

DEPARTMENT OF PUBLIC WORKS MANAGEMENT MANUAL	
Personnel Directive	Subject: <u>PROBATIONARY EVALUATIONS</u>
<i>ADOPTED BY THE BOARD OF PUBLIC WORKS, CITY OF LOS ANGELES</i>	

(Revised 2009)

PERSONNEL DIRECTIVE NO. 26

BACKGROUND

On June 20, 2007, the Board of Public Works revised Personnel Policy No. 6, "Probationary Evaluations" which states that every employee shall be evaluated at least twice during a probationary period. The revised provisions of this Directive establish the necessary procedures to implement the revised Policy.

Mayor Villaraigosa's memorandum (attached), dated March 17, 2008, emphasizes the importance of regular and timely evaluations of probationary employees to ensure the City of Los Angeles employs and retains the most talented employees.

The "Guidelines for Evaluating Probationary Employees and Procedures for Processing Probationary Evaluation Reports" attached to this Directive shall be followed when making such evaluations.

I. PERSONS TO BE EVALUATED

Employees in the following categories are required to serve a probationary period and must be evaluated at specified intervals:

- A. New regular employees
- B. Employees on protective leave of absence from one class to another (promotion)
- C. Employees on tentative transfer
- D. Employees transitioning from emergency or limited appointment to regular appointment

II. TIMELINESS AND FREQUENCY OF COMPLETED EVALUATIONS

- A. The Office of Management-Employee Services (OMES) automatically mails two probationary evaluations for employees serving six-month probations and three evaluations for employees serving one-year probations to the operating bureaus upon the commencing of employment. It is the responsibility of the operating bureau to ensure that these evaluations are done on a timely basis.

- B. Employees serving six-month probations are to be evaluated a minimum of two times (at the end of the second and fifth months of service). Employees serving one-year probations are to be evaluated a minimum of three times (at the end of the third, seventh, and tenth month of service).
- C. In addition to the scheduled evaluation reports, special follow-up evaluations may be requested at any time. Such evaluations may be requested when the supervisor has reason to believe an employee will benefit from more than the required two or three ratings during a probationary period.

III. ABSENCES DURING PROBATIONS

Any absences for a probationary employee exceeding seven calendar days of more shall be reported to OMES as soon as possible since all such absences, whether on leave or not, and any restricted duty capacity ("light duty"), totaling more than seven calendar days, will extend the probationary period.

This directive is being revised per Civil Service Rule Section 5.26 (amended 10-17-07), which states in part, "service in any class in a restricted duty capacity that exceeds seven calendar days as required by a physician, after receiving a regular appointment in that class shall be excluded in computing the period of probation." Also excluded in computing the period of probation is "the entire period or periods of any absence or absences whether on leave or not, if such period or periods, in the aggregate, exceed seven calendar days".

Attachments:

- 1) Mayor Villaraigosa's memorandum regarding probationary performance evaluations
- 2) Guidelines for evaluating probationary employees and procedures for processing probationary evaluation reports
- 3) Completion of Probationary Evaluation Report Forms memorandum
- 4) Probationary Evaluation Report

GUIDELINES FOR EVALUATING PROBATIONARY EMPLOYEES AND
PROCEDURES FOR PROCESSING PROBATIONARY EVALUATION REPORTS

I. Guidelines for Evaluating Employees on Probation

The probationary period is the working test period during which an employee is required to demonstrate his/her fitness by the actual performance of the duties and responsibilities of the position. To determine if a probationer has met this requirement, his/her performance must be evaluated periodically. These guidelines are provided as an aid in making such evaluations.

- A. All probationary employees shall be given the opportunity to demonstrate their ability and shall receive guidance and training.
- B. The probationer should be evaluated on his/her total performance during the entire rating period. Isolated incidents may be important depending on the situation. However, more important is the probationer's performance on a day-to-day basis.
- C. Probationary employees should be rated on how he/she performs to the standard set for the job. Such standard is set only by bureau management or the supervisor most familiar with the duties of the position held by the probationer.
- D. The standard must be explained to the probationer. This should be done when he/she first begins work in the position. Only if the standard is known and understood can it be effective in assisting the probationer in attaining his/her maximum potential on the job.
- E. The standard set for the position should be that level of performance which a good, consistent, competent employee normally demonstrates in that particular job. Each probationer should then be compared with the standard, not with other employees in the same or similar positions. The probationer's length of time on the job should be considered in comparing his/her performance to the work expectation or standard.
- F. The standard must be fair, accurate and based on an objective evaluation of the components of the job. Whenever possible, measurable work units should be used to set the standard. The standard should be reviewed periodically to ensure that it is still reflective of the duties of the job.
- G. This period is offered as an opportunity for employees to gain experience and, in positions requiring special licenses as a condition of employment, an opportunity to obtain the required licenses for the position. If an employee does not obtain the required license(s), they are not to pass probation.

II. Procedures for Processing Probationary Evaluation Reports

A. Office of Management-Employee Services Initiates and Distributes the Forms

OMES initiates preparation of all Probationary Evaluation Report forms for the Department, and will type in the headings. These forms are sent to the bureaus at the beginning of the probationary employees' employment.

B. Employing Bureau Evaluates the Employee and Presents the Forms

Instructions to aid the rater in completing the form are included on its face. Once completed, three copies should be made and distributed as follows:

1. One copy must be returned to OMES by the date specified on the form for filling in the employee's personnel folder.
2. One copy must be given to the employee at the time of evaluation.
3. One copy is to be retained by the employing bureau, and may be used, if desired, as an aid in future reviews and evaluations.

C. Special Follow-Up Evaluations

If a special follow-up evaluation is to be required by the employing bureau, it should be requested by telephone call to the Employment Services Section of OMES.

CITY OF LOS ANGELES
Department of Public Works
Office of Management Employee Services

TO: Bureau Directors, Division Management, Superintendents and Supervisors

SUBJECT: COMPLETION OF PROBATIONARY EVALUATION REPORT FORMS

Attached are Probationary Evaluation Report forms. These should be completed as soon as possible and distributed according to the instructions on the Form. See the "Guidelines for Evaluating Probationary Employees and Procedures for Processing Probationary Evaluation Reports" attached to Personnel Directive No. 26, "Probationary Evaluations," for aid in completing the required evaluations.

All rating factors that apply to the employee should be scored. Those factors that do not apply should be left blank. In making the evaluation, the rater should strive to be as objective as possible and should discuss the evaluation with the reviewer. The reviewer should have knowledge of the employee's work as well as the overall performance of the organizational unit.

One of the principal functions of a probationary evaluation is to give the employee an appraisal of his/her work performance in a timely manner. Such appraisal should measure the employee's performance in terms of his/her achievements, and how well he/she has been able to utilize the training received, considering the length of time on the job. It is strongly advised that the rater write comments concerning the employee's work performance or factors affecting their performance. If it is decided to "terminate" or "retain provisionally," comments must be written to support those recommendations.

If additional evaluations are necessary, the Employment Services Section of the Office of Management Employee Services should be contacted and a special follow-up evaluation form will be forwarded to the employing bureau.