



# READ ALL ABOUT US!

## RULE 13: UNSATISFACTORY SERVICE RATINGS

Sir Winston Churchill once said, *“Give me the tools and I’ll finish the work.”* When things go well, the job of a manager can be satisfying and rewarding; however, when an employee’s work performance has proven unsatisfactory, a manager’s job can become quite challenging. Every manager would like to have employees who perform well, but life’s experiences prove that this is not always the case. The manager’s initial thought process should not be to terminate the employee, but to try to find the right approach or “tool” to help the employee succeed in his/her job. A tool often used to assist managers in producing exemplary employees is the *Performance Appraisal*. The effectiveness of using this process greatly depends on management’s ability to define position goals in relation to the overall goals of the department and on the employee’s performance with regard to achieving such goals. Employees must understand what is required of them and should know the consequences of not performing as needed.

### **UNSATISFACTORY PERFORMANCE AND CALCULATING PERFORMANCE RATINGS**

So, what is “unsatisfactory service” and what process should managers follow if an employee’s performance has fallen to an unsatisfactory level?

Pursuant to Civil Service Rule 13.2, an employee’s performance is considered unsatisfactory whenever it appears from the employee’s **annual** evaluation that the conduct and/or efficiency (the overall rating) has fallen below an acceptable level. In accordance with the Rules, service ratings for employees in the classified service are to be made on forms prescribed by the Department Director of Employee Relations Department. Page 2 of the current Performance Appraisal form provides the formula for calculating the overall performance rating score, which is based on the average of the dimension ratings. To obtain this average, the dimension rating scores must be added, and then divided by the total number of dimensions that were rated. (*Ex. An employee that is rated a score of “3” in 9 of the dimensions listed on an evaluation form would receive a total score of 27. This score of 27 would then be divided by 9, resulting in an overall rating of 3.0.*) On page 2 of

the form an Overall Rating table is provided, which specifies that an overall rating of **1.49 or less** is considered unsatisfactory performance or *falling below an acceptable level* of performance.

#### **WHAT HAPPENS IF AN EMPLOYEE RECEIVES AN UNSATISFACTORY SERVICE RATING?**

Unsatisfactory service ratings are to be reported to the Director of Employee Relations via red-line memo together with a copy of the employee's performance evaluation. The department must also forward a copy of these documents to the Executive Secretary of the Civil Service Board.

The employee **shall be called before the Board** as stated in Rule 13.2. Whenever it becomes necessary for the Board to hold an Unsatisfactory Service Rating hearing, the Executive Secretary will schedule the hearing as soon as practical. Both the employee and the department director will be notified in writing of the time and place of the hearing and shall have the right to present witnesses and give evidence in accordance with the Rules and Regulations as established by the Board. The employee can represent himself or be represented by a licensed, practicing attorney and the department director will be represented by an Assistant City Attorney. **It is the employee's burden to prove why he/she should not be removed.** If upon hearing the case, the employee is unable to provide a reason satisfactory to the Board as to why he/she should not be removed, the Board will make a determination to dismiss, suspend, or demote the employee. The Executive Secretary will properly notify the employee in writing of the Board's decision which is **FINAL**.

*NOTE: Since all employees in the classified service must be evaluated at least annually, department heads want to make sure performance appraisal forms are available. Evaluations resulting in overall rating scores between 1.50 and 2.99 must be remedied at the department level.*

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