



City of New Hope Employee Performance Appraisal Guide

INTRODUCTION

The city of New Hope performance appraisal process is an important activity for each employee. It is designed to help achieve the goals of the city and your specific department and to support your individual growth and development. It is one way to identify what is expected of you on-the-job, to find out how well you are doing in your job, and to plan for your job and career growth. It is essential that both you and your supervisor actively and sincerely participate in order to realize the greatest benefits from this process.

This guide will walk you through the steps in the process, and it will suggest how you can prepare for each step by answering a series of job-related questions. It explains what must be completed on the appraisal form, but it does not explain how it should be completed. Your supervisor may or may not ask you to complete a copy of the form prior to each meeting. If you have any questions about the process, please feel free to discuss them with your supervisor or human resources.

PART 1: EMPLOYEE PERFORMANCE APPRAISAL

Step #1: Setting Performance Expectations

When: Beginning of each calendar year

Focus: Describing and agreeing on performance expectations and goals for the coming year.

Is This Session Mandatory: Yes. May be done at the same time as the final review for the previous year.

The purpose of this meeting is to:

- identify specific performance goals/objectives for the year, and
- establish clear performance expectations for all factors and goals/objectives.

To prepare for the meeting, you should answer the following questions:

- What do I perceive as the most critical parts of my job?
- What tools and/or other resources do I need to successfully perform my job?
- What help do I need from my supervisor to successfully perform my job?
- In what areas of my job do I want to further develop my skills?
- What specific objectives/goals do I want to accomplish over the next year?

When developing goals/objectives, try to make them as “SMART” as possible. SMART objectives:

- are Specific and concrete,
- are Measurable,
- set targets that are Achievable,
- state the intended Result of what will be accomplished and
- set a Time limit in which the results are achieved.

Complete the goals/objectives that are specific to you, your job or your department. Setting goals are NOT required by the organization, but encouraged and supervisors have the discretion to require a certain number.

Step #2: Informal Check-Ins

When: At selected times between January and December.

Focus: Evaluating progress on the agreed upon performance expectations and goals for the coming year.

Is This Session Mandatory: No, but encouraged even if official goals were not set.

The purpose of the brief informal meetings is to:

- review the highlights of your performance thus far in the year,
- determine what progress has been made towards specific goals/objectives, and
- identify any performance improvements that are required and what your supervisor can do to assist.

To prepare for the meeting(s), you should answer the following questions:

- What progress have I made towards meeting my goals/objectives for the year?
- What tools and/or other resources do I need to successfully perform my job?
- What help do I need from my supervisor to successfully perform my job?

If the goals attachment was completed at the beginning of the year, mid-year updates should be added.

Step #3: Evaluating Performance

When: Beginning of each calendar year

Focus: Evaluating your performance on all performance factors and goals/objectives; determining if progress was achieved regarding job and career development.

Is This Session Mandatory: Yes

The purpose of this meeting is to:

- evaluate your performance on all performance factors,
- determine your achievements towards planned developmental activities and ideas, and
- assign an overall performance rating for the past year with appropriate supporting comments.

To prepare for the meeting, you should answer the following questions.

- How would I rate my performance on each of the performance factors?
- To what extent did I achieve my specific goals/objectives, if set?
- How did I deal with obstacles during the year?
- How did my supervisor support my performance throughout the year?
- What specific progress did I make on my personal job and career development?

Complete the following on the appraisal form (your supervisor is to complete the first two steps but they may ask you to do the same in advance):

- performance rating - unsatisfactory, satisfactory, good, very good, or exceptional with supporting comments for factors rated unsatisfactory or exceptional;
- overall performance rating with supporting comments, and
- final status of each specific goal/objective.

Upon final completion of the form, you and your supervisor should review all ratings and comments and sign both the appraisal form and the goals attachment (if used).

The completed form will then be reviewed. If no revisions or challenges are made, the completed form will be included in your personnel file.

CHALLENGING THE RESULTS OF THE APPRAISAL PROCESS

From time to time an employee or a higher level manager may believe that the results of the appraisal process do not accurately reflect the employee's true performance during the year. In this case, the employee or the manager may choose to challenge the outcome of the process by following the steps below.

1. Describe in writing within 15 calendar days after receiving the completed appraisal form the nature of the challenge, clearly stating the facts on which the challenge is based and presenting requested specific actions. The challenge must be presented in writing to the director of human resources with copies to all concerned parties (employee, supervisor and department head).
2. Within ten calendar days after receiving the challenge, a challenge committee consisting of an appropriate manager (may include the city manager depending on the position in question) and the director of HR will review the challenge with the employee and his/her supervisor to determine what action, if any, is needed.
3. Within five days after the challenge committee meeting, the director of HR will present a written statement of the findings/recommendations of the committee to the employee, employee's supervisor and department head.
4. If the employee is not satisfied with the response from the challenge committee, they may file a second written challenge within five days to the city manager. Within ten days after receiving the challenge, the city manager will review all applicable information, which may include conversations with the employee and the supervisor, and make a decision on the challenge and communicate it in writing to the employee. The city manager's decision is a final and binding determination.
5. If the city manager is a member of the challenge committee, the second challenge may be sent to the personnel board. The board will review the appeal at its next regular meeting (which may involve interviewing the employee and the supervisor) and present a written determination to the employee within five days after the meeting. The personnel board's decision is a final and binding determination.