITY OF
MIAMI**



**ADMINISTRATIVE
POLICY**

REVISIONS

**REVISED
SECTION**
Created

**DATE OF
REVISION**
6/10/2020

SUBJECT: PERFORMANCE EVALUATIONS POLICY

Purpose

The purpose of this policy is to establish guidelines and a process for employee performance evaluations in accordance with all City of Miami bargaining agreements, rule, regulations, and/or policies.

This policy applies to all employees under the purview of the City Manager and unless otherwise provided for in a collective bargaining agreement.

Effective this date, the Administrative Policy supersedes all previous directives on this subject.

Definition

The term “performance evaluation” is defined as a formal and productive procedure to measure an employee’s work and results based on their job responsibilities.

The term “anniversary date” is defined as the employee’s date of hire or the effective date of an employee’s promotion (also known as most recent job entry date) or the date sanctioned by the City Manager for Directors only.

The term “performance year” is defined as an annual cycle for evaluating employees’ performance.

Objectives

This policy establishes a system for:

- promoting open communication between supervisors and employees.
- setting performance goals and objectives as well as career development goals;
- monitoring employee progress, providing constructive feedback and evaluating performance;
- aligning performance plans with the City's strategic plans;
- ensuring that employees have a self-awareness of their own performance metrics; and
- providing City-wide consistency and assure that employee's evaluation are conducted each year during their anniversary date.

Manager's Responsibilities

Managers are responsible for their employee's job performance. In order to accomplish that goal, Managers are required to conduct a comprehensive performance evaluation of their subordinates. As a guide, managers shall do at a minimum the following:

- establish and set clear goals and objectives and reinforce positive work habits;
- make sure employees have a clear understanding of those goals and objectives;
- seek input from the employee regarding their annual goals and objectives;
- monitor employee's performance during the year and communicate on an ongoing basis about their performance;
- review employee's evaluation data from prior year (s);
- conduct at least one interim evaluation for each employee before the anniversary date evaluation;
- address instances of poor performance or other significant performance issues in accordance with progressive discipline guidelines (APM 1-94). Ensure that all significant performance issues are documented in a timely manner;
- meet with employees to discuss their ratings and development needs;
- complete employee's evaluations no later than fifteen (15) work days after the employee's anniversary date. *Repeated instances of conducting evaluations longer than fifteen (15) work days from the date will reflect poorly on the manager's next performance evaluation;* and
- inform employees of the fourteen (14) day window to provide feedback once they receive their evaluation.

Employee's Responsibilities

Employees are responsible for meeting the manager's expectations and achieving their set goals and objectives. In order to accomplish those goals and objectives employees shall, at a minimum, do the following:

- participate in establishing their goals and objectives;
 - request clarification if they don't have a clear understanding of their manager's expectations or their established goals and objectives;
 - manage their own performance to achieve performance goals and objectives and timely bring to the manager's attention any and all circumstances that may affect their achievement;
 - implement performance goals and objectives identified by the Manager and seek performance feedback;
 - notify the Department of Human Resources, Records Division when their performance evaluation is not completed after twenty (20) work days of their anniversary date; and
 - if necessary, request from the Manager specific examples of deficient conduct to address aspects of performance identified as needing improvement.
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Guidelines to Conduct a Performance Evaluation

To achieve the aforementioned objectives, the guidelines below should be followed:

- newly hired and newly promoted managers shall attend the Supervisor Training and Oracle Performance Review Training conducted by the Department of Human Resources;
- departments should make every effort to administer performance evaluations using the Oracle Performance Appraisal before attempting to use the pdf or manual forms. Any questions or concerns regarding Oracle Performance Appraisal process can be directed to the Department of Human Resources, Compensation Division;
- HR liaisons in each department/office shall immediately forward the iMiami "Upcoming Anniversary Notification" email to the Director and the Manager of the employee being evaluated. Directors' notification email should be forwarded to their respective Assistant City Manager;
- evaluation ratings of 1 or 5 shall consist of a comment and/or justification for the rating. In order for the performance evaluation to be meaningful, the evaluation shall be specifically tailored to that evaluation year and not have the exact same language year after year; and
- at least one job-related goal/objective, should be added to every evaluation. For employees needing improvement, this could include training, productivity goals, specific assignments, etc. For employees performing well, this could include professional development courses;

Employees that have had more than one manager during their performance year should be evaluated by each manager for the duration of time they supervised the employee. All of the scores should be added together, and the average will be the employee's actual evaluation score.

In the eventuality that the Manager no longer works for the City and a new Manager has supervised an employee less than one year during the employee's performance year, the new Manager shall seek guidance from the Department of Human Resources, Compensation Division on how to conduct the evaluation.



Appraisal for Employee Name

Worker Details

Employee name	
Assignment Number	
Liaison	
Department	
Job	

Appraisal Details

Appraisal Template	
Appraisal Purpose	
Period Start Date	
Period End Date	
Initiator	
Main Appraiser	
Appraisal Date	
Next Appraisal Date	

Overall Rating Information

Total Score	
Appraiser Comments	
Employee Feedback	



Appraisal for Employee Name

Competency Details

Achievement of Objectives

Name	Type	Performance Rating	Comments

Discipline

Name	Type	Performance Rating	Comments

Initiative

Name	Type	Performance Rating	Comments

Interpersonal Skills

Name	Type	Performance Rating	Comments

Job Knowledge

Name	Type	Performance Rating	Comments

Judgment

Name	Type	Performance Rating	Comments



Appraisal for Employee Name

Productivity

Name	Type	Performance Rating	Comments

Quality of Results

Name	Type	Performance Rating	Comments

Supervision

Name	Type	Performance Rating	Comments

Organizational Planning

Name	Type	Performance Rating	Comments

Other

Name	Type	Performance Rating	Comments



Appraisal for Employee Name

Objective Details

Objective Name	Priority	Start Dt	Target Dt	Objective Details	Success Criteria



Appraisal for Employee Name

Approval History

Sequence	Full Name	Action	Action Date	Notes