

Performance Appraisal System

Training for Managers and Supervisors
2021

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Implementation Timeline

- | | |
|--|------------|
| ▶ Training – Supervisors | 9/2 & 9/14 |
| ▶ Training – Non-Supervisors | 9/2 & 9/14 |
| ▶ Due date for self-evaluation | Sep 30 |
| ▶ Due date for Managers to complete eval | October 22 |

Dates subject to change

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Performance Reviews



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Key Concepts and Goals

Create a performance appraisal system with values as its basis:
Openness, Caring, and Integrity

Key Concepts:

- ▶ Frequent and honest feedback
- ▶ Focus on staff development

Results:

- ▶ Improved internal communication and collaboration
- ▶ Enhanced productivity and effectiveness
- ▶ Better & more efficient services to the community

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Coaching

- ▶ Set expectations in quarterly meetings
- ▶ Communication is a two-way street
 - ▶ What are we doing well
 - ▶ Evidence is greater than conversation
 - ▶ Explain motivations and goals (e.g., we need to perform to keep funding to maintain our service to community)
- ▶ Coaching chats should occur throughout the year and be quick

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SMART Goals

Emanate from Vision and Mission

- ▶ **Specific.** Should be linked to one activity, thought, or idea.
- ▶ **Measurable.** Success, or progress can be tracked and measured
- ▶ **Achievable.** Should be possible to achieve, but challenging.
- ▶ **Relevant.** Should align with project and organizational vision.
- ▶ **Time-bound.** should fall within a specific time period.

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SMART Goal Example

Goal: Upgrade to MUNIS 2019 by February 7, 2022.

- ▶ Does the above meet the SMART standard?
- ▶ Achieving the goal will require heavy involvement of staff in IT, HR, and Finance.

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Goal Setting

- ▶ IT Goal (Dept Head): Lead the upgrade to MUNIS 2019 by February 7, 2022.
- ▶ IT Goal (Div. Head): Provide technical guidance to HR and Finance to complete testing by October 30, 2021.
- ▶ Finance Goal (Div. Head): Ensure that each 2019 version MUNIS module performs accurately in the test environment by October 30, 2021.
- ▶ HR (Div. Head): Ensure that training is provided to all City employees on the new MUNIS system in January 2022.

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Goal Setting



- ▶ Work with employee to set goals for the upcoming quarter/year
- ▶ Goals can be:
 - ▶ Work -outcome related
 - ▶ Project/program specific
 - ▶ Development related
- ▶ Goals can:
Enhance Motivation | Increase Accountability | Engage

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New System Basics

- ▶ New Rating Period = October 1 - September 30th
- ▶ Includes a self-evaluation component
- ▶ Quarterly meetings for on-going feedback
~ December, March, and June



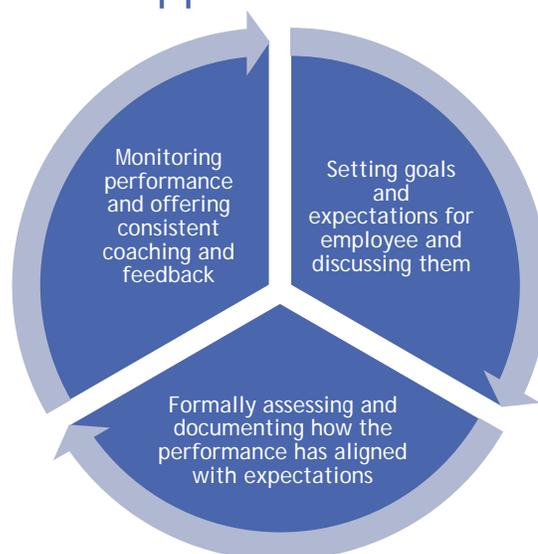
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Probationary Evaluations

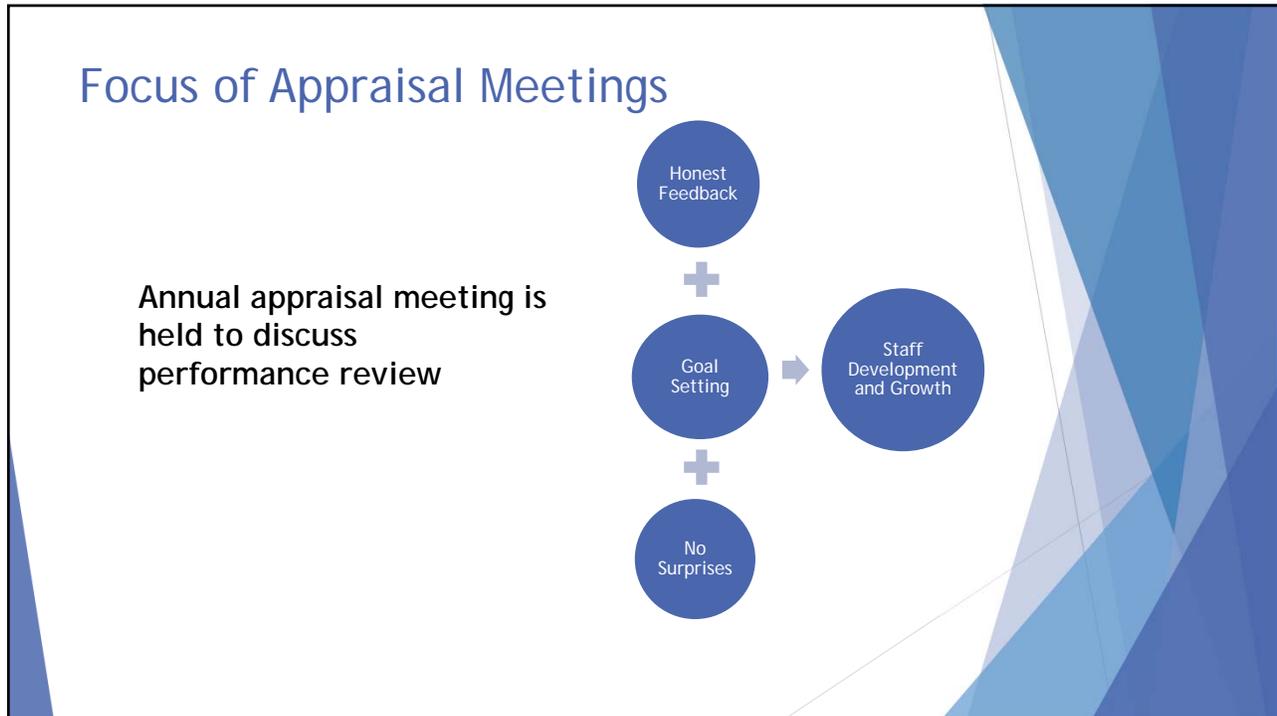
- ▶ Due every 3 months
- ▶ Employee will be incorporated into annual system following probation completion
- ▶ Example: Employee's probation ends on May 1, 2022. First evaluation in new annual cycle will be pro-rated:
May 1, 2022 to September 30, 2022

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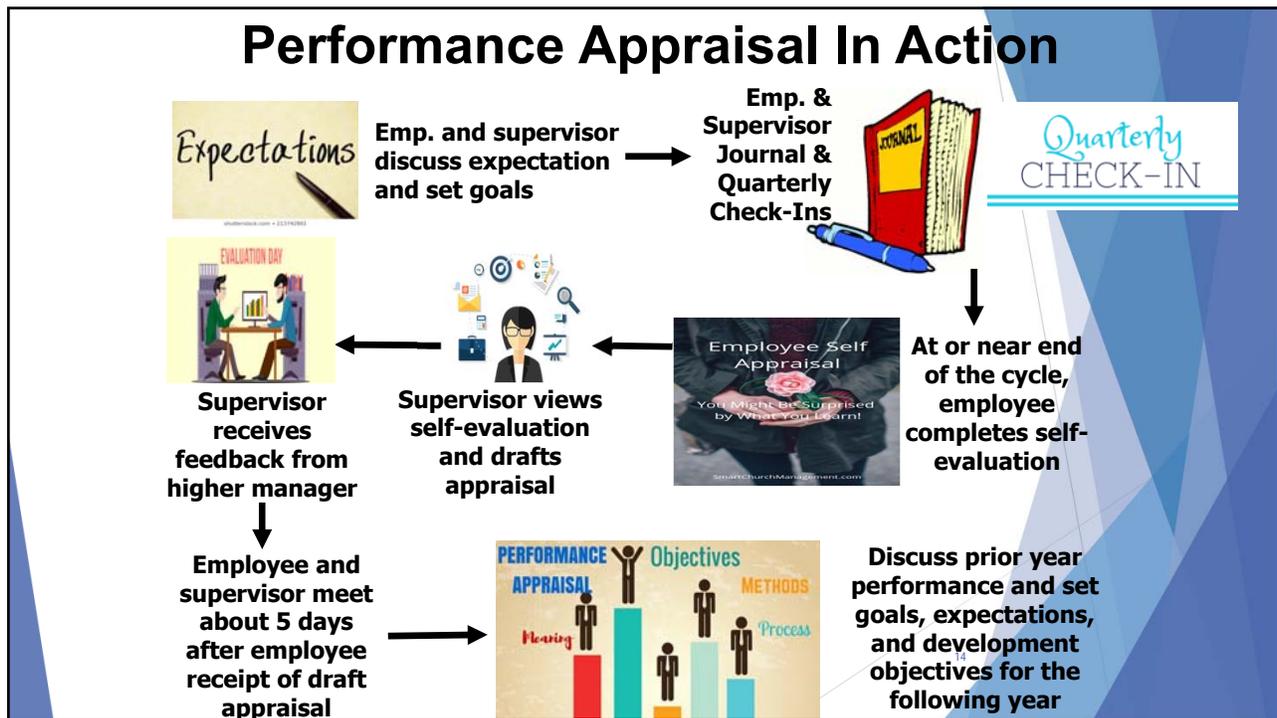
Three Phases to Appraisals



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Important Elements

Open Dialogue

- An environment with constant communication between supervisors and employees fosters trust and honesty

Encouragement

- Encouragement from supervisory personnel will create a sense of fulfillment

Set Process

- Evaluation form sets standard

Balanced Approach

- Both encouragement and constructive criticism are important, with a major emphasis on improvement and attainment of goals

Clear Standards

- Managers must treat employees fairly and consistently and make the standards for behavior and consequences clear to all employees.

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Self Appraisal Form

Name:

Please complete this questionnaire and return it to your supervisor no later than:

|

PRE-APPRAISAL EMPLOYEE QUESTIONNAIRE

1. During this appraisal period, what achievements are you particularly proud of?
2. What can be done to help you be more effective in your job?
3. What can be done to help you provide better service to our customers?
4. What areas of the organization would you like to know more about or have more exposure?

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Evaluation Form

EMPLOYEE NAME:			ID:	
EVALUATION PERIOD (NO LONGER THAN 12-MONTHS):	FROM:		TO:	
JOB CLASS TITLE:				
DEPARTMENT/ SECTION/ UNIT:				
PURPOSE OF EVALUATION				
<input type="radio"/> Annual	<input type="radio"/> Probationary			<input type="radio"/> Special

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Evaluation Form

PERFORMANCE RATINGS			
CRITICAL FACTORS <i>(check box which is most applicable)</i>	Exceeds Expectations	Meets Expectations	Needs Improvement
JOB KNOWLEDGE (Technically proficient, applies creativity, works efficiently, timely, responds to complex situations effectively, embraces unanticipated projects, organizes information logically)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACHIEVING OBJECTIVES (Assign an overall rating on the accomplishment of a significant proportion of assigned objectives for the rating period, taking into consideration changes in priorities, overall workload and other accomplishments.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CUSTOMER SERVICE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Evaluation Form

SUPERVISOR COMMENT SECTION:

(Substantiate Exceeds Expectations or Needs Improvement ratings here. Make sure to capture counseling/corrective action from throughout the year, including attendance/punctuality concerns captured through the corrective action/disciplinary process. Include positive and constructive feedback here, for example recognition received.)

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Evaluation Form

PERFORMANCE PLANNING – GOALS AND OBJECTIVES To be completed with both the employee and evaluator.
1. LIST THOSE GOALS AND OBJECTIVES TO BE CARRIED FORWARD DUE TO THEIR BEING ON-GOING OR NOT ACCOMPLISHED
2. NEW GOALS OR OBJECTIVES (REVIEW DEPARTMENTS OBJECTIVES AND CONSIDER INCORPORATING THESE OBJECTIVES IN THIS SECTION)
3. PROFESSIONAL DEVELOPMENT OPPORTUNITIES

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EMPLOYEE SUBMITTED SELF-APPRAISAL: Yes No ATTACH SELF-APPRAISAL TO THIS EVALUATION FORM.

SIGNATURES

Supervisor Signature _____ Date _____

Division Manager Signature (if applicable) _____ Date _____

Department Head Signature _____ Date _____

I certify that my supervisor has reviewed this report with me and given me an opportunity to ask questions on all phases of this report. My signature does not necessarily indicate my concurrence with this evaluation. Note: Employees may provide and attach written documents to this evaluation.

Agree with evaluation Disagree with evaluation

Employee Signature _____ **Date** _____

EMPLOYEE COMMENTS (OPTIONAL)

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Issues that May Require HR Assistance

- ▶ Supervisor has not supervised employee for at least 90 days (preferred, when possible)
- ▶ First-line supervisor and manager or Department Head cannot agree on a rating or element of the evaluation
- ▶ Employee's overall performance rating is "needs improvement" (Performance Improvement Plan may need to be developed)



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How Step Increases Will Occur

- ▶ If overall performance rating (as of Sept 30th) was meets standard or above, employee is eligible for increase at their next anniversary date.
- ▶ If the evaluation had an overall rating of "needs improvement" (as of Sept 30th), supervisor will complete a new evaluation for the anniversary to document that performance has either improved or not - to determine eligibility for step increase

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Examples

- ▶ Employee at step 2. Anniversary date is Feb 1st.
 - ▶ Employee receives annual evaluation Sept 30, 2021
 - ▶ Employee's performance meets standard.
 - ▶ On 2/1/22, employee moved to Step 3.
- ▶ Same scenario except performance needs improvement
 - ▶ Supervisor completes 'special' evaluation on 2/01/22. Employee moved to Step 3, if performance has improved sufficiently, if not, no increase.

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Resources

- ▶ Performance Appraisal forms
- ▶ Performance Appraisal manual
 - ▶ Goal setting, coaching, & feedback through quarterly check-ins
 - ▶ Evaluation factors and rating scores
 - ▶ Common rating biases
- ▶ Ongoing trainings
 - ▶ What training do you want?
- ▶ Access to HR staff

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Next Steps

- ▶ Additional training
- ▶ Surveys and focus group discussions with staff to improve forms, and training
- ▶ Revision of forms and other resources
- ▶ Digitizing and automating the process
- ▶ Updated process in 2022

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