

City of Portland Staff Development and Performance Review

Guidelines and Instructions for Managers/Supervisors

Overall Purpose

Performance review is a process for communicating to employees what management expects from them, what they are doing well and how they can improve. These guidelines and forms are a model designed to help you with this process, and do not mandate a specific course of action by managers and supervisors.

Key Elements

- All appraisals must be done at least annually and in a timely manner
- Review comments must be job-related and factual
- The appraisal should consider performance over the entire review period
- Written performance reviews must be completed prior to processing merit increases

I. Preparing For the Next Review

At the Beginning of the Review Period:

- Determine objectives for coming review period
 - Include one-time projects and on-going job duties
 - Objectives should have expected completion dates
 - On-going duties should have measurable or observable criteria
 - Include training and development goals
 - Document these on the Evaluation Form
- Meet with the employee to:
 - Discuss expected performance for coming review period
 - Explain criteria to be used in evaluation at end of review period
 - Explain how the overall rating is determined
 - Give employee a copy of Evaluation Form

During the Review Period

- Make note of ongoing employee performance
 - Include issues, errors, compliments, significant events
 - These should be items that were discussed with the employee when they occurred
- Update the review document if there are changes in objectives or projects
 - Share these changes with the employee in writing
 - Note the date of changes

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II. Completing the Current Review

- The performance appraisal process should be completed by the end of the current review period
 - Allow yourself ample time to prepare and conduct the appraisal correctly
 - Do not wait until the review period has ended to begin the appraisal process
- Have the employee complete the self-evaluation
- Complete the evaluation section by section prior to receiving the employee's self-evaluation
 - Record remarks appropriate to each category
 - Include notes made during review period
 - Give specific examples of behaviors and accomplishments
 - Note strengths and deficiencies
- Optional: Complete the Competencies Worksheet
- Review the employee's self-evaluation
 - Incorporate relevant input into your evaluation
 - Be prepared to discuss differences between your assessment and the employee's self-evaluation
- Optional: Complete the Employee Development Action Plan
- Meet with the employee for the performance appraisal
 - Arrange this meeting in advance
 - Talk through each section of the evaluation
 - Give and receive feedback on facts, comments, conclusions and suggestions
 - Recognize areas of strength and areas of potential growth
 - Promote understanding and acceptance of the appraisal from both parties
- Have the employee acknowledge receipt of the Evaluation Form by signing it
- Give the employee a copy of the form, keep the original for the bureau records and forward appropriate information or documentation to the Bureau of Human Resources
- Set a separate meeting to discuss goals and objectives for coming review period.
 - This should be within a week of conducting the performance review
 - Follow steps outlined in At the Beginning of the Review Period above
 - Optional: Review/complete the Employee Development Action Plan

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Conducting the Performance Appraisal Meeting

- Schedule appraisal meeting in advance
- Meet in a quiet and private setting
- Allow enough time for a meaningful discussion to take place

- Summarize the purpose of the review
- Explain the process and expectations of the meeting
- Do not assume the employee knows this information

- Speak in a conversational tone
- Direct the conversation to the individual using appropriate eye contact
- Listen attentively and be conscious of non-verbal language such as posture, glancing at watch, appearing to be bored, hurried, or anxious

- Welcome and respond candidly to questions, suggestions and complaints.
- Question and listen effectively
- Promote an atmosphere of teamwork and mutual respect

- Discuss all aspects of the job by addressing each function separately
- Focus the discussion on performance and the impact of performance, not on personality
- Support comments with concrete examples, not opinions or emotions

- Talk about the positive aspects of the employee's performance before the negative ones
- Avoid an all positive or all negative appraisal -- there is always something positive to share and everyone has room for growth
- Do not discuss one employee's performance with another employee

- If change is needed, focus on the behaviors or actions that need to change
- Do not speculate or make assumptions as to why these behaviors are occurring
- Focus the discussion on mutually developing remedies