

703. Performance Evaluation

.1 Purpose:

It is the policy of the City of Tulsa to provide employee training and development opportunities to meet organizational goals while providing employees with the skills and knowledge necessary for career growth. Supervisors should serve in a mentoring capacity and demonstrate to employees that City leadership is committed to providing opportunities for professional growth, as available and applicable.

Important components of an effective employee development program include clear communication between the supervisor and employee regarding performance goals and expectations, and consistent feedback about employee progress.

Department leadership is responsible for properly managing an objective system of employee performance discussions. Performance discussions enable supervisors to:

- Acknowledge and provide feedback on employee contributions;
- Encourage regular dialogue between an employee and their supervisor about goals and expectations;
- Suggest ways in which employees can develop professionally and improve performance, when necessary;
- Allow an employee to share any needs the employee has for professional development and for the employee and supervisor to identify ways, where possible, for these needs to be satisfied within current job responsibilities.

Employees should take ownership of clearly understanding all expectations of the work they are responsible for performing, as well as clearly communicating their individual needs for development back to their supervisor.

.2 Administration:

- .21 Supervisors should meet periodically with their direct reports to provide feedback and discuss strengths, opportunities for improvement, goals, and objectives. A formal discussion with each direct report should be held to document successes and opportunities for improvement at least semiannually.
- .22 When employee performance needs significant improvement, an explicit path of recovery through remedial activities and employee development should be clearly communicated by the supervisor to the employee using a City Performance Improvement Plan (CPIP). A CPIP is an action plan and tool given to an employee whose performance is not meeting standards set by the supervisor in order to provide the opportunity to correct deficiencies and succeed. A CPIP should be used to address specific goals, targets, and behaviors needing improvement, and will outline a clear and measurable path forward to allow the employee to meet set standards by an established time frame. Employees on a CPIP will require additional meetings with the supervisor as outlined in the CPIP.
- .23 Employees presented with a CPIP by management are required to acknowledge receipt by signing and dating the form and may also provide a written response which should be retained by management with the CPIP. A signed and dated form, as well as any employee comments, must be submitted to the supervisor within five (5) days

of the CPIP being presented to the employee. The employee's signature does not imply agreement with the content of the CPIP, but rather acknowledges that the supervisor has reviewed the CPIP form with the employee.

- .231 Since the purpose of the CPIP is to provide an action plan of improvement, employees on a CPIP are expected to meet the set targets and goals outlined. Failure to comply with the terms of a CPIP will result in a pre-termination hearing being scheduled for non-probationary employees. The length of a CPIP will be determined by management and communicated to the employee, but should not exceed 6 months.
- .232 Refusal by an employee to acknowledge receipt of the CPIP form as outlined above will result in a pre-termination hearing being scheduled.
- .24 Pay increases related to performance (Special Merit Increase) may be approved based on the budget process and collective bargaining and are subject to rules determined by the Human Resources Department and Mayor.
- .25 An initial planning meeting to cover performance goals and expectations should occur between a supervisor and employee at the beginning of the employee's assignment to a position, usually within 30 days.
- .26 This policy pertains to non-sworn employees. For information about performance evaluation for Police and Fire sworn positions, please see relevant internal policies and procedures for the applicable department.