



## **9.02 PERFORMANCE MANAGEMENT**

---

### **Overview of Performance Management**

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 agency.

Written Performance Evaluations will be done on an annual cycle determined by each bureau. Employees within the same bureau may be evaluated on different annual cycles. The Bureau director or designee shall review each performance evaluation after the employee has reviewed and commented on the completed evaluation. Bureau directors or their designee are responsible to ensure managers are reminded to conduct performance evaluations in a timely manner.

All employees should receive at least an annual review of their performance. If written, such reviews must be provided to the Bureau of Human Resources upon completion. For each non-represented employee and for certain PTE Local 17 represented employees, Bureaus will provide completed, written performance evaluations to the Bureau of Human Resources at least annually or in accordance with the applicable collective bargaining agreement.

---

### **Merit pay increases require performance evaluation**

All employees in non-represented classifications, who are not employed on a casual basis, and certain PTE Local 17 represented employees as identified in the collective bargaining agreement shall be evaluated and eligible to be considered for a merit pay increase based on an annual performance evaluation, in accordance with the City's Performance Management System. Merit increases must be awarded in the fiscal year in which they are earned. This does not apply to employees returning from active military duty who otherwise would be eligible for a merit pay increase. Except in exceptional circumstances, such as the employee has been on an extended leave of absence, and as approved by the Director of Human Resources, retroactive merit increases for prior fiscal years shall not be awarded. To accommodate employees whose anniversary dates are in June, merit increases for these employees must be awarded no later than August 31 following the close of the fiscal year ending June 30.

---

### **Amount of Merit Pay Increases**

Unless otherwise provided by these Rules, non-represented employees are eligible annually on their anniversary date for a merit pay increase of up to 4.1% or to the top of the range for their classification, whichever is less.

---

### **Bureau Performance Evaluations**

Those bureaus developing their own Performance Evaluations shall include the following requirements:

1. A consistent annual performance evaluation period for each employee covered by the Performance Management System.
-

- 
2. A performance rating schedule, which identifies the performance attained for each rating category.
  3. A description of the cycle or cycles of performance evaluation which will be used by the bureau.
  4. A written performance evaluation for each employee that is developed and communicated to the employee summarizing the performance of the past cycle and includes:
    - a. Identification of their job performance expectations and performance measures that are results-based or behavior-based or a combination of both;
    - b. An individual employee development plan for the upcoming performance evaluation cycle;
    - c. Provisions for ongoing review during the plan year to discuss employee performance, monitor progress, modify, and update the performance plan as needed.
- 

**Administrative Rule  
History**

Adopted by Council March 6, 2002, Ordinance No. 176302  
Effective April 5, 2002  
Revised July 1, 2004  
Revised April 17, 2009, effective July 1, 2009  
Revised October 19, 2010  
Revised November 4, 2011  
Revised April 25, 2016  
Revised February 15, 2018

---

## **Guidance for HR Administrative Rule 9.02**

### **Performance Management**

#### **Issue**

Provide guidance to bureaus for submitting support documentation for non-represented employee merit salary increases.

#### **Background**

Chapter 9.02 Performance Management requires written performance management evaluations to be completed for each non-represented employee on an annual cycle determined by each bureau.

This chapter of the HR Administrative Rules also requires bureaus to provide confirmation of a completed, written annual performance management evaluation for each non-represented employee and report every employee's annual performance rating to the Bureau of Human Resources. BHR has clarified that a copy of the written annual evaluation is required to be forwarded to BHR as the official holder of the personnel file for each employee.

In order for a non-represented employee to receive a merit pay increase, a copy of the written annual evaluation must accompany the merit pay increase request, unless otherwise provided by these rules.

This guidance document addresses elements of information which need to be included with the merit pay increase and written evaluation copy and the timing of submitting such documents.

#### **General Guidelines**

1. A complete copy of the written performance management evaluation should be filed with BHR annually, whether or not the non-represented employee is eligible for a merit increase.
2. In the event that a pay increase is being requested for the employee, the first page of the performance evaluation form or coversheet should include the following:
  - The amount of the increase (percentage—i.e., 2%, 3%, 4.1% etc.)
  - The effective date of the increase
  - The dated signature of the Manager/Supervisor
  - The employee's name as it appears in SAP
  - The employee's PRNR
3. The evaluation documentation may be submitted electronically to BHR Operations.