INSTRUCTIONS

The appraisal process involves evaluating the employee’s work performance during the review period in the following categories: job specific performance standards, leading, managing, technical skills and team skills. (Refer to supervisor’s guide for detailed definition of each.)

The following performance levels are employed: less than acceptable, meets, exceeds, and outstanding. These performance levels are defined in the boxes under each level. Please note that the definitions are intended to describe, in general, a given level of performance relative to the category being rated. They are not meant to be all inclusive of conditions which must exist in order to legitimately rate an employee at a given level. Rather, the definitions are intended to convey, in broad terms, a snapshot description of conditions which typically exist at a performance level.

Performance Rating Areas for job specific performance standards must be established for each employee at the start of the performance year. Through these areas, employees are held accountable for work assignments and responsibilities of their position. The task is an assignment or responsibility expressly addressed in the job description. It should define the specific assignments an employee’s supervisor requires during the evaluation period and should be linked directly to the Department’s mission. Ideally, there should not be more than five rating areas for most employees. Once developed, appropriate signatures should be included in the “Notification of Standards” area on the front page of the evaluation form.

The attributes of leadership, management responsibilities, technical ability, and team skills are required of each employee to assist the organization in being a high performance organization. Employees should be held accountable for their attributes in each of these areas.

Within each of these assessment areas, space has been provided for the rater to provide justification for the rating. In addition, it is important that employees are encouraged to develop their skill sets. A section for suggested development activities is provided for the supervisor and the employee to provide a career development plan for the employee. Finally, employees have an area to notate any comments that they would like to include with the evaluation.

A progress review is suggested mid-way through the rating period. Any written feedback or recommended training can be noted on a separate sheet and attached to the employee performance appraisal plan. Other reviews are encouraged as the supervisor may deem necessary. Progress reviews are for the benefit of the employee and the supervisor. These are considered working documents and are to be kept in the supervisor’s file on the employee.

Evaluation Directions:

- Complete the employee information at the top of the page.
- Based upon the developed performance rating areas, the Department’s mission and the task for the employee, select the appropriate rating and enter comments as appropriate in the space provided.
- For each other area, select the appropriate rating and enter comments as appropriate in the space provided. * For a rating of Outstanding or Less Than Acceptable, comments are required justifying the rating. (For the goals developed, justification must be given for any rating selected)
- Transpose each job specific rating score to the front page. Calculate the overall evaluation score for each section and transpose the final score to the front page. Utilize the formula on the front page to calculate the overall employee rating. * The number to divide by may change if more or less job specific ratings are used. This number should be the total number of scores on the front page.
- The form must be signed by the employee, the employee’s immediate supervisor, the reviewer and the department head or designee.
- All final formal evaluation forms must be sent to the Department of Human Resources for processing.
UNDERSTANDING PERFORMANCE MANAGEMENT

An Employee’s Duties – Your supervisor should provide you with a copy of the position description for your job. Your position description is the official record of your main duties and responsibilities and is used in developing performance appraisal criteria. Employees are responsible for the following:

1. Reading and understanding your position description.
2. Participating with your supervisor in the performance planning process by providing input into the establishment of job specific performance standards for which you will be held accountable.
3. Maintaining levels of performance which meet or exceed standards.
4. Seeking assistance and openly communicating with your supervisor regarding expectations.
5. Preparing for performance discussions and providing comments.

Performance Evaluation and Developmental Instrument (PEDI) – The PEDI is the form used by the City to evaluate the work performance of its employees. When used effectively, the PEDI is a valuable communication tool for both employee development and organizational accomplishments.

Managers and supervisors are responsible for the following:

2. Planning for the upcoming performance rating period and collaborating with employees in establishing performance rating areas that are linked organizational goals and position descriptions. Communicating to employees all goals, expectations, standards, and attributes for which they will be held accountable.
3. Coaching, counseling, monitoring and communicating with employees about their performance and any changes in work expectations on an on-going basis. Consulting with Human Resources when there are performance problems that cannot be resolved.
4. Periodically documenting the employee’s performance during the year.
5. Reviewing, evaluating and conducting at least one meeting during the year to openly discuss the employee’s overall performance for the rating period.
6. Preparing a developmental plan for the employee’s continued growth to address any gaps between the actual and expected performance. Updating the developmental plan during the year, as needed.
7. Ensuring the timely completion of performance evaluations for employees under their supervision. As appropriate, coordinating ratings with a second level manager prior to meeting with the employee, or approving/reviewing ratings recommended by lower level supervisors.

The PEDI has several important goals:

1. Clarifying how the employee’s performance requirements link to the strategic mission of their organization;
2. Increasing individual productivity by giving employees the information they need to do their jobs effectively;
3. Improving individual/organizational productivity by promoting communication between employees and supervisors about job-related matters, so that better and more efficient methods of operation can be developed;
4. Providing a process to recognize employees for good performance and their contributions to the organization; and,
5. Facilitating the employees’ growth and developmental opportunities.

Appraisal Period – The annual appraisal period begins May 1 and ends April 30 of each year, except where specific exceptions have been granted. The minimum period on which an appraisal may be based is 30 calendar days. During the appraisal period, your supervisor may periodically discuss your work with you and let you know how you are doing. In addition, before the end of the appraisal period, the supervisor will conduct one formal progress review with you. This
progress review is another opportunity for you and your supervisor to discuss your progress, review your position
description, identify any training needs or improvements, or to revise your rating areas and performance standards.

**Performance Elements and Performance Standards** – Your supervisor will explain your duties and responsibilities to you
and discuss what is expected of you in order to achieve satisfactory performance. To further define your performance
expectations, your supervisor will establish performance elements and performance standards for your job. Employee input
into this process is required.

Performance rating areas tell you what work assignments and responsibilities need to be accomplished during the appraisal
period. Between one and five performance rating areas can be established for a position. These elements are all considered
critical to the position and one Less Than Acceptable in this section alone could result in a determination that the
employee's overall performance is less than acceptable. The attribute rating areas are critical in ensuring the City is a high
performing organization.

Performance standards tell employees how well performance elements must be accomplished by defining achievable rating
levels for: Outstanding, Exceeds, Meets, and Less Than Acceptable performance. These four rating levels focus on results
and include credible measures such as quality, quantity, timeliness, cost effectiveness, etc.

Your overall performance is evaluated by your supervisor or rating official using these performance standards. A
determination that an employee's overall performance Less Than Acceptable could result in remedial action and less than
acceptable performance may be the basis for removal, reduction in grade or the denial of a within-grade increase.

**The Rating Process** – At the end of the appraisal period, your supervisor will carefully review the performance elements and
standards for your position. Based on your actual performance, one of four rating levels may be assigned. The rating will be
presented to you during the formal performance discussion between you and your supervisor. The appraisal will be
completed with your signature and a copy provided to you. This rating is documented on the PEDI form and is considered as
your Rating of Record. Your Rating of Record is directly linked to your eligibility for certain types of pay increases and
awards.

**Rewarding Performance** – Rewarding performance means recognizing good performance and providing
incentives to employees for their work efforts and contributions to the organization. At the end of the appraisal period, your supervisor
will consider you for an award based on your performance and Rating of Record.

**Performance Improvement Planning** – When an employee fails to demonstrate satisfactory performance after being
counseled, developing a performance improvement plan may be an appropriate next step. In conjunction with a
performance evaluation, the supervisor outlines specific tasks, performance standards and timelines for improvement.
Consequences of not improving performance are also indicated in the plan. Human Resources should be consulted for
additional guidance when employees are not meeting minimum job performance standards.

**How to get the most out of your PEDI**

1. Ask for feedback throughout the appraisal period.

   How do you know if you are learning how to do your job and meeting your performance expectations? Talk to your
   supervisor throughout the appraisal period. Your supervisor wants you to succeed and is available to provide guidance
to help you learn how to effectively do your job. Communicating regularly with your supervisor gives you the
   opportunity to understand the job expectations. It also lets your supervisor know what type of assistance or resources
   you need to perform your work, and it is a good way to get feedback.

   Feedback is information that helps you know how you are progressing in learning the duties and responsibilities of
   your job. Employees who seek feedback from their supervisor learn their jobs more quickly and with fewer wrong
turns than employees who shy away from feedback. Employees who seek feedback spend less time redoing work and turn in work with fewer mistakes. As a result, they improve their work performance.

Getting and using feedback is one of the most important keys to learning your job. As you do your work, ask for feedback from your supervisor to see if you are on track. At first you may feel uncomfortable asking for feedback. But, remember that your supervisor wants you to succeed. As you master your job and get to know your supervisor, you will soon feel more comfortable asking for and receiving feedback.

2. Preparation

Before your supervisor prepares your appraisal:

1. Prepare a list of key work accomplishments and give it to your supervisor for consideration in preparing your rating.
2. If you have specific issues, come prepared to discuss them. Give your supervisor a "heads up" so that they can also prepare to discuss the issues.
3. Jot down any key points and questions you may have.

During your performance discussion:

1. Don't be shy about asking for clarification, especially about your supervisor's expectations.
2. Refer to your notes so that you don't overlook any points that are important to you.
3. Tell your supervisor how you feel things are progressing and if you need any additional information or materials.
4. Let your supervisor know what your short/long-term career goals are.
5. Ask for feedback.

If you still have questions about the PEDI, stop by and talk to your supervisor, who will be happy to address any questions you may have.