

City of Troy

MINUTES TROY PERSONNEL BOARD (of) April 6, 1981

- I. Call to order: Meeting called by Chairman at 7:10 PM.
Roll call: All members present (John Stevens, Gerald Blake,
Jerry Dutkewych, Mark Lifter and Stephen Patrick, Jr.)
(Board Counsel: William Wolanin)
- II. Minutes of meeting of March 4, 1981:
Motion to approve: G. Blake
Seconded: Dutkewych
Yes: All
- III. Petitions and communications:
 - A. Hearing - Thomas Walker, (reference dismissal from City service) representing Mr. Walker, Mr. Sabbota, representing City, Mr. Cross, representing Mr. Keihn, Mr. Letto: Chairman stated hearing to proceed.

Cross presented testimony from witnesses.

Board recessed at 9:10 PM and reconvened at 9:20 PM.

Sabbota presented testimony from witnesses.

Board recessed at 12:36 AM.

Board reconvened at 12:45 AM.

Chairman advised the Board will now hear oral arguments and provide City opportunity to provide written supplements addressing Act 469 and motions, that Walker (Sabbota) may respond if desired.

Chairman announced a recess to 7:00 PM, April 15, 1981, this location.

(Recessed 1:45 AM.)

FNB/lm

III. (Continued)

TROY PERSONNEL BOARD
Reconvened 7:10 PM
April 15, 1981
(All Board Members Present)

Board's counsel advised the Board may discuss merits of testimony among themselves in executive session, counsel for Walker objected as to it being improper.

Chairman called for an executive session at 7:18 PM - Board counsel and Board clerk to remain in session (for technical information and minute keeping and not to discuss merit of case). Copies of Walker's personnel file distributed to Board members.

(Minutes of Board discussion suppressed.)

10:45 PM Board recessed executive session until 9:00 AM, Saturday, April 18, 1981, this location.

III. (Continued)

Personnel Board reconvened in executive session at 9:10 AM, April 18, 1981:

Chairman declared the Board resumes the public hearing at 9:25 AM:

A vote as to fact and determination as to discipline (in a modification of the City's original discipline) was had, and is, the statement attached as certified by the clerk of the Personnel Board.

V. Old business:

The review of merit pay/employee evaluation to be postponed to next scheduled meeting.

VI. New business:

None


VII. Adjourned:

Motion to adjourn: Lifter

Seconded: Dutkewych

Yes: All

Adjourned: 9:50 AM.


Frank N. Blake
Clerk of the Personnel Board

FNB/lm

cc: .Personnel Board Members
 . City Manager
 . City Clerk
 . Mac McCormick
 . William Wolanin
 . Fred Cross
 . Gerald VandenBussche
 . Thomas Walker
 . Jerome Sabbota

*Note for the
Record:*

① Walker advised
by phone 4/18/81
of decision
② Walker sent one of
3 originals on 4/20/81
③ Walker sent CPT of
these minutes on 4/22/81 (with attach)
and Sabotta too.

IN RE: THE PETITION OF THOMAS WALKER

TO THE PERSONNEL BOARD FOR THE CITY OF
TROY APPEALING HIS DISCHARGE FROM EMPLOYMENT

TO: Frank Gerstenecker
Troy City Manager

Please be advised that the Personnel Board for the City of Troy after hearing and deliberation, commencing on April 6, 1981 and extending to April 7, 1981 and continuing on April 15, 1981 and April 18, 1981, of this Petition transmits this written decision to you for forwarding to Mr. Thomas Walker and Mr. Jerome Sabbota, Esq., his representative, consisting of the following finding of facts and decision.

RULING ON PETITIONER'S MOTIONS

In re the matters raised by motion at the hearing by Mr. Sabbota, Esq., on behalf of the petitioner, the Board finds that its hearing constitutes the rudimentary due process contemplated and required in these matters and therefore denies petitioner's motion to dismiss for this reason.

In re the applicability of the so called, "Whistle Blowing" Act, (P.A. 469, 1980, MCLA 15.361, et seq.) the Board holds that its effective applicable date is March 31, 1981 and the discharge of petitioner occurred on February 23, 1981, and therefore finds that it is literally inapplicable to the instant situation. The Board does look to this Act as one philosophy to be considered in the situation as well as considering rule 4(a) of the Personnel Rules and Regulations of the City of Troy for guidance.

At said hearing evidence was presented by complainant and petitioner on their respective behalf and argument by their attorneys were heard.

6

FINDINGS

Based upon the evidence and exhibits introduced at the hearing, we find the following:

Thomas Walker while employed as a building inspector for the City of Troy in its Building Department was discharged from employment on February 23, 1981. The basis for his discharge was communicated to him in writing which adequately stated the reasons for his discipline pursuant to the requirement of Rule 10(d) of the Personnel Rules and Regulations for the City of Troy. The stated written grounds are his past record of reprimands and his previous suspension mated with the latest occurrence of spreading a rumor, reflecting on the integrity of his supervisor, and misrepresenting his authority from the administration to follow up on the matter, to and with parties directly or peripherally involved in considering the alleged lack of integrity of his supervisor.

It is emphasized at the outset that no evidence was produced substantiating the allegations that Mr. Keihn (Mr. Walker's immediate supervisor) received a "gratuity". Any discussion of the rumor is not to be construed as an expression on its merits but is felt necessary to assess the merits of the petitioner's and the City's position.

Mr. Walker was an employee of the City of Troy for a period of approximately nine (9) years as a building inspector who has been directly supervised by Mr. Keihn. Early in this time frame these parties were social friends. Both parties admit that a "personal" problem occurring some time ago terminated that social relationship but did not impact severely on their work relationship.

We find that a plumbing contractor, commonly known as "Big Jim", who testified at the hearing, denied stating the allegations impuning Mr. Keihn's integrity, to be the source of that rumor. This source is established by the testimony of Mr. McClure, also an inspector employed in the Building Department.

and by Mr. Walker.

We find that Mr. Walker communicated this allegation to Mr. Dobrinec, also an employee of the Building Department at the same level of rank as Mr. Walker; and that Walker also communicated it to a supervisor who was the source of spreading the rumor outside the department with the supervisor's qualification that Mr. Walker was accusing Mr. Keihn. This supervisor denies making the remark. However, we feel that this is confirmed by the testimony of Mr. Henry Biroth, also an inspector employed by the Building Department, and within the framework of double hearsay. Mr. Biroth says that he heard from a building contractor who heard from another building contractor who heard it from the supervisor. We find that the reputation of a department of the City like the Building Department is important to the efficiency of its operations and is to a large measure dependent on continuous public confidence. We find that promulgation of this rumor at this stage of its maturity or substantiation, communicated outside of the lines of administrative responsibility exhibits poor judgment on the part of Mr. Walker contrasted with his subsequent activity when he became aware that he was a focal point of the source of the rumor. We find that fortunately the rumor or allegation was not rampant nor widespread given the state of verification of the rumor. Thus, we characterize this as mitigating the situation somewhat in Mr. Walker's favor. We find probable cause to conclude that Mr. Walker had some motivation to attack Mr. Keihn, particularly giving the timing of his latest reprimand from Mr. Keihn occurring on August 22, 1980 and Mr. Walker's activity of spreading the rumor in the fall of 1980.

We find that Mr. Walker lied, and admits to it, regarding his authority from the city administration to pursue the matter when he became aware that he was becoming the focal point of the source of the rumor. We find that he contacted Mr. Dobrinec by telephone in attempt to maintain his anonymity. We find that he lied to the plumbing contractor when he contacted that

contractor to corroborate the merits and details of the rumor.
We find that this activity coupled with the previous discipline
of record reflecting on his veracity controls the situation.

We find that Mr. Walker's course of subsequent activity
confirms his understanding of how serious the matter could or
should be assessed and we find that this course of action outside
the lines of administrative responsibility impacts mightily on
the Building Department, its individual employees and on the
possibility of developing an accurate investigation regarding the
substance of the rumor.

John R. Stevens, Chairman

Gerald L. Blake

Jerry I. Butkewych

Mark L. Lifer

Stephen Patrick, Jr.

Dated: _____

DETERMINATION:

After due consideration and deliberation of the facts and their impact on operations of the Building Department for the City of Troy and the total personnel record reflecting petitioner's performance and disciplinary history:

WE VOTE:

Minority Determination

to uphold the discharge of the petitioner, Thomas Walker.

John R. Stevens, Chairman

Stephen Patrick
Stephen Patrick, Jr.
Board Member

Dated: _____

Majority Determination

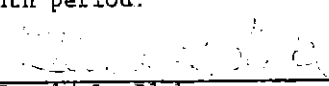
to modify the discipline of discharge meted to petitioner, Thomas Walker, and order his reinstatement on the following terms and conditions:

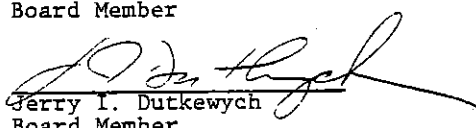
He shall be suspended from employment with the City of Troy without pay for a period of sixty-two (62) calendar days, commencing February 24, 1981 and terminating on April 27, 1981 at 8:00 A.M.; at which time, he will be restored to employment as a building inspector with the Building Department for the City of Troy on probationary ⁽¹⁾ status, with the right of appeal to the personnel board of any disciplinary action by the City of Troy, for a period of twelve (12) calendar months from the date of reinstatement and performance appraisal reports of Thomas Walker shall be prepared every sixty (60) calendar days with reasonable extension of this time frame if it expires on the weekend or

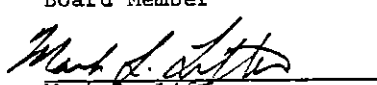
(1) NOT for purposes of Layoff

4.18.81
4-18-81 *B*


holiday for the purpose of assessing and monitoring his performance within said twelve (12) month period.


Gerald L. Blake
Board Member


Gerry I. Dutkewych
Board Member


Mark L. Lifter
Board Member

Dated:

6 of 6 pages
as cert. file
with
clerk -
4/18/81 

**CITY OF TROY
PERFORMANCE APPRAISAL**

Employee _____ Date _____
 Classification _____ Supervisor _____
 Department _____ Evaluation Period _____

INSTRUCTIONS: Please evaluate the employee on the basis of the ten (10) Factors listed in the first column. To the right of each Factor are five (5) alternate evaluations. Select the evaluation for each factor which most closely describes the work performance of the employee. Assign a numerical rating to each evaluation selected within the scale rated at the top of each column. If the Department Director permits employee self-rating, be sure the employee's self-rating is circled.

FACTOR	EVALUATION				
KNOWLEDGE OF WORK Consider the degree of comprehension employee has to perform the job satisfactorily	<u>1, 2, 3</u> Inadequate knowledge of work, does not comprehend or follow instructions	<u>4, 5</u> Limited knowledge of job needs detailed instructions and close supervision	<u>6, 7, 8</u> Good working knowledge of job, requires occasional instructions for new or complex assignments	<u>9</u> Well informed, has mastered most work details	<u>10, 11</u> Superior knowledge of all phases of work, seldom needs more than brief instruction
QUALITY OF WORK Consider the degree of proficiency and caliber of workmanship	Inconsistent, sometimes careless.	Usually satisfactory, does fair work	Work satisfactory, practically no errors	Work well done, clear and concise	Exceptional quality
QUANTITY OF WORK Consider the output of work. Compare the amount of work performed with that which is expected of an experienced employee in that classification	Insufficient output, unsatisfactory	Limited output, inclined to be slow	Average to satisfactory output	High output, consistently turns out more work than expected	Unusually high output, outstanding
INITIATIVE Consider the self-motivated activity of an employee toward job classification	Needs constant direction or prodding	Limited interest, seldom does more than directed	Does work expected without waiting for directions	Resourceful, develops assignments ably, suggests or completes supplementary work	
ORGANIZATION AND PLANNING OF WORK Consider the ability to arrange, schedule, and pace work to meet established time elements to reduce waste, etc.	Frequently unable to assemble data or lay out sequence of work	Can only follow existing procedures involving routine details	Capably plans normal work, but needs guidance on major changes	Needs little guidance, plans regular work efficiently, needs little instruction on major procedural changes	
JUDGMENT Consider the ability to work with a minimum of supervision and make sound decisions	Poor sense of values, likely to make poor decisions, impractical	Jumps to conclusions, makes questionable decisions on routine matters which should be referred to supervisors	Decisions and judgment acceptable on routine matters	Dependable and direct decisions on both routine and unusual problems	Sound, concise judgment and decisions based on appropriate analysis
CONTACTS WITH PUBLIC* Consider the tact and self-control needed to work effectively with the public	Lacks certain requirements of common courtesy, tactless, passively cooperating	Usually courteous and fairly tactful	Courteous and well-mannered, understanding	Assists citizens with problems, very tactful and considerate	Assumes self-motivated responsibility of providing prompt, accurate information and assistance to citizens

(over, please)

* If Public Contact is not an element of this employee's position, consider this factor as "Contacts With Other Employees" and so indicate by placing a check mark here _____.

For information

ATTACH 1 A

WORK ATTITUDE
Consider the feeling or mood one has toward his job

ATTENDANCE
Consider tardiness, use of breaks, and attendance

APPEARANCE
Consider personal appearance, hygiene, and dress in relationship to the day-to-day job requirements (public contacts, general organization, and community norms)

<u>1, 2, 3</u>	<u>4, 5</u>	<u>6, 7, 8</u>	<u>9</u>	<u>10, 11</u>
Complains or acts unconcerned, lazy	Occasionally indifferent and goes about his work half-heartedly	Average interest, likes most phases of his job	Diligent, has definite interest in work	Superior interest, enthusiasm, resourcefulness and initiative
Frequently tardy, abuses sick time and breaks; watches clock, first out the door	Some use of sick time, occasional "long" break, occasionally tardy	Arrives to work station on time. Doesn't abuse sick leave or breaks	Reports early to plan day and begins work on time. Very good attendance	
Usually unkempt, slovenly, or careless	Often neglectful of appearance	Neat and clean		

Comments and Recommendations: (Please explain all exceptionally high or low ratings)

Note Areas of Improved Performance:

Specify Areas in Which Improvement Will Be Attempted in The Next Six Months

1. _____
2. _____
3. _____
4. _____

This evaluation has been reviewed with me by the Supervisor doing the rating.
(Check one of the statements below)

- I ☐ Agree with the ratings given.
☐ Generally agree with the ratings given.
☐ Disagree with the ratings given.

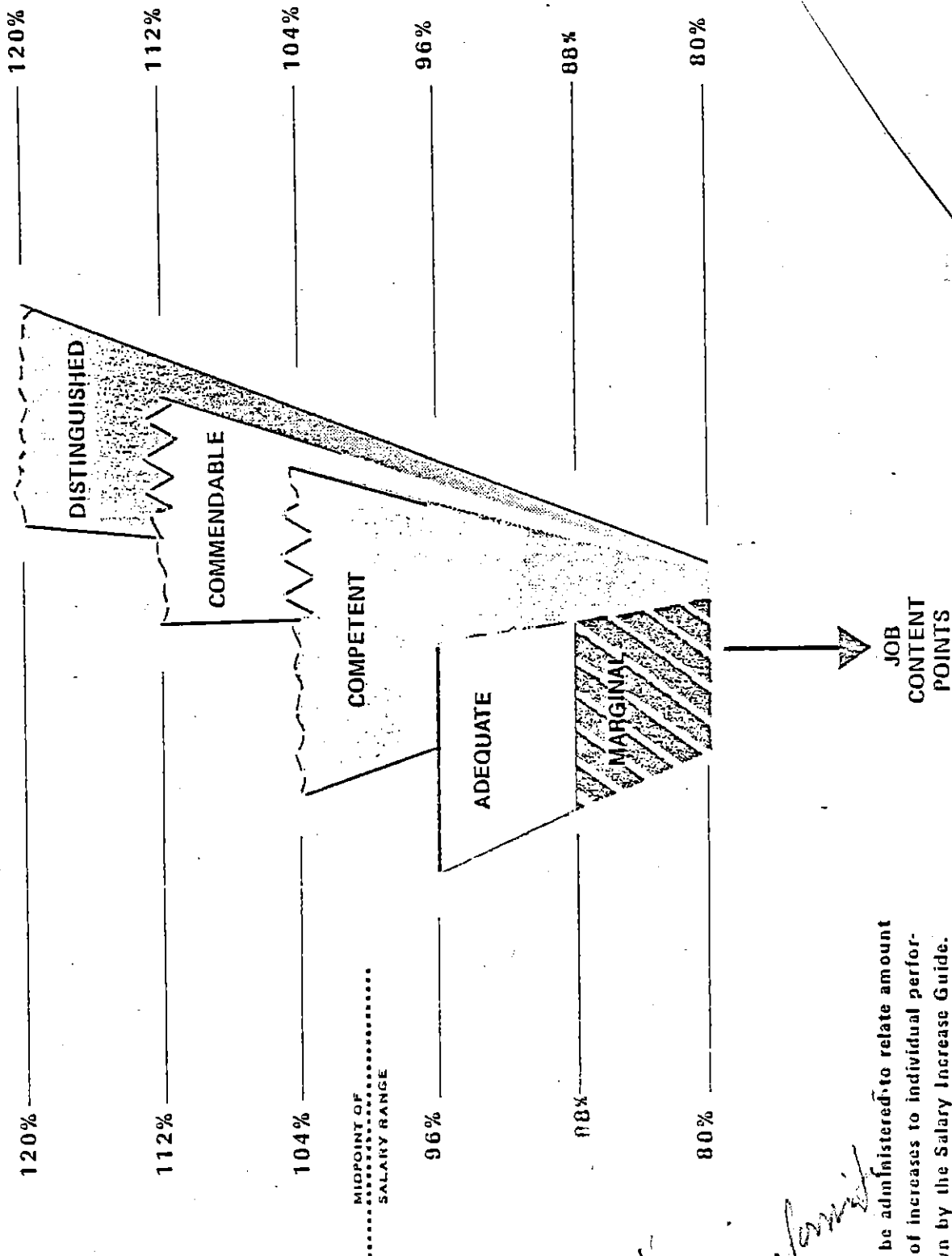
(Your written comments will be attached if submitted within 48 hours.) ☐

Signed—Name of Rater	Date
Signed—Reviewed by Rater's Supervisor	Date
Signed—Reviewed by Department Head	Date
Signed—Reviewed by Personnel Officer	Date

Signed—Employee _____ Date _____

ANATOMY OF A SALARY RANGE

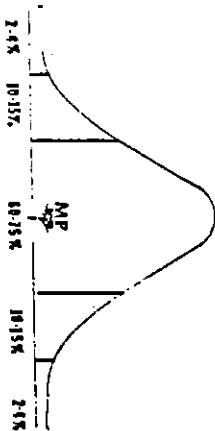
The range is a function of the job itself. Movement within the range depends on the individual's performance.



For information

Salaries should be administered to relate amount and frequency of increases to individual performance, as shown by the Salary Increase Guide.

ATTACH 1B



MAJORINAL
2-4%

ADEQUATE
10-15%
LEARNING
CURVE

COMPETENT
60-75%

COMMENDABLE
10-15%

DISTINGUISHED
2-4%

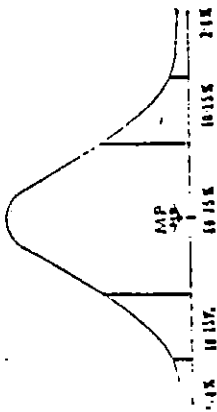
This is the lowest performance category. It includes the noticeably less than competent performance of employees new in the labor market or those whose performance is obviously below what is required. This category describes a level of performance which should significantly improve within a relatively short period of time if the individual is to remain in the position. Generally speaking, this category includes about 2-4% of all exempt employees. It is a provisional zone, often used for initial assignment, training and developmental purposes.

This is the performance level just below that of consistently competent or acceptable performance, which generally includes about 10-15% of all exempt employees. The individual may be near the level of competent performance; however, the performance leaves something to be desired and the need for further developmental effort is recognized. The individual may still be in the trial-and-error phase of learning but shows definite promise of becoming fully competent within a reasonable, expected period of time. It may also include those whose performance may meet standards in some areas but not in others.

A rating of competent should be assigned to those whose demonstrated achievements against reasonable standards, as defined by the position description, is attainable most of the time by a majority of employees fully qualified to hold the position. This is the level of performance for consistently acceptable performance on the job, which includes about 60-75% of all exempt employees. The individual is doing a satisfactory quantity of work in a reasonable and expected manner. It is good, solid, expected performance that meets or may slightly exceed that which is required for the position.

This is the level of performance that is noticeably above competent and generally includes about 10-15% of all exempt employees. It means that the individual is performing in a manner well beyond the normal, expected performance of a fully competent employee, often exceeding standards in several critical areas.

Performance of this kind is exceedingly rare and is generally reserved for the truly exceptional employee. A distinguished individual consistently performs in an outstanding manner and gets the best possible results, even under the most difficult of circumstances. The performance of such an individual is easily recognized by all as truly distinguished and his performance is known well outside his own immediate area, Department, Division or Group. Overall, Borg-Warner has approximately 2-4% of its exempt employees whose performance is of this caliber.



	MARGINAL	ADEQUATE	LEARNING CURVE	OUTSTANDING	DISTINGUISHED
	2-48	10-159	60-759	10-159	
80					
81					
82					
83					
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1B

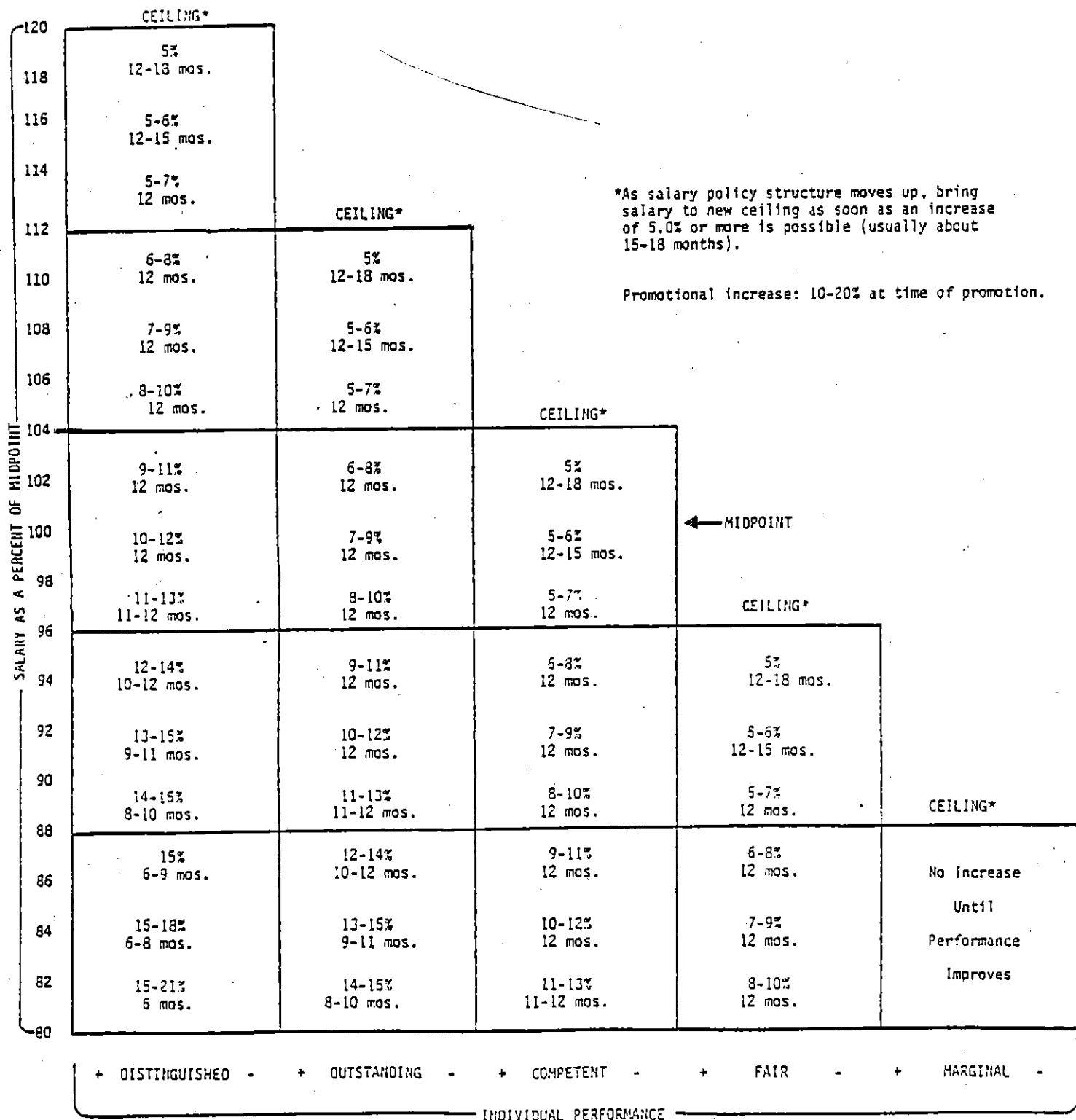
120	CEILING*											
118	6.0%	5.0%	5.0%									
	12 mos	15 mos	18 mos									
116	5.0%	5.0%	5.0%									
	12 mos	12 mos	15 mos									
114	7.0%	5.0%	5.0%									
	12 mos	12 mos	12 mos									
112	CEILING*											
110	3.0%	7.0%	5.0%	5.0%	5.0%	5.0%	5.0%					
	12 mos	12 mos	12 mos	12 mos	15 mos	18 mos						
108	5.0%	3.0%	7.0%	5.0%	5.0%	5.0%	5.0%					
	12 mos	12 mos	12 mos	12 mos	12 mos	15 mos						
106	10.0%	9.0%	3.0%	7.0%	5.0%	5.0%	5.0%					
	12 mos	12 mos	12 mos	12 mos	12 mos	12 mos						
104	CEILING*											
102	11.0%	10.0%	9.0%	3.0%	3.0%	7.0%	5.0%	5.0%	5.0%	5.0%		
	12 mos	12 mos	12 mos	12 mos	12 mos	12 mos	12 mos	15 mos	18 mos			
100	12.0%	11.0%	10.0%	3.0%	3.0%	5.0%	5.0%	5.0%	5.0%	5.0%		
	12 mos	12 mos	12 mos	12 mos	12 mos	12 mos	12 mos	12 mos	12 mos	18 mos		
98	13.0%	12.0%	11.0%	10.0%	9.0%	3.0%	7.0%	5.0%	5.0%			
	11 mos	12 mos	12 mos	12 mos	12 mos	12 mos	12 mos	12 mos	12 mos			
96	CEILING*											
94	14.0%	13.0%	12.0%	11.0%	10.0%	9.0%	3.0%	3.0%	7.0%	5.0%	5.0%	5.0%
	10 mos	11 mos	12 mos	12 mos	12 mos	12 mos	12 mos	12 mos	12 mos	15 mos	18 mos	18 mos
92	15.0%	14.0%	13.0%	12.0%	11.0%	10.0%	9.0%	3.0%	3.0%	7.0%	5.0%	5.0%
	9 mos	10 mos	11 mos	12 mos	12 mos	12 mos	12 mos	12 mos	12 mos	12 mos	15 mos	15 mos
90	16.0%	15.0%	14.0%	13.0%	12.0%	11.0%	10.0%	9.0%	3.0%	7.0%	5.0%	5.0%
	8 mos	9 mos	10 mos	11 mos	12 mos	12 mos	12 mos	12 mos	12 mos	12 mos	12 mos	12 mos
88	CEILING*											
86	16.0%	15.0%	15.0%	14.0%	13.0%	12.0%	11.0%	10.0%	3.0%	3.0%	7.0%	5.0%
	6 mos	6 mos	9 mos	10 mos	11 mos	12 mos	12 mos	12 mos	12 mos	12 mos	12 mos	12 mos
84	18.0%	15.0%	15.0%	15.0%	14.0%	13.0%	12.0%	11.0%	10.0%	9.0%	3.0%	7.0%
	6 mos	6 mos	8 mos	9 mos	10 mos	11 mos	12 mos	12 mos	12 mos	12 mos	12 mos	12 mos
82	21.0%	18.0%	15.0%	15.0%	15.0%	14.0%	13.0%	12.0%	11.0%	10.0%	9.0%	3.0%
	6 mos	6 mos	6 mos	8 mos	9 mos	10 mos	11 mos	12 mos	12 mos	12 mos	12 mos	12 mos
80												
78												
76												
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- DISTINGUISHED - - OUTSTANDING - - COMPETENT - - ADEQUATE - - MARGINAL -												
INDIVIDUAL PERFORMANCE												

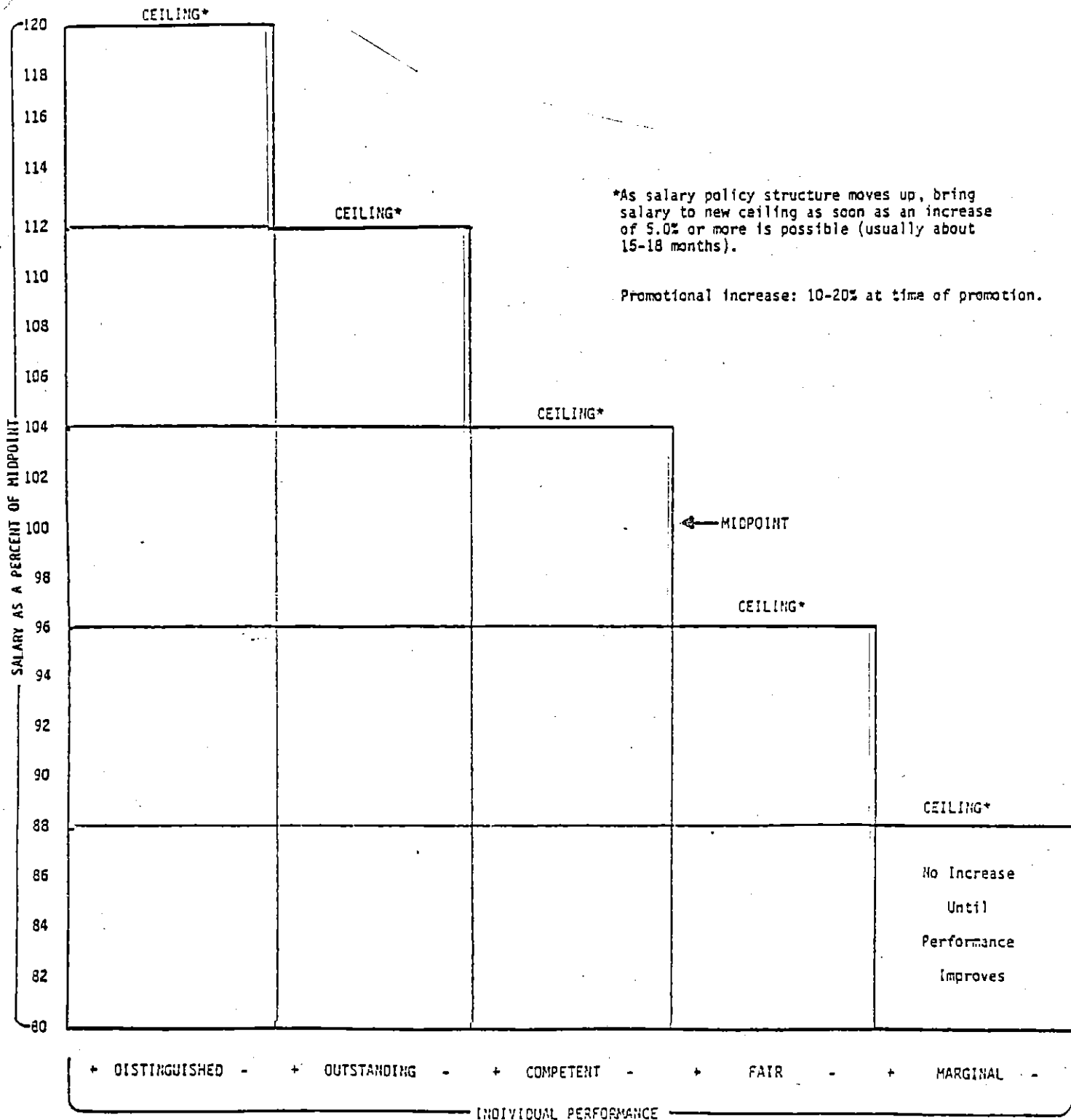
*As salary policy structure moves up, bring salary to new ceiling as soon as an increase of 3.0% or more is possible (usually about 15-18 months).

Promotional Increase: 10-20% at time of promotion.

← MIDPOINT

113





MANAGEMENT PERFORMANCE APPRAISAL AND DEVELOPMENT INTERVIEW FOR SALARIED PERSONNEL

Instructions—

This form should be filled out only after careful thought and consideration. It should summarize the entire period of time since the last appraisal.

The subordinate being rated should be allowed to read and comment on the entire form.

After the form has been completed, approved by the Department Head and reviewed with the employee, it should be forwarded to Personnel.

Incumbent _____
Position _____
Department _____
Supervisor _____
Date of Appraisal _____
Approved by Department Head _____
Noted by Personnel _____

In rating the employee the following classifications should be used:

Distinguished—This zone is normally reserved for those individuals whose outstanding performance is clearly obvious to all.

Commendable—Zone for seasoned employees whose performance is noticeably better than "acceptable".

Competent—Zone for seasoned employees whose performance is "capable or worthy of being accepted; satisfactory; sufficient".

Fair—Zone for employees whose performance comes close to being "acceptable" but the need for further development is recognizable.

Marginal—A provisional zone for inexperienced newcomers and others whose performance is clearly below the acceptability level. Incumbents should either move up in the range or out of the position in a relatively short time.

PART I JOB PERFORMANCE

A. PLANNING AND DIRECTING WORK

Marginal Fair Competent Commendable Distinguished
☐ ☐ ☐ ☐ ☐

How good a job does this employee do of planning and directing the personnel and the activities under his supervision? Take into account whether work is properly organized, assigned, and scheduled for orderly, efficient handling; whether he maintains a smooth, efficient flow of work. Also consider how well he plans and schedules work from the standpoint of personnel, materials, and time; giving proper priority to jobs; meeting deadlines, etc.?

Remarks: _____

B. TRAINING AND UTILIZING PERSONNEL

☐ ☐ ☐ ☐ ☐

How satisfactory is this employee's performance with respect to training and utilizing personnel? Consider the quality of his performance with respect to such things as training new employees; coaching and counseling employees; making assignments; giving instructions; utilizing individual employee skills and abilities; handling administrative duties with respect to salaried personnel policies, procedures, benefit plans, etc. Does he handle employee relations in a way that contributes effectively to good relations and job efficiency; anticipate and deal with employee relations problems promptly and effectively?

Remarks: _____

C. HANDLING SPECIALIZED OR TECHNICAL ASPECTS OF HIS JOB

Marginal

Fair

Competent

Commendable

Distinguished

☐☐☐☐☐

How well does this employee meet the specialized or technical requirements involved in his particular area of responsibility? To the extent applicable, consider his performance in this regard with respect to such things as analyzing and trouble shooting problems; obtaining, analyzing, evaluating, and transmitting technical information; preparing presentation materials; conducting analytical studies, etc.

Remarks:

D. ANALYZING AND UTILIZING DATA

☐☐☐☐☐

How satisfactorily does this employee handle that portion of his job responsibilities which requires working with data? To the extent applicable, consider the quality of his performance relative to such things as selecting and using sources of data; determining accuracy and reliability of data; analyzing and interpreting data; utilizing data to develop reports, presentation materials, etc.

Remarks:

E. CONTRIBUTING CONSTRUCTIVE IDEAS

☐☐☐☐☐

How productive is this employee in contributing constructive ideas? Take into account the quantity and quality of ideas contributed; how effectively these are evaluated, communicated, and applied?

Remarks:

F. COORDINATING EFFORTS WITH OTHER DEPARTMENTS

☐☐☐☐☐

How well does this employee coordinate the activities under his supervision with those of other departments? Take into account such things as how well he keeps himself and his group informed concerning related activities in other departments; coordinates work schedules on related or joint projects; provides information and services to other departments; etc.

Remarks:

G. CONTROLLING COSTS

☐☐☐☐☐

How good a job does this employee do of controlling costs? To the extent he has jurisdiction or is involved, consider the quality of his performance with respect to such things as setting budgets; developing and applying expense controls; controlling costs under his direct supervision.

Remarks:

H. HANDLING CORRESPONDENCE, REPORTS, RECORDS

☐☐☐☐☐

How good a job does this employee do of handling correspondence, reports, records, and oral communications? To the extent applicable, consider the quality of his performance with respect to such things as preparing and transmitting written communications -- letters, memos, reports, bulletins, etc.; handling oral communications in personal contacts, meetings, conferences, etc.; keeping his supervisor and others adequately informed concerning the activities under his supervision; reporting unusual events and developments; maintaining files and records.

Remarks:

115

I. **ADDITIONAL PERFORMANCE FACTORS**

Marginal

Fair

Competent

Commendable

Distinguished

☐
☐
☐
☐
☐

Are there any additional performance factors or specialized duties on which you feel this particular employee's performance should be evaluated? List any such factors or duties below, then proceed with your evaluation.

Remarks: _____

PART II PERSONAL CHARACTERISTICS

Based on the employee's performance in his present position and taking into account assignments he may be given in the future, indicate which classification best fits each personal characteristic.

1. Dependability—consider judgment, trustworthiness, loyalty displayed in carrying out job assignments.

☐
☐
☐
☐
☐

2. Ability To Carry Out Responsibility—consider ability to get things done.

☐
☐
☐
☐
☐

3. Ability To Communicate—consider how effectively employee expresses himself in both written and oral communications.

☐
☐
☐
☐
☐

4. Ability To Work With Others—consider how employee's cooperation, self-control, ability to get along with others influence over-all job effectiveness.

☐
☐
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☐
☐

5. Interest In His Job—consider industriousness, enthusiasm, willingness to work demonstrated in carrying out job assignments.

☐
☐
☐
☐
☐

6. Initiative—consider initiative and drive shown in carrying out work assignments, willingness to accept responsibility.

☐
☐
☐
☐
☐

7. Leadership—consider leadership ability demonstrated in carrying out work assignments.

☐
☐
☐
☐
☐

Remarks: _____

PART III MAIN POINTS COVERED IN APPRAISAL AND DEVELOPMENT INTERVIEW

1. Employee's strong points: _____

2. Development needs which employee can work on alone: _____

3. Development needs which you and the employee will work on together: _____

4. Development needs which can be met by training programs: _____

5. Improvement since last interview: _____

PART IV SUMMARY OF CURRENT PERFORMANCE

- ☐ Distinguished
- ☐ Commendable
- ☐ Competent
- ☐ Fair
- ☐ Marginal

Employee

Appraised by

INSTRUCTION MANUAL
FOR
EXEMPT
EMPLOYEES
JOB PERFORMANCE EVALUATION
PROGRAM

DRAFT

*11/10/81 Pms BD
Information*

Personnel Department
September 1981

Attach # 2

Performance appraisal systems featuring objective, job-related standards represent a principal service initiative in local governments. Providing a valid basis for personnel decisions such as pay, promotion, training, retention, and performance-related disciplinary actions is a basic goal. Increasing employee productivity, improving organizational effectiveness, and achieving better human resource utilization are others.

The City of Troy's basic performance appraisal system is contained in this manual of instructions.

It is important to do the very best job of evaluating employees. It is important to the taxpayer to know the employee is productive, cost effective and motivated to do a good job.

It is important to management to have the ability to identify superior performance, productivity and training requirements.

It is important to the employee to get the "pat on the back" when deserved, to know what is expected of him and to know if he is measuring up to his job, his co-workers and his supervisor's expectations.

Generally, the following were considered in developing the system and the need to interface with the awards of compensation and recognition.

Considerations in developing performance appraisal systems:

. Benefits:

For Employees:

- Feedback on performance
- Understanding of performance expectations
- Participation in goal-setting
- Identification of training and development needs

For Supervisors:

- Increased managerial effectiveness
- Documentation of employee performance

For the Organization:

- Increased organizational effectiveness
- Basis for determination of compensation

. Characteristics and objectives of a well-designed performance appraisal system:

- Clearly defined objectives on the job
- Job-related
- Flexible
- Behaviorally oriented
- Promotes employee development
- Facilitates communication
- Practical
- Standardized
- Rater training provided

The system we have then, consists of the PD-981 form.

A sample copy is attached (attachment #1). Also, a sample completed copy is attached (attachment #2).

The instructions are included on the form. Present policy is to complete the form on each of the exempt employees in October of each year. (The forms will be sent to each department by the Personnel Department.)

Remember, among other things the performance appraisal will play an important role in the employee's compensation package. You, as a rater will do a disservice to the employee if you do a "hurried" job and/or are late in returning the completed form.

Please review the following page carefully for a general review of levels of competency and the distribution that should normally take place.

Please, also, review the attachments for procedure — if you have any questions, call the Personnel Department!

The following guide should "key in" to the job performance of the individual as an overall percentage of your group (the bell curve).

INEFFECTIVE (2 - 4%)

This is the lowest performance category. It includes the noticeably less than competent performance of employees new in the labor market or those whose performance is obviously below what is required. This category describes a level of performance which should significantly improve within a relatively short period of time if the individual is to remain in the position. Generally speaking, this category includes about 2 - 4% of all exempt employees. It is a provisional zone, often used for initial assignment, training and developmental purposes.

MARGINALLY EFFECTIVE (10 - 15%)

This is the performance level just below that of consistently competent or acceptable performance, which generally includes about 10 - 15% of all exempt employees. The individual may be near the level of competent performance; however, the performance leaves something to be desired and the need for further developmental effort is recognized. The individual may still be in the trial-and-error phase of learning but shows definite promise of becoming fully competent within a reasonable, expected period of time. It may also include those whose performance may meet standards in some areas but not in others.

EFFECTIVE (60 - 75%)

A rating of competent should be assigned to those whose demonstrated achievements against reasonable standards, as defined by the position description, is attainable most of the time by a majority of employees fully qualified to hold the position. This is the level of performance for consistently acceptable performance on the job, which includes about 60 - 75% of all exempt employees. The individual is doing a satisfactory quantity of work in a reasonable and expected manner. It is good, solid, expected performance that meets or may slightly exceed that which is required for the position.

VERY EFFECTIVE (10 - 15%)

This is the level of performance that is noticeably above competent and generally includes about 10 - 15% of all exempt employees. It means that the individual is performing in a manner well beyond the normal, expected performance of a fully competent employee, often exceeding standards in several critical areas.

OUTSTANDING (2 - 4%)

Performance of this kind is exceedingly rare and is generally reserved for the truly exceptional employee. A distinguished individual consistently performs in an outstanding manner and gets the best possible results, even under the most difficult of circumstances. The performance of such an individual is easily recognized by all as truly distinguished and his performance is known well outside his own immediate area, Department, Division or Group. Generally, this category includes approximately 2 - 4% of all exempt employees whose performance is of this caliber.

AS A GUIDE:

Listed below are a number of "factors" that might be used in appraising individuals' job performance.

Performance Factor

Demonstrating technical competence

Learning or improving job skills

Showing initiative

Communicating with others (co-workers, the public)

Planning and organizing work

Doing quality work

Doing work in a timely manner

Using judgment

Being productive

Performance Factor (Continued)

Accepting responsibility
Leading and supervising others
Applying knowledge of job duties
Being loyal to department and City overall
Demonstrating a good attitude
Having a good attendance record
Working with other employees
Maintaining the work environment and/or equipment
Dealing with co-workers and/or the public
Working independently
Cooperating with supervisor
Using equipment and/or tools
Doing a thorough job
Using good work habits

DEPARTMENT _____

EMPLOYEE NAME _____

EMPLOYEE CLASSIFICATION _____

(RETURN TO PERSONNEL DEPT. BY _____)

I N S T R U C T I O N S

Phase I: Performance Planning

The Supervisor and incumbent should review the performance areas listed in Part I during a performance planning session. Specific quantitative indicators (weights) are to be established for each performance area. A set of weights, totaling 90 points, should be allocated among the seven major performance areas, based on each area's relative importance to the incumbent's job.

Phase II: Performance Objectives & Measure

During the performance planning session, the Supervisor and incumbent should also agree in Part III on a maximum of five performance objectives for the following rating period (normally one year). Where possible, the means by which performance will be measured (quantity, cost, timeliness, etc.) should be indicated. (10 points to be assigned as weight.)

In completing the appraisal, the Supervisor should comment on the incumbent's accomplishment with respect to each objective as determined last period. Where appropriate, events having occurred during the year can be used to modify the standards established for measuring performance at the beginning of the appraisal period.

Phase III:

After Phase I and II of the appraisal have been completed, the Supervisor should complete the Overall Evaluation section of Part II and note any suggestions for the next appraisal period. The Supervisor and Incumbent should discuss the appraisal, and the incumbent should note any comments he/she may have in the Employee Comments section.

SCALE OF EFFECTIVENESS LEVELS

- 1 - INEFFECTIVE -- Performance is poor; clearly below the level of acceptance. Improvement is mandatory.
- 2 - MARGINALLY EFFECTIVE -- Performance is only marginally acceptable. Meets performance requirements only periodically or only in certain areas. Specific areas for future performance improvement are indicated.
- 3 - EFFECTIVE -- Performance is satisfactory and consistently at a level expected of supervisors/managers.
- 4 - VERY EFFECTIVE -- Performance is at a very high level. Demonstrates high degree of proficiency. Frequently exceeds standards of normally expected performance.
- 5 - OUTSTANDING -- Performance is clearly and consistently outstanding. Demonstrates a very high degree of proficiency. Consistently exceeds standards of normally expected performance.

ATTACH # 1

EFFECTIVENESS LEVELS

- 1 - INEFFECTIVE -- Performance is poor; clearly below the level of acceptance. Improvement is mandatory.
- 2 - MARGINALLY EFFECTIVE -- Performance is only marginally acceptable. Meets performance requirements only periodically or only in certain areas. Specific areas for future performance improvement are indicated.
- 3 - EFFECTIVE -- Performance is satisfactory and consistently at a level expected of supervisors/managers.
- 4 - VERY EFFECTIVE -- Performance is at a very high level. Demonstrates high degree of proficiency. Frequently exceeds standards of normally expected performance.
- 5 - OUTSTANDING -- Performance is clearly and consistently outstanding. Demonstrates a very high degree of proficiency. Consistently exceeds standards of normally expected performance.

PART I		PART II	
PERFORMANCE AREAS	WEIGHT (TOTAL OF 90)	EFFECTIVENESS RATING	WEIGHT X RATING
1. MOTIVATION - Contributes maximum effort in work activities.			
· Demonstrates commitment to organizational goals, policies and practices through work effort and accomplishment.			
· Is dependable and can be relied upon to fulfill commitments and meet deadlines.			
· Shows initiative by assuming responsibility for completing work without being instructed to do so.			
· Demonstrates commitment to unit goals, policies and practices through work effort and accomplishment.			
(Other) _____			
Average			

(NOTE: You may give each item in the "Performance Area" a weight or give only a total weight to the Performance Area.)

PART I

PART II

PERFORMANCE AREAS	WEIGHT (TOTAL OF 90)	EFFECTIVE- NESS RATING	COMMENTS	WEIGHT X RATING
<p>2. RELATING TO OTHERS - Works well with others both within and outside of the organization.</p> <ul style="list-style-type: none"> Cooperates with other departments/<u>units to achieve common goals.</u> Shows tact and sensitivity when <u>dealing with others.</u> Represents the organization to <u>members, customers, and the public in a professional manner.</u> Works well with supervisors. (Other) _____ <p>Average _____</p>		<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>		
<p>3. PLANNING & ORGANIZATION - Develops plans to best organize, coordinate and utilize organizational resources (e.g., personnel, material, time, and equipment).</p> <ul style="list-style-type: none"> Develops <u>timely plans, policies and procedures to obtain, utilize and evaluate organizational resources.</u> Organizes and allocates resources <u>to meet quality and productivity objectives.</u> Adjusts plans, policies, and <u>procedures based on continuing review of operations and use of sound judgment.</u> (Other) _____ <p>Average _____</p>		<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>		

1

PART I

PART II

PERFORMANCE AREAS	WEIGHT (TOTAL OF 90)	EFFECTIVE- NESS RATING	COMMENTS	WEIGHT X RATING
<p>4. ACHIEVEMENT OF RESULTS - Meets established quality and productivity standards in day-to-day department/unit performance.</p> <ul style="list-style-type: none"> Executes and follows through on work plans in a timely and efficient manner. Controls costs and operates within established budget. Monitors daily department/unit activities to assure efficient operations. Meets quality and productivity objectives. (Other) _____ <p>Average _____</p>		<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>		
<p>5. SUPERVISION - Is effective in getting work done through subordinates, and in developing their performance potential.</p> <ul style="list-style-type: none"> Delegates work to appropriate personnel and assigns corresponding authority. Develops subordinates' skills and abilities through proper coaching and training programs. Motivates subordinates through example and assignment of challenging activities. Evaluates subordinates' performance. (Other) _____ <p>Average _____</p>		<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>		

PART I

PART II

PERFORMANCE AREAS	WEIGHT (TOTAL OF 90)	EFFECTIVE- NESS RATING	COMMENTS	WEIGHT X RATING
<p>6. COMMUNICATION - Communicates matters of importance thoroughly, promptly and accurately.</p> <p>Verbal communications are easily understood and are tailored to the level of the listener.</p> <p>Written communications are accurate, clear, concise, and grammatically correct.</p> <p>(Other) _____</p> <p>Average</p>		<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>		
<p>7. TECHNICAL COMPETENCE & PROFESSIONALISM - Takes responsibility for effectively utilizing, improving and developing own professional skills.</p> <p>Keeps up-to-date in relevant technical areas through professional activities and education.</p> <p>Demonstrates innovativeness by applying new procedures and solutions to new and old problems.</p> <p>Applies personal skills and knowledge to achieve results.</p> <p>Maintains consistent performance under stressful conditions.</p> <p>(Other) _____</p> <p>Average</p>		<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>		

TOTAL FOR PART II

WEIGHT X RATING

#

1

PART III - PERFORMANCE PLAN

PERFORMANCE OBJECTIVES AND MEASURES	IMPORTANCE WEIGHT (Max. 10)	SUPERVISOR'S APPRAISAL COMMENTS	EFFECTIVENESS RATING	WEIGHT X RATINGS

SUMMARY COMMENTS:

GENERAL DEVELOPMENT/IMPROVEMENT RECOMMENDATIONS:

Next Evaluation () Annual () Special

Date

Supervisor's Signature

Date

OVERALL EVALUATION:

$$\begin{array}{l} \text{Part I} \quad \frac{\text{(weight)}}{\text{(rating)}} \times \frac{\text{(rating)}}{\text{(rating)}} = \frac{\text{(rating)}}{\text{(rating)}} \\ \text{Part III} \quad \frac{\text{(weight)}}{\text{(rating)}} \times \frac{\text{(rating)}}{\text{(rating)}} = \frac{\text{(rating)}}{\text{(rating)}} \end{array}$$

Overall Performance Rating

OVERALL PERFORMANCE LEVELS

- INEFFECTIVE -- Performance is poor; clearly below the level of acceptance. Improvement is mandatory.
(100-149)
- MARGINALLY EFFECTIVE -- Performance is only marginally acceptable. Meets performance requirements only periodically or only in certain areas. Future performance improvement in specific areas is required.
(150-249)
- EFFECTIVE -- Performance is satisfactory and consistently at a level expected of supervisors/managers.
(250-349)
- VERY EFFECTIVE -- Performance is at a very high level. Demonstrates high degree of proficiency. Frequently exceeds standards of normally expected performance in more than one performance area.
(350-449)
- OUTSTANDING -- Performance is clearly and consistently outstanding. Demonstrates a superior degree of proficiency. Consistently exceeds standards of normally expected performance in several performance areas.
(450-500)

A

EMPLOYEE COMMENTS:

Signature _____ Date _____

*Signature does not indicate agreement with the appraisal results, but indicates that the appraisal was reviewed and discussed with the employee. Supplementary comments by the employee will be attached if provided to the Personnel Department within five days of the appraisal review date (employee's signature date).

SECOND-LEVEL SUPERVISOR'S COMMENTS:

Signature _____ Date _____ Signature _____ Date _____

FOR PERSONNEL DEPARTMENT USE ONLY:

RECEIVED _____ REVIEWED _____ BY _____
NEXT REVIEW DATE _____

Pers Dept

DEPARTMENT

EMPLOYEE NAME

G. Sample

EMPLOYEE CLASSIFICATION

Pers Clerk

(RETURN TO PERSONNEL DEPT. BY

OCT 15 81)

INSTRUCTIONS

Phase I: Performance Planning

The Supervisor and incumbent should review the performance areas listed in Part I during a performance planning session. Specific quantitative indicators (weights) are to be established for each performance area. A set of weights, totaling 90 points, should be allocated among the seven major performance areas, based on each area's relative importance to the incumbent's job.

Phase II: Performance Objectives & Measure

During the performance planning session, the Supervisor and incumbent should also agree in Part III on a maximum of five performance objectives for the following rating period (normally one year). Where possible, the means by which performance will be measured (quantity, cost, timeliness, etc.) should be indicated. (10 points to be assigned as weight.)

In completing the appraisal, the Supervisor should comment on the incumbent's accomplishment with respect to each objective as determined last period. Where appropriate, events having occurred during the year can be used to modify the standards established for measuring performance at the beginning of the appraisal period.

Phase III:

After Phase I and II of the appraisal have been completed, the Supervisor should complete the Overall Evaluation section of Part II and note any suggestions for the next appraisal period. The Supervisor and incumbent should discuss the appraisal, and the incumbent should note any comments he/she may have in the Employee Comments section.

SCALE OF EFFECTIVENESS LEVELS

- 1 - INEFFECTIVE -- Performance is poor; clearly below the level of acceptance. Improvement is mandatory.
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- 5 - OUTSTANDING -- Performance is clearly and consistently outstanding. Demonstrates a very high degree of proficiency. Consistently exceeds standards of normally expected performance.

Attach # 2

EFFECTIVENESS LEVELS

- 1 - INEFFECTIVE - Performance is poor; clearly below the level of acceptance. Improvement is mandatory.
- 2 - MARGINALLY EFFECTIVE - Performance is only marginally acceptable. Meets performance requirements only periodically or only in certain areas. Specific areas for future performance improvement are indicated.
- 3 - EFFECTIVE - Performance is satisfactory and consistently at a level expected of supervisors/managers.
- 4 - VERY EFFECTIVE - Performance is at a very high level. Demonstrates high degree of proficiency. Frequently exceeds standards of normally expected performance.
- 5 - OUTSTANDING - Performance is clearly and consistently outstanding. Demonstrates a very high degree of proficiency. Consistently exceeds standards of normally expected performance.

PART I		PART II		
PERFORMANCE AREAS	WEIGHT (TOTAL OF 90)	EFFECTIVE- NESS RATING	COMMENTS	WEIGHT X RATING
1. MOTIVATION - Contributes maximum effort in work activities.				
· Demonstrates commitment to organizational goals, policies and practices through work effort and accomplishment.		5		
· Is dependable and can be relied upon to fulfill commitments and meet deadlines.		4		
· Shows initiative by assuming responsibility for completing work without being instructed to do so.		2		
· Demonstrates commitment to unit goals, policies and practices through work effort and accomplishment.		3		
(Other) _____		3.5		
Average	20			
			<i>Look for areas of operation that may need improvement.</i>	
				70

(NOTE: You may give each item in the "Performance Area" a weight or give only a total weight to the Performance Area.)

PART I

PART II

PERFORMANCE AREAS	WEIGHT (TOTAL OF 90)	EFFECTIVE- NESS RATING	COMMENTS	WEIGHT X RATING
2. RELATING TO OTHERS - Works well with others both within and outside of the organization. . Cooperates with other departments/units to achieve common goals. . Shows tact and sensitivity when dealing with others. . Represents the organization to members, customers, and the public in a professional manner. . Works well with supervisors. . (Other) _____ Average	15	5 5 5 5 5		75
3. PLANNING & ORGANIZATION - Develops plans to best organize, coordinate and utilize organizational resources (e.g., personnel, material, time, and equipment). . Develops timely plans, policies and procedures to obtain, utilize and evaluate organizational resources. . Organizes and allocates resources to meet quality and productivity objectives. . Adjusts plans, policies, and procedures based on continuing review of operations and use of sound judgment. . (Other) _____ Average	10	3 4 4 3.66	Look for improvement areas & develop plans & policy re common district	36.6

PART I

PART II

PERFORMANCE AREAS	WEIGHT (TOTAL OF 90)	EFFECTIVE- NESS RATING	COMMENTS	WEIGHT X RATING
<p>4. <u>ACHIEVEMENT OF RESULTS</u> - Meets established quality and productivity standards in day-to-day department/unit performance.</p> <p>Executes and follows through on work plans in a timely and efficient manner.</p> <p>Controls costs and operates within established budget.</p> <p>Monitors daily department/unit activities to assure efficient operations.</p> <p>Meets quality and productivity objectives.</p> <p>(Other) _____</p> <p>Average _____</p>	15	<p>4</p> <p>5</p> <p>4</p> <p>4</p> <p>4.25</p>		63.75
<p>5. <u>SUPERVISION</u> - Is effective in getting work done through subordinates, and in developing their performance potential.</p> <p>Delegates work to appropriate personnel and assigns corresponding authority.</p> <p>Develops subordinates' skills and abilities through proper coaching and training programs.</p> <p>Motivates subordinates through example and assignment of challenging activities.</p> <p>Evaluates subordinates' performance.</p> <p>(Other) <u>Evaluates Self</u></p> <p>Performance Average _____</p>	5	<p>4</p> <p>3</p> <p>5</p> <p>4</p> <p>4</p>	<p>emp. Louie really doesn't give much of quality to do this -</p>	20

PART I

PART II

PERFORMANCE AREAS	WEIGHT (TOTAL OF 90)	EFFECTIVE- NESS RATING	COMMENTS	WEIGHT X RATING
6. COMMUNICATION - Communicates matters of importance thoroughly, promptly and accurately. Verbal communications are easily understood and are tailored to the level of the listener. Written communications are accurate, clear, concise, and grammatically correct. (Other) _____ Average	10	4 4 4		40
7. TECHNICAL COMPETENCE & PROFESSIONALISM - Takes responsibility for effectively utilizing, improving and developing own professional skills. Keeps up-to-date in relevant technical areas through professional activities and education. Demonstrates innovativeness by applying new procedures and solutions to new and old problems. Applies personal skills and knowledge to achieve results. Maintains consistent performance under stressful conditions. (Other) _____ Average	15	3 3 3 4 3.25		48.75

TOTAL FOR PART II

WEIGHT X RATING

354.1

PART III - PERFORMANCE PLAN

PERFORMANCE OBJECTIVES AND MEASURES	IMPORTANCE WEIGHT (Max. 10)	SUPERVISOR'S APPRAISAL COMMENTS	EFFECTIVENESS RATING	WEIGHT X RATINGS
① more self starting - use initiative in areas of Pers work other than day today activities	3			
② make organized research into other phases of pers work	3			
③ provide recommendations when giving reports.	2			
④ be more active in	2			

SUMMARY COMMENTS:

This is an excellent employee and would
be difficult to replace —

GENERAL DEVELOPMENT/IMPROVEMENT RECOMMENDATIONS:

(note part III)

John M. ...
Supervisor's Signature

oct 1081 Date

Next Evaluation ~~Annual~~ () Special

Date

OVERALL EVALUATION:

$$\begin{array}{l} \text{Part I} \quad 90 \times \frac{3.93}{(\text{weight})} = \frac{354.1}{(\text{rating})} \\ \text{Part III} \quad (1) \times \frac{(\text{rating})}{(\text{weight})} = \frac{(\text{rating})}{(\text{weight})} \end{array}$$

(1) more for this year

Overall Performance
Rating

354.1

OVERALL PERFORMANCE LEVELS

- INEFFECTIVE — Performance is poor; clearly below the level of acceptance. Improvement is mandatory.
(100-149)
- MARGINALLY EFFECTIVE — Performance is only marginally acceptable. Meets performance requirements only periodically or only in certain areas. Future performance improvement in specific areas is required.
(150-249)
- EFFECTIVE — Performance is satisfactory and consistently at a level expected of supervisors/managers.
(250-349)
- VERY EFFECTIVE — Performance is at a very high level. Demonstrates high degree of proficiency. Frequently exceeds standards of normally expected performance in more than one performance area.
(350-449)
- OUTSTANDING — Performance is clearly and consistently outstanding. Demonstrates a superior degree of proficiency. Consistently exceeds standards of normally expected performance in several performance areas.
(450-500)

EMPLOYEE COMMENTS:

H's OK

Signature

Date

Oct 1/28/1

*Signature does not indicate agreement with the appraisal results, but indicates that the appraisal was reviewed and discussed with the employee. Supplementary comments by the employee will be attached if provided to the Personnel Department within five days of the appraisal review date (employee's signature date).

SECOND-LEVEL SUPERVISOR'S COMMENTS:

I agree with notes

Signature

(Use if needed)

Date

Signature

[Signature]

Date

Oct 14/51

FOR PERSONNEL DEPARTMENT USE ONLY:

RECEIVED

Oct 16

REVIEWED

[Signature] 10/18

BY

[Signature]

NEXT REVIEW DATE

OCT 82