

MARCH 1, 2019

PERFORMANCE MANAGEMENT GUIDE
FOR CHARTER OFFICERS

Gainesville.
Citizen centered
People empowered

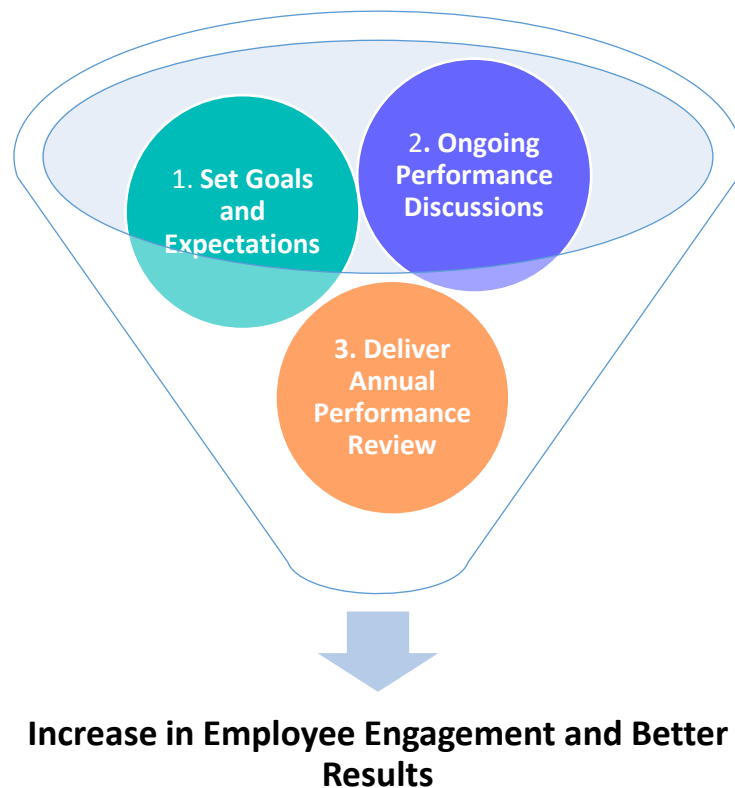
What is Performance Management?

Performance Management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization.

Why Appraise Performance?

- Links performance to development
- Identifies strengths and areas for development
- Serves as a base for performance discussions
- Provides necessary documentation

3 Steps to Managing Employee Performance



1. Set Goals and Expectations

Charter Officers are expected to demonstrate an understanding of and support the City's philosophy (vision, mission, values); actively pursue an understanding of organizational goals and objectives and how these relate to the Charter Officer's job and department.

The Charter Officers should identify their respective goals and discuss with City Commissioners at the beginning of each fiscal year.

Each Charter Officer will submit an Accomplishments Report to the Mayor and City Commissioners at the end of the Fiscal Year for review and evaluation.

Things to Consider When Establishing Goals and Expectations



- Define employee's performance expectations and goals
- Discuss developmental needs/desires
- Determine measurement system
- Link performance to organizational goals
- Set a date for check in discussion

Measurable Behaviors: A behavior is anything a person says or does that can be observed and measured

Questions to ask if a statement describes a behavior?

- Can it be measured?
- Can it be quantified?

Goals provide a structure, focus and ways to measure performance. When establishing goals, make sure they are SMART:



Make sure established goals connect to our organization’s strategic direction:

- Support a Strong Economy
- Foster Greater Equity
- Plan for a Better Future
- Serve as a Community Model

Number of Goals

Keep in mind that Charter Officers have seven bosses. In this case, try to limit the amount of goals or priorities identified to each Charter Officer to 1 to 2 goals, in order to be realistic about attaining those goals.

Charter Officer Competencies

Charter Officers will be evaluated on a core set of competencies, as well as how well they achieve their goals for the fiscal year.

Competency	Definition
Business Acumen	Understands the business, financial status of the organization and core operational area of responsibility; realizes implications of key financial indicators, and uses economic and industry data to accurately diagnose business strengths and weaknesses.
Communication and Building Relationships	Communicates and listens effectively, open to receiving and giving constructive feedback, promotes frank and open discussions on issues. Cultivates a network of relationships both internal and external, promotes collaboration and removes barriers across organizational lines, builds credibility for the City.
Fiscal Management	Prepares a balanced budget to provide services at a level directed by the Commission, ensuring actions and decisions reflect an appropriate level of responsibility for financial planning and accountability.
Integrity	Demonstrates the highest level of integrity and ethical behavior, adhering to the City’s code of conduct upholding the values of the City, challenges questionable work standards and confronts or reports suspicious practices to appropriate leaders or authorities.

2. Ongoing Performance Discussions

Ongoing performance discussions should be held throughout the fiscal year. The purpose of these discussions is to provide timely, clear and focused input to the Charter Officer about how well he or she is performing in the key performance areas identified as most critical by the City Commission in achieving the City of Gainesville’s strategic objectives.

There should be at least two to three check-in conversations on goals and performance expectations throughout the year.



- Discuss projects, tasks and goal status
- Review outcomes and follow-up items from previous 1-on-1 meetings
- Address barriers
- Make any adjustments as necessary

The Importance of Frequent Feedback

According to a 2017 Gallup Report: *Re-Engineering Performance Management*, there is a direct correlation between the frequency of feedback between a manager and employee and the employee’s level of engagement.

HOW OFTEN DO YOU RECEIVE FEEDBACK FROM YOUR MANAGER?	MY MANAGER PROVIDES MEANINGFUL FEEDBACK TO ME.*	MY PERFORMANCE IS MANAGED IN A WAY THAT MOTIVATES OUTSTANDING WORK.*	PERCENTAGE WHO ARE ENGAGED
Daily	36%	29%	47%
A few times a week	31%	25%	39%
A few times a month	22%	19%	37%
A few times a year	13%	12%	27%
Once a year or less	6%	8%	15%

*Percentage who strongly agree

3. Deliver Annual Performance Appraisal



- Charter Officer completes self-evaluation and attaches his or her Accomplishments List or Report to the form
- Charter Officer submits completed self-evaluation and accomplishments report to Human Resources
- Charter Officer schedules individual evaluation discussion meetings with each Commission member. Charters should also be prepared to discuss objectives for the next fiscal year
- After reviewing the Charter Officer self-evaluation and accomplishments report, each Commission member will provide an evaluation rating, using the Rating Scale below. Mayor/Commissioners complete evaluation form
- Following Commission and Charter performance evaluation discussion, completed performance evaluations are returned to Human Resources.

Human Resources will compile and aggregate all Charter Officer evaluation ratings, coordinate and present for discussion during a publicly noticed Commission meeting.

Rating Instructions:

Evaluate the Charter Officer's performance for each area of accountability using the rating scale outlined below. Consider all criteria together when forming an impression about the Charter Officer's performance. Add comments you believe provide context to your rating or that would be helpful to the Charter Officer.

Performance Descriptors and Rating Scale		
5	Superior	Work performance consistently exceeds all performance expectations and displays a consistent level of exceptional performance. This is consistent, exceptional performance.
4	Exemplary	Work performance consistently achieves all performance expectations and key elements of performance consistently are carried out in an exceptional manner for sustained periods. This is consistent, outstanding performance.
3	Meets Expectations	Work performance consistently achieves all performance expectations for this factor.
2	Needs Improvement	Work performance on one or more elements is less than expected and requires some improvements to fully meet performance standards.
1	Did Not Meet Expectations	Work performance within this factor is unacceptable. Performance did not meet expected performance standards.

Please note that Ratings of 2 or below should include comments and if applicable, provide specific suggestions for performance.

Some Things to Remember When Completing Performance Appraisals

- Be specific and descriptive in your evaluation
- Support statements with specific examples
- Provide constructive feedback and coaching
- Let employee share opinions and thoughts
- Document examples of employee behaviors, both positive and negative
- Add comments throughout the year as appropriate

Employee Development Resources

Human Resources can help provide the appropriate resources to assist with performance management, as needed.

Performance Evaluation Timeline and Process for Charter Officers

Action Steps	Assigned To	Due Date/ Time Frame
Discuss and establish goals for Charter Officer	Charter Officers, Mayor and City Commissioners	January
Ongoing performance discussions (recommend at least one discussion in March/April 2019)	Mayor and City Commissioners	January – September
Charter Officer schedules individual evaluation discussion meetings with each Commission member to discuss self-evaluation and accomplishments. Charters should also be prepared to discuss objectives for next fiscal year	Charter Officers	September – October
Commission members rate the Charter Officer's performance for each goal and provide comments to support the rating as necessary	Mayor and City Commissioners	November
Completed Charter Officer Performance Evaluations are submitted to Human Resources	Mayor and City Commissioners	November
Human Resources compiles all Charter Officer evaluation ratings and coordinates presentation for discussion during a publicly noticed City Commission meeting	Human Resources	December