

## Chapter 3

# Personnel Policies And Civil Service

### Civil Service Rules and Regulations

The Charter of the City of Glendale directs the Civil Service Commission, through the Personnel Division, to establish and enforce "rules for the classified service—which shall have the force and effect of law." These rules ensure a merit system whereby all employees in the classified service are appointed and promoted on the basis of merit, in open competition with one another. The following sections of this chapter are governed by the Civil Service Rules and Regulations and the personnel policies of the City. Staff members of the Personnel Division would be glad to answer any questions you may have concerning any Civil Service rule or procedure.



### Examination and Appointment

Most full-time, salaried appointments are made from an eligible list established as a result of competitive examination. This examination may consist of a written exam, oral interview panel examination, performance test, assessment center, or any combination of these as stated in the job bulletin. Through this process, the City strives to hire qualified applicants for jobs without regard to race, religion, color, national origin, ancestry, disability, medical condition, marital status, pregnancy, sexual orientation, gender, age, or any other protected category under the law. Hourly positions and certain grant or externally funded full-time positions are considered "unclassified" and, therefore, fall outside of the civil service process.

### Promotions

Promotions are made through competitive examinations so that highly qualified people may be selected. Non-management positions above the entry level may be reserved for promotional purposes if there are a sufficient number of qualified City employees able to compete for the position. In most cases only permanent, salaried, full-time City employees who have successfully completed their probationary period and meet the minimum requirements for the position may take a promotional examination. In some instances, when specified on the job bulletin, qualified hourly employees may be eligible to compete in promotional examinations. Employees on one-year probationary periods may, after six months of service, petition the Director of Personnel and Employee Relations to compete in promotional examinations.

Open examinations are given when there is a limited number of current employees possessing the minimum qualifications for the position, or when the Civil Service Commission finds that it is in the City's best interest to do so. City employees are encouraged to apply for open examinations as well as

promotional opportunities. Examinations which are deemed "promotional and open" are unique, in that both internal promotional candidates and external open candidates may apply; however, two separate eligible lists are created, with the "promotional list" receiving first consideration.

### **Job Information**

Because the City of Glendale is greatly interested in enhancing your career growth and development potential, we do encourage you to consider other job opportunities within the City which may appeal to you. With close to 400 separate job classifications and approximately 1,600 budgeted full-time salaried positions, the City of Glendale offers a variety of careers in numerous technical, professional, field services, and administrative fields. If you are interested in promotional opportunities, transfers, or information on other jobs or other divisions, contact the Personnel Division. Job announcements for current recruitments are normally posted in the Personnel Division and on bulletin boards throughout the City's various work sites. Job listings for current open positions can be accessed through the City of Glendale's website at [www.ci.glendale.ca.us](http://www.ci.glendale.ca.us) and the Job Information Hotline at (818) 548-2127.

### **Position Classification**

The Personnel Division maintains a classification plan, under which all positions of the City are classified according to duties and responsibilities. Positions that are similar in both job duties and minimum qualifications are classified under one title. The most important function of a classification plan is to see that people performing work of similar difficulty and responsibility receive similar compensation. An effective classification plan helps to ensure that salaries are based on the complexity and responsibility of the work performed.

The Personnel Division periodically updates the City's classification plan in order to keep up with the changing demands of various classifications. This consists primarily of updating each of the City's class specifications (written descriptions of jobs, including job duties and minimum qualifications) through a formal job analysis process. As class specifications are revised, essential job duties and minimum requirements are analyzed, then summarized on the new class specification. All new and revised class specifications are approved by the Civil Service Commission.

Classifying similar jobs under the same title also permits the Personnel Division to give one examination to establish a list of eligibles. This means that in many cases, applicants may only be required to compete in one examination process to be considered for multiple job vacancies within that particular classification.

### **Probationary Period**

Every person selected to fill a permanently funded City position from an eligible list is given a conditional appointment and must serve a probationary period. For many employees, this period is six months. For all executive, management, mid-management, sworn police, and sworn fire employees, as well as other designated positions, the probationary period is one year. In the case of an employee who is reappointed after a layoff or resignation, there is no probationary period providing:

1. The employee returns to a position carrying the same title in the same division; and
2. The employee had satisfactorily completed the probationary period for that same job title.

If an employee is absent on an approved leave of absence (such as military leave or injury or illness) during his or her probationary period, the division head may request that the probationary period be extended for an appropriate length of time after the employee returns to work. In some limited circumstances, probationary periods can be extended for performance related reasons. Please consult with the Personnel Division for further details.

Employees promoted to a higher level position must serve a brand new probationary period in that new classification.

The probationary period serves two very important functions:

1. To extend the selection process—enabling your supervisor and division head to determine if you are able to perform the duties and responsibilities of the job satisfactorily. During the probationary period, your division head may terminate your employment if your job performance is not satisfactory.
2. To give you a first-hand look at your job—this is the time for you to decide if the job, the career opportunity, and the City's working environment meet your needs and expectations.

## PERFORMANCE EVALUATIONS

### Probationary Performance Evaluations

During your probationary period, your immediate supervisor will provide feedback to you by completing two reviews of your work performance, attitude, conduct and overall capacity for learning and developing in your particular job. The first review is conducted at the end of the third month of employment for six-month probationary periods, and at the end of the sixth month for twelve-month probationers. (Your division may have additional evaluative procedures, depending on your job.) Before the end of your probationary period, your supervisor will complete your final probationary evaluation, at which point he or she will recommend whether or not you will be granted permanent, classified status with the City of Glendale.

Your probationary performance evaluations will be discussed with you by your supervisor so that you will be aware of your relative strengths and the areas in which you need to improve. Employees should be open to all suggestions for improvement made by the supervisor during this crucial period. Hopefully, any areas of serious deficiency can be improved upon before the final probationary evaluation must be made. Probationary performance evaluations are also beneficial in helping you decide if this is the career you really want, before accepting permanent Civil Service status.

All performance evaluations conclude with a final summary rating which your supervisor must select. The rating scale is as follows:

- Outstanding
- Exceeds Standards
- Meets Standards
- Below Standards
- Unsatisfactory

This rating scale is uniform for all employees, and directly affects your career and salary step progression. Assuming you obtain a "meets standards" rating or above, you will pass your probationary period and advance to your higher salary steps, except as otherwise specified in the Memorandum of Understanding (MOU) for your employee group.

### **Annual Performance Evaluations**

Once your probationary period is completed, you will receive performance evaluations on an annual basis. While these evaluations do not occur as frequently as your probationary reports, they are nonetheless very important in providing feedback and input regarding your work performance and overall service to the City. As with the probationary evaluations, annual evaluations have a direct bearing on determining your salary step advancement and merit pay opportunities. Special evaluations may be called for by your supervisor to address marked changes in your performance. Again, if an employee receives a promotion to a higher level position, he or she will once again serve a probationary period and receive the more frequent probationary evaluations.

### **Discipline**

Hopefully, you will not be involved in these matters; but occasionally an employee must face discipline for actions which are not in conformance with conduct or performance expected of City employees. The main objective of Glendale's disciplinary processes is corrective action, designed to improve the performance and/or behavior of the employee. Depending on the seriousness of the act, any of the following disciplinary measures may be used by your supervisor:

- Oral Reprimand
- Written Reprimand
- Mandatory Employee Assistance Program (EAP) Referral
- Suspension Without Pay (up to 90 days)
- Salary Step Reduction
- Reduction in Classification (Demotion)
- Removal (Discharge)

Only a small percentage of City employees have ever been involved in such actions. Usually your supervisor will openly discuss any problems of discipline that you are involved with and provide effective counseling, before they become serious enough to warrant formal action.

### **Appeals – Disciplinary Action**

Disciplinary action beyond an oral or written reprimand may be appealed to the Civil Service Commission. The specific procedure for appealing these actions is listed in the City's Civil Service Rules and Regulations. Probationary, hourly, and unclassified employees are "at-will" and, therefore, may not appeal a disciplinary action(s) to the Civil Service Commission.

### **Grievances – Non-Disciplinary Matters**

A grievance is a disagreement between an employee and his or her supervisor regarding the interpretation or application of official City ordinances, the Memorandum of Understanding or any rules or regulations governing employee wages, hours, terms and conditions of employment. An open discussion with your supervisor can usually clear up any questions or disagreements. If, however, you still

believe you have a valid grievance, you may file a formal grievance within the time frame specified in the Memorandum of Understanding of the employee group to which you belong. The Personnel Division will explain the process and supply the necessary forms and a copy of the procedure upon request.

### **Layoff**

Sometimes, due to budget cuts, reduction in tax revenues, and/or reduction or elimination of services, there may be a need to reduce the work force. There is a specific layoff policy and procedure listed in the Civil Service Rules and Regulations.

Generally, employees with the most seniority in their classification have the most security, although the actual process of reductions, transfers, and terminations as a result of layoffs is complicated. If you should ever be affected by such an action and have questions regarding the policy, contact the Personnel Division.

### **Your Supervisor**

You are directly responsible to your immediate supervisor. You are expected to do what is asked in a manner that meets with your supervisor's approval. Your supervisor, if given the opportunity, can help you with your day-to-day problems, answer your questions, and help guide you to a better understanding of your work and your career with the City. Get to know your supervisor—try to establish a firm professional relationship. A good relationship with your supervisor can be very helpful to both you and the City of Glendale.

### **Glendale University Training and Development Program**

The City of Glendale firmly believes in the importance of providing career growth and development opportunities for employees. Because of this commitment to our employees, we offer the Glendale University Training and Development Program, which offers a variety of quality educational and training programs to employees free of charge. Programs are designed to meet the training needs of employees, and topics can range from supervisory training to financial planning, wellness topics, leadership skills, safety training, and many others. Employees must obtain supervisory approval prior to enrolling in a particular class. The Glendale University Training Committee, consisting of employees from various City divisions, meets periodically to discuss existing training needs and plan future training programs. An annual Training Catalog is published each January, listing the programs offered for the year. For a copy of the Catalog, contact your supervisor or the Personnel Division.

### **Discriminatory Workplace Harassment and Anti-Discrimination Policy**

City policy requires all employees to show sensitivity to and respect for all employees, applicants, clients, volunteers, and everyone with whom they interact in the context of their employment. It is the responsibility of management, supervisors and all employees to provide and maintain a work environment that is free of any form of harassment and/or discrimination based on race, religion, color, national origin, ancestry, disability, medical condition, marital status, pregnancy, sexual orientation, gender, or age.

City policy specifically prohibits discriminatory harassment based on any of the above "protected categories" under the law. These guidelines state that any harassing behavior in violation of this policy constitutes unlawful harassment in violation of state and federal law. The City of Glendale will take

preventive, corrective and disciplinary action against any behavior that violates this policy. An employee who believes he or she has been harassed or wishes more information on this policy should contact his or her immediate supervisor, any supervisor or manager within or outside of the division, any division head, or the Personnel Division.

### **Equal Employment Opportunity**

The City of Glendale is in firm support of public policy promoting equal employment opportunity. This philosophy governs all City employment and personnel practices, including recruitment, selection, transfer, promotion, reinstatement, disciplinary action, compensation, benefits and training. All such decisions will be based solely upon job-related criteria and the individual's ability to perform the job, without regard to the aforementioned categories under the law. The City is committed to promoting an equal opportunity work environment within all levels of our work force.

### **Human Relations Committee (HRC)**

The Human Relations Committee is composed of both management and non-management employees from every City division. The Committee's focus is to actively promote and foster positive relationships among City employees, and between employees and the community.

The purpose of the HRC is to: promote and encourage a sense of community among employees; promote unity through mutual respect; promote understanding, sensitivity and appreciation for all cultures; recognize those individuals who exemplify the City's human relations values; identify, develop and implement educational and training programs which enrich human relations; and be available to co-workers as a resource of assistance.

One of the most successful events sponsored by the HRC is the annual Employee Potluck, which brings all employees together to celebrate and enjoy our cultural differences.

If you are interested in finding out more about the HRC, please contact the Personnel Division.

### **Disabilities Accommodations**

The City of Glendale is fully committed to complying with the Americans With Disabilities Act. In all recruitment, selection and hiring processes, and in general employment practices, the City will make every effort to make reasonable accommodations for the disabled. If you have any questions regarding this policy, or if you are in need of any special accommodations because of a disability, please contact the Personnel Division.

### **Resigning from Employment**

If you decide to resign from your position with the City, please be aware of the following:

- 1) You should submit your resignation in writing to your division at least two weeks prior to your last day of work. [Your supervisor can provide you with the appropriate form, entitled "Termination Notice" (CS-42 form).] Failure to provide two weeks' notice is considered an "inappropriate resignation" and shall be grounds to deny any reinstatement rights you may have. (For more information, see Civil Service Rules and Regulations, Rule XI, Sections 4 and 5.)

- 2) Work with your division on completing the Separation Clearance (C-302) form. This is a checklist for the employee and will direct you through the important steps of the exit process.
- 3) Make an appointment with a Personnel Analyst in the Personnel Division to complete an Exit Interview (CS-4) form and Exit Interview. The Personnel Division can be reached at Extension 2110.
- 4) See the Personnel Division Benefits Coordinator to learn important information such as continuing your medical insurance under COBRA and about PERS (Public Employees' Retirement System). You can reach the Benefits Desk at Extension 2160 to schedule an appointment.
- 5) You may obtain your final paycheck after 4:00 p.m. on your final working day, if you have completed an exit interview with Personnel Division staff, have returned all City property (uniforms, keys, manuals, etc.), have finalized all your benefits, and have completed any other City termination processes.
- 6) Please be aware that any employee who resigns during a disciplinary action or the investigation thereof shall not be eligible for placement on a reinstatement list [Civil Service Rules and Regulations, Rule XI, Section 5(D)].
- 7) For further information, please refer to the Administrative Policy Manual (Chapter 4 - Personnel, Policy 4-15), Civil Service Rules and Regulations (Rule XI, Sections 4, 5, and 6), or the back of the Termination Notice form (Form CS-42).
- 8) If you are planning to retire from the City, your planning should start as early as possible. Consult your Retirement Guide for guidance in this area. Copies are available in the Personnel and Employee Relations Division. The City also offers classes in retirement planning on a periodic basis through Glendale University. Consult your City-Wide Employee Training and Development Program Catalog for details. For questions regarding retirement, contact Personnel at 548-2110.



*" Coming together is a beginning.*

*Keeping together is progress.*

*Working together is success."*