



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

40 **SECTION D. GENERAL ADMINISTRATION OF A PERFORMANCE MANAGEMENT**

41 **SYSTEM** – The general procedures for administering a performance management  
42 system shall be outlined in a separate manual. These procedures shall include:

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

53 **SECTION E. ESTABLISHMENT AND MAINTENANCE OF A PERFORMANCE**  
54 **MANAGEMENT SYSTEM**

- 55 1. A taskforce with appropriate representation from line departments shall be appointed  
56 to develop and monitor the implementation of a civil service performance  
57 management system under the direction of the Director of Personnel.
- 58 2. Similar taskforces shall be appointed to review the status of the system and  
59 recommend changes as appropriate at least every five years.
- 60 3. Departments may petition the Civil Service Commission to adopt specific changes to  
61 the system in order to meet department operational needs.

62

- 62 4. The criteria for an approved performance management system shall be outlined in a  
63 separate manual.