



Setting the Expectation for Success: Performance Management & Appraisal System

Supervisor's Guide

PROCESS OVERVIEW

Setting the Expectation for Success: Performance Management & Appraisal System emphasizes the following points:

- Collaboration between team leads/supervisors and team members in defining job duties and responsibilities.
- Teamwork between team leads/supervisors and team members in setting up job-related measures of successful job performance expectations.
- Frequent discussions between team leads/supervisors and team members about the job and job performance.
- Assigning an overall job performance rating.
- Team leads/supervisors trained to use the process correctly.

Team members do best when they know what they are expected to do and receive frequent and accurate information on how well they are doing. The Performance Management Process is a continuous process of communicating expectations and providing constructive feedback to your team members. Refer to Civil Service Rule 12 for details related matters such as salary increases, Performance Improvement Program, changes in performance review dates, and team lead/supervisor changes.

PROCESS MILESTONES

Performance Planning Meeting: This meeting occurs approximately 2 weeks prior to the start of the review period. At this meeting the team lead/supervisor and team member discuss, identify and document how the team member's job performance will be evaluated in relation to the Core Values and the performance expectations for the upcoming review period. The team lead/supervisor will bring a draft of these expectations to the Reviewer (Director) for review and approval.

Mid-Term Meeting: This meeting occurs halfway through the review period. The purpose of this meeting is for the team lead/supervisor to share with the team member observations about the team member's job performance during the first-half of the review period. The team member can share their self-evaluation with the team lead/supervisor during this phase in the performance review cycle.

End-of-Term Meeting: This meeting occurs at the end of the review period. Approximately 2 weeks prior to this meeting, the team lead/supervisor completes the end of term review which is then reviewed by the Agency head. The team lead/supervisor and Agency head collaborate to finalize the review. Once finalized, the team lead/supervisor and team member meet to discuss the review. The team member can share their self-evaluation with the team lead/supervisor during this phase in the performance review cycle.

Management Review and Final Approval: The team member's performance report and self-evaluation are formally reviewed and signed by the Agency head who signs and dates the performance report.

Performance Report

The performance report can be found on the Civil Service Board Office website hccsb.org and then by navigating to Forms > Documents for Plan Hillsborough. The report is tailored, by the team lead/supervisor with input from the team member, to fit each job. Team lead/supervisor tailor the report by creating performance expectations that are based on the most important job duties or agency/department goals for that team member. Performance expectations are explained, in detail, later in this document.

The report has calculations built in and automatically copies expectations from Section II Mid-Term to Section II End-of-Term. It also includes a library of performance expectations that may be drawn from and customized for use in setting expectations and evaluating team member job performance (see Database of Performance Expectations section of this guide). It is ultimately the team lead/supervisor's responsibility to ensure the calculations are correct.

The Performance Report has **six pages**:

- **PAGE 1: General Info & Acknowledgement** provides space to identify general information about the team member and team lead/supervisor, the purpose of the review, and areas to sign and date showing that the Performance Planning Meeting took place. The five-point rating scale used throughout the process is also included on this page.
- **PAGE 2: Mid-Term Section I: Core Values & Key Behaviors** provides space for the team lead/supervisor to rate the team member's performance in relation to the Core Values of the organization based on job performance observed during the first half of the review period.
- **PAGE 3: Mid-Term Section II: Job Performance Expectations** provides space for the team lead/supervisor to document performance expectations (completed as part of the planning meeting) and rate the team member's job performance during the first half of the review period.
- **PAGE 4: End-of-Term Section I: Core Values & Key Behaviors** provides space for the team lead/supervisor to rate the team member's performance in relation to the Core Values of the organization based on job performance observed during the entire review period.
- **PAGE 5: End-of-Term Section II: Job Performance Expectations** provides the performance expectations as automatically copied from the Mid-Term Section II (completed as part of the planning meeting) and space to rate the team member's job performance during the entire Review Period.

- **PAGE 6: Overall Rating** provides the automatic calculation of the Sum from End-of-Term Sections I and II. There is also a guide to help determine the Final Overall Rating. The Suggested Overall Rating is automatically calculated based on the Total and a space is provided to type in the actual Final Overall Performance Rating. Space is provided for the team lead/supervisor, team member, and Agency head to sign and date. Space is also provided for team member comments.
- **Self-Evaluation Form** is an optional part of the Performance Management Process. Space is provided on the Self-Evaluation Report for team members to document their significant achievements during the review period.

Core Values

The Core Values are attributes supported by specific behaviors that team members of Plan Hillsborough are expected to demonstrate throughout their job performance. It is considered the “way we do business” for Plan Hillsborough. There are five Core values:

- **Integrity/Trust**
We are open, honest, and trustworthy in dealing with customers, coworkers, and the communities where we have an impact.
- **Servant Leadership**
We interact with others with the aim of promoting the well-being of those around us. We view relationships, partnerships, & services as the cornerstone of the organization.
- **Transparency**
We create an environment where staff can have open discussion about projects, popular or not. We police ourselves to ensure our communication is accurate and easily understandable to planners and non-planners alike.
- **Stewardship**
We are committed to strong stewardship of our financial resources, talent (human) resources, and our time resources. We invest in employee development to ensure we are the most effective and efficient we can be. We allocate resources and assets judiciously with the community in mind.
- **Innovation**
We are viewed by others as a model for innovative practices. Internally, we do not allow past practices to justify future planning. We have a solid awareness of future trends and the world around us; and, we use this knowledge as a springboard to identify how we can strengthen practices and implement innovative solutions.

Performance Expectations

A performance expectation is a stated measure of the level of performance the team member is expected to achieve, or the objective the team member is expected to accomplish. It should be clear and explainable. If the team lead/supervisor cannot explain the desired performance, the team member should not be evaluated on that expectation.

At least 3, but no more than 7, performance expectations should be used on Section II of the Mid-Term and End-of-Term. Performance expectations are consistent the team member's major job duties and the agency's goals and objectives.

The following are guidelines on how to write an effective Performance Expectation:

1. Start with an action verb
2. Identify a single key result for each objective
3. Identify constraints – cost, dollars, time, materials and equipment,
4. State verifiable criteria that will demonstrate that the goal has been achieved
5. Ensure that the goal is controllable by the individual
6. Determine how progress will be measured and how feedback will be obtained and provided.

Once the supervisor writes a draft of the performance expectation, he/she can use the SMART approach as a “test” of the expectation to tell if it is structured properly by asking, “Is it?”

- **S**pecific
- **M**easurable
- **A**ttainable
- **R**esult-focused
- **T**ime oriented

Below are examples of how to create SMART expectations from job responsibilities:

Job Duty	Vague Performance Expectations	SMART Performance Expectations
Coordinates support services personnel, hires adequate staff and schedules assignments to ensure the smooth operation of events, functions and services.	Assist in finalizing all event logistics earlier than in the past	Develop a more comprehensive process for monitoring planning of events and alerting appropriate parties on milestone achievements or slippage. Develop and implement no later than March 1, 2017
Compiles event status reports for the group on a quarterly basis	<p>Improve accuracy and time required to generate status reports</p> <p>Improve clerical skills to enhance individual capabilities for providing administrative support</p>	<p>Ensure data contained in expense reports is 100% accurate</p> <p>Deliver reports to the group no later than 2 weeks after each quarter ends</p> <p>Take an MS Office class or self-study course to build skills and capability in using the software</p>
Prepares reports and other necessary correspondence for stakeholders about past events	Assist in developing more interesting events for alumni process for event planning	Work with events staff to develop and conduct an on-line survey of alumni to determine their interest in different types of events. Analyze and present findings to Events Coordinator no later than February 15, 2017

Database of Performance Expectations

In order to facilitate the writing of performance expectations, a database of suggested performance expectations has been included as a tab in the Excel spreadsheet version of the performance report. These expectations are based off of the major job duties found on the 500+ classified class descriptions and there are approximately five expectations per job class. These performance expectations can be used either verbatim or be modified to suit the team lead/supervisor's needs and serve as a template, framework, or jumping off point.

The following example shows how a supervisor can change certain wording from the expectation in the library to customize the performance expectation on the appraisal:

Expectation found in the Library:

Supervises the writing of future land use, transportation, community facility plans, and other comprehensive plans as directed according to standard procedures.

Customized on the team member's appraisal form:

Supervises the writing of Westchase's community facility plans, and other related project documents by reviewing documents within 4 business days of submission by subordinate. Meets with subordinates weekly to ensure project milestones are being met in accordance to Plan Hillsborough's established guidelines.

Supervisors can search for expectations within the database by using the Find feature in Excel and key words such as:

- A Job Title like "Accounting Manager"
- A Broad Category like "Communication"
- An Occupational Series like "Professional"
- An Key Word like "Presentations"

Overall Performance Rating

The Overall Performance Rating is the average of Section I and II ratings given at the End-Of-Term. The Suggested Rating Scale is meant to provide guidance on the final Overall Performance Rating. The determination of the Overall Rating is a joint decision of the team lead/supervisor and Agency head. **It is critical that the team lead/supervisor discuss the Overall Rating with the Agency head prior to discussing it with the team member.** In all cases, the Agency Head shall have final approval authority for the Overall Rating.

In general, the following should be kept in mind when determining the Overall Performance Rating:

Level 1: Performance Problem→hopefully very few team members

This team member does one or more of the following:

- **Does not meet commitments**, does not do what they say.
- **Does not show up**, does not participate.
- **Work of poor quality**, late, incorrect, frequently needs rework.
- **Consistently below** expectations.
- **Negative impact** on people and team performance.

Level 2: Low Performer→few team members

This team member does one or more of the following:

- **Meets expectations**, but only just.
- **Needs direction** or explanation about the work required.
- **Does not generally contribute** extra effort or energy.
- **Does not generally share** knowledge.
- **Neutral impact** on people and team performance.

Level 3: Solid Performer→most team members will be at Level 3

This team member does one or more of the following:

- **Rarely does not meet expectations**, can be counted on.
- **Sometimes exceeds** expectations.
- **Sometimes contributes** additional value.
- **Does an excellent job**, as the job is defined.
- **Will go above and beyond** expectations when asked.
- **Generally positive impact** on people and team performance.

Level 4: Excellent Performer→some team members

This team member does one or more of the following:

- **Consistently exceeds** expectations.
- **Strategic thinker** – contributes new ideas, improvements, and suggestions.
- **Takes on additional work** to add more value without being asked.
- **Can take on big problems** or opportunities with minimal direction.
- **Regularly shares** knowledge.
- **Consistently has positive** people and team impact.
- **Does some of the Level 5 behaviors**, but not all of them, and not all the time.

Level 5: Exceptional Performer→the super stars, very few team members

This team member does almost all of the following consistently:

- **Very strategic thinker** — redefines the job to meet evolving business needs.
- **Consistently raises and exceeds** expectations, does more than asked.
- **Finds efficiencies, reduces costs**, improves processes without being asked.
- **Solves big problems**, or finds new opportunities without needing direction.
- **Is known as an expert** by other team members.
- **Shares knowledge as a process**, mentors others regularly.
- **Helps others be more productive** by improving the work environment.
- **Communicates effectively** across and outside the organization.
- **Attracts additional support** and resources.
- **Personally invested** in helping the whole team perform better.

Feedback

Team lead/supervisors should give their team members frequent helpful feedback about their work, results of their work, their contributions and the effectiveness of their working relationships. Feedback should be given as often as possible throughout the review period.

Observe team member's work performance:

- Feedback about work performance should focus on specific, objective, factual work related information (who, what, where, when, how). Observe on-the-job behaviors, results, and teamwork.
- Be in a position to observe job performance first-hand whenever possible.
- When not able to be present to observe team member job performance, be sure that there is a plan for gathering information that is clearly understood by everyone involved and applied fairly.

Document Observations:

- It is a powerful motivator when team lead/supervisors notice and track good performance and results, and is very useful at performance appraisal time.
- Record examples of team member job performance often using specific, objective, factual descriptors and store in each team member's working folder. The working folder should contain one or more of the following:
 - Evidence of significant results of team member performance (successful or indicating need for improvement)
 - Indicators of team member behaviors that you want to provide feedback about (positive or needing improvement)
 - Agreements
 - Decisions
 - Action plans

Give Frequent Feedback:

- Most team members want to know how they are doing and what they can do to improve. Team members also appreciate it when team lead/supervisors notice good work and effort.
- To ensure that the feedback is perceived as helpful and meaningful, team lead/supervisors should focus on specific work-related, on-the-job behaviors, results, and teamwork.
- Give positive feedback frequently. Take the time to know what motivates your team members.
- Give constructive feedback as needed, in private and as close to the time of the behavior or occurrence as possible. Sometimes taking the time to get some emotional space is wise and welcome, but provide feedback as soon as possible.
- Before moving to problem-solving, check to see what team members thought the expectations were. Often, clarifying expectations will be all that is needed to ensure team member success.

- When giving feedback, always give team members a chance to talk about their performance. It is energizing and informative to hear their thoughts about how they were successful or why they got the results that they did.
- Avoid making negative statements that assess the team member's character, motivations, or psychological state. Statements like these are subjective and discouraging, and create defensiveness.

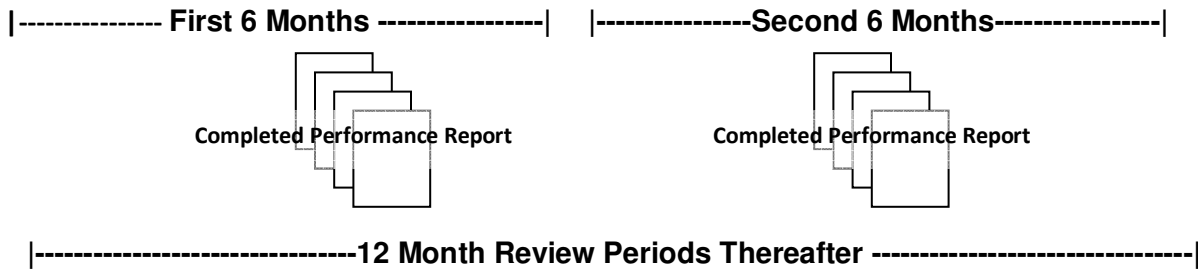
PROBATIONARY REVIEW PERIODS

Initial probationary team members are evaluated on two separate performance reports during their first year of employment with the County. The first 6-month review period and performance report serves to evaluate the team member's suitability for the job and organizational fit. Initial probationary team members who meet expectations at the end of their first six months of employment become "tenured" under Civil Service rule. Those that do not meet expectations may be terminated or have their initial probationary period extended to allow for further evaluation. After the new hire successfully completes initial probation, his/her next review period will also be six months in length and documented on a new Performance Report. At the successful completion of the second review period, the team member's review periods will be twelve months in length or until the team member is promoted.

Conditional probationary team members are evaluated during a six month Review Period and a Performance Report is submitted at the end of that time. The Review Period will then be 12 months in length.

The following graphics better illustrate the difference between Initial and Conditional Probationary timelines.

Initial Probation:



Conditional Probation:

