



Employee/Manager Performance Review: Directions

Part 1: Review of Job Specifications

The objective of this section is to ensure the employee and manager share an understanding of the general scope of the job. The manager should review the job specifications and allow the employee to do so as well. The manager should make any suggested changes, and attach to the evaluation when submitted. The objective here is to reach clarity and agreement on the general duties for which the employee is responsible.

Part 2: Work Plan

Part 2 addresses the Work Plan. For some jobs, the job specifications will be sufficient to explain the specific tasks the employee should focus on in the coming year. However, for other jobs, the job specifications may be too general. In those cases, the manager may want to supplement the job specifications with additional language discussing specific tasks and/or objectives that are critical to successful performance. This can be accomplished in section 2a. Also, if there are any factors important to successful performance on the job that are not mentioned in the core values or job success factors (Parts 3 and 4), these can be discussed here. For example, "Safety and Security" might be an important factor for some City of Falls Church jobs.

Note: If "objectives" are discussed as part of 2a, it is important to note that these should not be performance improvement objectives, since these are discussed in section 2c (see below). Instead, the objectives discussed in 2a should relate to specific work activities that must be accomplished in the coming year—tasks that must be completed. It is also important that the manager provide measurements of success so that the employee understands the expected performance standards.

In section 2b, the manager would address how the employee did in the period of performance relative to the goals that were set out in 2a. The manager can copy and paste from the previous evaluation to show the employee the content of 2a that was discussed at the last review. The manager should then provide specific examples of how the individual either accomplished or failed to accomplish the specific actions that had been addressed in 2a.

In section 2c, the manager can discuss areas in which the employee should make an effort to improve performance. Even if employees are performing well, there are always things they can do to take their performance to the next level.

Part 3: Core Values

The core values of the City of Falls Church are those values that form the framework from which we conduct ourselves and make decisions. Core values are not descriptions of the work we do; they are the basic elements of how we go about our work. They are the principles that guide our internal conduct as well as our relationships with external constituents. Another way to look at it is that it is important to evaluate how the person performs the job, not just what he or she accomplishes. The core values are meant to address this “how” of performance.

Rating Definitions for Core Values:

- Consistently exceeds core value: The individual significantly and consistently exceeds core value; is acknowledged by peers as an exceptional performer and a role model.
- Regularly exhibits core value: The individual consistently meets, may periodically exceed, and seldom fails to exhibit the core value.
- Needs improvement in core value: The individual frequently fails to exhibit the core value; immediate improvement is required.

Part 4: Job Success Factors

While the core values address the “how” of performance, the job success factors are more geared to addressing the “what” of performance—that is, the specific behaviors that must be demonstrated to allow the individual to successfully perform job related tasks. For manager evaluations, there is an additional section called “Manager Success Factors.”

Ratings Definitions for Job Success Factors:

- Consistently exceeds job success factor: Results are significantly and consistently above the City of Falls Church norm. Work products are almost always error free. The individual consistently develops better ways to perform the job; is acknowledged by peers as an exceptional performer and a role model.
- Regularly exhibits job success factor: The individual consistently meets, may periodically exceed, and seldom fails to meet job success factor. The individual almost always executes job responsibilities in a competent and effective manner.
- Needs improvement in job success factor: The individual may meet the job success factor on occasion, but periodically or even frequently fails to meet job success factor. Some definite improvement is necessary in order for the individual to be truly performing the responsibilities of the job in a successful manner.

Part 5: Development Plan

Part 5 addresses the Development Plan. These are the specific actions the employee should take to accomplish further performance success, whether it be in: executing the job specifications (Part 1); accomplishing the tasks/objectives set out in the work plan, if one was created (Part 2); exhibiting the core values (Part 3); and/or demonstrating the job success factors (Part 4), and – for managers – the manager success factors (Part 4a).

Are there special assignments the employee can take on? Is their training the employee can benefit from? What other resources might be available to assist the employee? Included here could be a discussion of the employee's career goals, and how the development actions might help prepare the individual for any career opportunities that might arise in the future. Note, however, that the manager needs to be careful about making promotion promises. Many factors need to be in place for a promotion to occur, and not all of these are within the manager's control.

Part 6: Overall Rating

Part 6 is the overall performance rating for the employee. For the overall rating, the manager should focus on the results of the work plan, if one was created (Part 2), the core values (Part 3), the job success factors (Part 4), and the development plan (Part 5).

The Core Values are an important part of this rating. The City of Falls Church is committed to being a results oriented provider of excellent services to the residents of the City. But those results have to be attained in a way that preserves the core values that are the foundation of everything we do. Demonstrating the core values without meaningful and concrete achievements will not help us achieve our goals. But achieving results at the expense of our core values will not help us be the kind of organization we are seeking to become.

There is no "formula" to use regarding the overall rating. There will be some situations where the overall rating will be obvious based on the results of Parts 2, 3, 4 and 5, and other situations where more careful judgment will need to be applied. A key question for the manager to ask him/herself is this: What is the message that the employee needs to hear? If the employee had some minor setbacks in a few categories but is on the whole doing a good job, then "regularly exhibits required performance" may be the appropriate overall rating.

Also, an individual doesn't have to have unsatisfactory performance in all categories in order to receive an overall "Needs Improvement in Required Performance" rating. If the unsatisfactory performance in one or two of the categories is in critical areas of the job, or if the performance is significantly sub-standard in some of the categories, then the weight of these factors could support a "Needs Improvement in Required Performance" rating.

NOTE: A Performance Improvement Plan must be developed for any employee who receives an overall rating of "Needs Improvement in Required Performance."

Part 7: Employee Acknowledgement/Signature

Several important issues are covered here. First, the employee should acknowledge that the job specifications have been reviewed, and that they are up to date. If this has not been accomplished, the employee should note this. Secondly, the employee is asked to acknowledge that the performance evaluation discussion has taken place. By signing, the employee is not necessarily agreeing with the content of the evaluation. Also, if the employee would like to add comments, there is space available for that.

Part 8: Manager Acknowledgement

The manager's signature acknowledges that the job specifications have been reviewed, are accurate and up to date, and a copy has been attached to the form if any changes have been made to the job specifications. Also, if the employee completed a self-evaluation form, that should be attached as well.

Part 9: Final Signatures

To be signed by the Department Director and the HR Director.

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Employee/Manager Performance Review: Definitions

NOTE: Words in **bold** below link to the City's Guiding Principles of Leadership:

- Commitment
- Teamwork
- Innovation
- Learning
- Empowerment
- Communication

Core Values (Part 3 of Performance Review)

- **Integrity:** Maintains the highest standards of business and personal ethics. Respects, seeks and accepts cultural differences, and values the rights and ideas of everyone. Demonstrates **commitment** to the job and to the City. Has demonstrated trustworthiness and handles confidential and/or sensitive information in a discreet and appropriate manner.
- **Teamwork:** Is open-minded to others' ideas, information and suggestions. Resolves conflict effectively and with tact. Establishes good working relationships within his/her own work unit as well as across the organization as a whole. Understands the City's overall vision, the needs and objectives of other departments, and is timely and generous with providing information that people need to do their jobs. Works effectively with individuals of all backgrounds and viewpoints. Is willing to put personal preferences aside for team success.
- **Customer Focus:** Seeks to understand the concerns of both internal customers and external constituents and responds with necessary and timely guidance. Anticipates customer needs and ensures needs are met or exceeded. Provides courteous, responsive customer support. Projects a positive, supportive, and professional image to all customers and constituents.
- **Continual Improvement:** Always looks for better ways to do the job. Looks beyond the obvious and doesn't stop at the first answers. Comes up with new and **innovative** ideas. Has a realistic view of him/herself in terms of both strengths and areas for improvement. Is personally committed to **learning** and continual development.

Job Success Factors (Part 4 of Performance Review)

- **Quality of Work:** Work efforts consistently produce accurate, thorough, and successful results with little waste or re-done work. Carefully monitors/reviews his/her own work rather than

depending on others to catch errors. Demonstrates a sound decision-making process based on taking all relevant factors into account, and speaking with others as appropriate to ensure full understanding of issues.

- **Initiative:** Anticipates what needs to be done and takes appropriate steps to do it, within limits of authority. Proposes new assignments without prompting. Takes an active, **empowered** approach to proactively address problems and work to ensure they do not reoccur.
- **Productivity:** Plans, organizes, prioritizes and manages the execution of work so that maximum work is done in minimum time. Can successfully balance multiple tasks simultaneously. Keeps up with the latest job-related technology to enhance efficiency.
- **Dependability:** Is punctual, has a good attendance record, and almost always delivers according to agreed upon schedules. Is willing to work extra hours when job requires it.
- **Adaptability:** Effectively copes with change. Takes unexpected events in stride and does what is necessary to get the job done. Demonstrates an ability to adjust to changing expectations and circumstances while still meeting job requirements and deadlines.
- **Communication:** Conveys ideas and information clearly and consistently, both verbally and in writing, as appropriate. Builds rapport well. Spends effort to put others at ease. Actively listens; takes action to ensure comprehension of requests. Deals comfortably with all constituents. Adjusts communication behavior to fit the situation.

Manager Success Factors (Part 4a of Manager Performance Review only)

- **Leadership:** Involves group members in decision-making and goal setting. **Empowers** employees to be proactive in solving problems. Establishes clear expectations and delegates duties appropriately. Hits the right balance between providing guidance to staff without “micromanaging.” Serves as a role model by demonstrating organizational commitment. Is assertive in expressing and advocating his/her point of view in order to gain support and commitment from others. Keeps staff informed on important organizational or department issues.
- **Building Talent:** Makes good hiring decisions. Takes steps to actively aid staff development and individual learning by effective mentoring. Listens effectively to employees and uses constructive feedback. Holds regular staff meetings. Completes performance evaluations on time. Addresses employee performance issues on a timely basis. Treats all employees impartially. Holds all employees accountable to performance standards.
- **Resource Management:** Uses organizational resources wisely and responsibly. Is sensitive to budget issues and considers costs/benefits of resource decisions.
- **Strategic Alignment:** Effectively communicates organizational objectives to staff and coordinates individual staff and unit tasks and work plans with the City’s goals and objectives.