

Performance Management



Supervisor Session

Overview



- ❧ Review Compensation Plan
- ❧ Pay for Performance Employee Team
- ❧ How You Receive a Pay Increase
- ❧ Pay for Performance
- ❧ Performance Appraisals and the Process
- ❧ Halogen training on Performance Appraisals

Compensation Plan



- ❧ New Plan approved Fall of 2013
- ❧ Included pay for performance component
- ❧ Does not include represented Police and Fire Department employees

Pay Plan

2015 GRADE ORDER LIST								
GRADE	JOB TITLE	Minimum				Control Point		
		87.5% Step 1	90.0% Step 2	92.5% Step 3	95.0% Step 4	97.5% Step 5	100.0% Step 6	120.0% Maximum
T	CITY ATTORNEY/ASSISTANT CITY ADMINISTRATOR	\$44.70	\$45.97	\$47.26	\$48.53	\$49.81	\$51.08	\$61.30
S	DIRECTOR OF PLANNING/ECONOMIC DEV. FINANCE DIRECTOR FIRE CHIEF POLICE CHIEF PUBLIC WORKS DIRECTOR	\$41.08	\$42.25	\$43.42	\$44.59	\$45.77	\$46.94	\$56.33
R	CITY ENGINEER DIRECTOR PARKS, REC & FORESTRY H-R DIRECTOR	\$38.35	\$39.45	\$40.54	\$41.64	\$42.73	\$43.82	\$52.59
Q	vacant	\$36.53	\$37.57	\$38.61	\$39.66	\$40.70	\$41.75	\$50.10
P	CHIEF INSPECTOR/ASSISTANT ASSESSOR HEALTH OFFICER/DIRECTOR INFORMATION TECHNOLOGY ADMIN. POLICE-CAPTAIN	\$34.71	\$35.70	\$36.70	\$37.69	\$38.68	\$39.67	\$47.60
O	ASS'T FIRE CHIEF & INSPECTION	\$32.89	\$33.84	\$34.77	\$35.71	\$36.66	\$37.59	\$45.12
N	ASS'T CITY ENGINEER STREET SUPERINTENDENT	\$31.09	\$31.98	\$32.86	\$33.76	\$34.64	\$35.53	\$42.63
M	CLERK-TREASURER PARK SUPERINTENDENT/CITY FORESTER	\$29.27	\$30.10	\$30.95	\$31.78	\$32.62	\$33.45	\$40.14
L	COMMUNITY CENTER MANAGER PARK/REC SUPERVISOR	\$27.46	\$28.24	\$29.02	\$29.81	\$30.59	\$31.37	\$37.65
K	GIS COORDINATOR PUBLIC HEALTH NURSE	\$25.63	\$26.37	\$27.10	\$27.83	\$28.57	\$29.30	\$35.16

Performance Management Employee Team

❧ Established to determine
Pay for Performance
Program and Performance
Appraisal Process

❧ Team met starting in
February of 2014

❧ 14 meetings over the past 8
months

Team Members:

Shannon Metzler

Carey Danen

Lea Taylor

Daryl Carter

Al Luberda

Larry Delo

John Hallam

Paula Rahn

Robert Krezwina

John Kleuskens

Chrystal Woller

Tracy Hood

The team made decisions on pay for performance and performance appraisals.

Pay Increases



1. Step Increases
2. Yearly Adjustments (Cost of living)
Available for all employees, except those red-circled
(above 120% of market)
 - ❧ For 2015 a 1.8% increase is in the proposed budget
 - ❧ Provided to employees that meet or exceed expectations

Pay for Performance



- ❧ Available for all employees regardless of where they fall in the pay plan
- ❧ **Merit Pay**
 - Based on performance appraisal score given by supervisor
 - Up to \$600 Total
- ❧ **Performance Award**
 - Award Options
 - Salary Increase – percentage increase added to annual salary (available to those not red-circled)
 - Bonus – paid out as a set dollar amount or a percentage of salary (available to all employees)
 - Paid time off (available to all employees)

Performance Award



- ❧ Performance Award Review Team decides which employees warrant a performance award when rated against all City employees nominated
- ❧ Team consists of the City Administrator and two supervisors from outside organizations

Performance Award



- ❧ Examples of why employee may be considered
- Innovative idea to save significant amount of money, drastically improve operations, etc.
 - Completion of a major task/project
 - Overall exceptional performance

Performance Award Nomination Process

- ❧ Employees must be nominated for a performance award to be considered for one
- ❧ Self-nominated, co-workers, or by department head (done in consideration of feedback from immediate supervisor)
- ❧ Approved by department head to be considered
- ❧ Employee will be notified if nominated
- ❧ Employee may select award preference (Salary/Bonus or Paid Time Off)

Why do Performance Appraisals

- ❧ Help employees clearly define and understand their responsibilities.
- ❧ Provide criteria by which employees' performance will be evaluated.
- ❧ Suggest ways in which employees can improve performance.
- ❧ Identify employees with potential for advancement within the City of De Pere.
- ❧ Establish goals and a work plan for the coming year.
- ❧ Provide a fair basis for pay increases and pay for performance.

Online Performance Appraisal System

❧ Team wanted online system

- Reduces time and money spent conducting and recording appraisals
- Improves quality of evaluations
- Provides supervisors with tools to help determine appropriate ratings which reduces subjectivity
- Provides paperless reviews with electronic signatures
- Tracking of goals
- Run Reports

❧ Hired Halogen

- Works with over 1,500 organizations around the world
- Narrative to describe each competency
- Provides supervisors with the ability to give feedback through the system throughout the year to employees
- Automated workflow and reminders to keep entire process moving until final approvals are in place (employees and supervisors are reminded of task to complete)
- Suggested comments to support ratings

Overview of Performance Appraisal Steps

- ❧ Employees and supervisors can keep track of performance during the year
- ❧ Employees rate themselves
- ❧ Supervisor sends out 360 evaluations to associates and direct reports
- ❧ Supervisor reviews 360 comments and evaluates employees
 - Two supervisors may need to work together if applicable (i.e. Public Works Director will work in conjunction with Water Service Foreperson to complete the appraisals for Water employees)
- ❧ Submitted for review to department head and HR
- ❧ Supervisor reviews performance appraisal with employee
- ❧ Nominations submitted for performance awards (Done outside of Halogen's system)
- ❧ Merit Pay and Performance Awards determined

360 Evaluations



- ❧ Employees evaluated by associates and direct reports (associates-any City employee other than their supervisor(s))
- ❧ Supervisor will select 2-4 employees to fill out the 360 form
- ❧ Ask for what the employees does well and what can be improved on
- ❧ Not rated, but is made available for the supervisor to consider and identify issues he/she may not be observing
- ❧ May be verbally shared with employee but not who said what or specific comments

Evaluation Timeline



- ❧ Done annually on all employees
- ❧ Process started each January and evaluated for prior year (will open up earlier this year, Monday, December 1st)

2015 Timeline



Appraisal Step	Due Date
Employee writes self-appraisal	1/22/2015
Manager selects 360 reviewers and sends invitation	1/23/2015
360 Reviews due	1/29/2015
Manager completes employee appraisals	2/26/2015
Second level manager approves appraisals (if applicable)	3/5/2015
Human Resources approves appraisals	3/26/2015
Manager meets with employee and writes comments	4/9/2015
Employee adds final comments (optional) and sign-off	4/16/2015
Manager sign-off	4/17/2015

Performance Appraisal Process Summary

- ❧ Employees will receive an email with an activation link
- ❧ Employees without email access can find login information in the Halogen How To Guide
- ❧ Starting October 29th employees can get into system to add performance notes (i.e. journal notes)
- ❧ December 1st employees may start filling out performance appraisals for 2014

Performance Appraisal

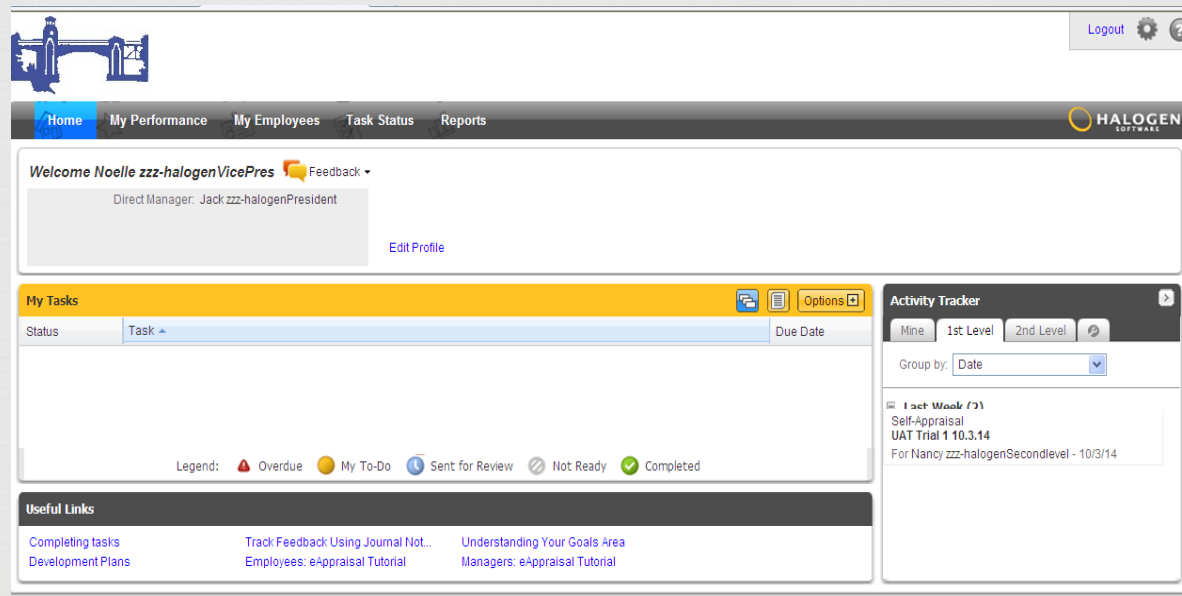
How To Guide

- ❧ Overview of the Process
 - ❧ Login/Retrieve Login Information
 - ❧ Complete a Self-Appraisal
 - ❧ Send and Complete a 360 Review
 - ❧ Add Manager Notes, Journal Notes, and Recognition
 - ❧ Complete an Employee's Appraisal
 - ❧ Approve an Appraisal
 - ❧ Add/Read Annotations
 - ❧ Final appraisal signoff
-
- ❧ The How To Guide and Halogen Login link is on the HR website under Current City of De Pere Employees as well as on your Halogen homepage under useful links.

Useful Links



- Links to prerecorded tutorials are available from your homepage on Halogen
- Required to enter name and email address to view the tutorials, but it is not tracked.
- If you do not have an email address, please use deperehr@mail.de-pere.org.



Tips for Supervisors Completing Appraisals



- ❧ Keep notes on employee performance throughout the year
- ❧ Engage with employees on a regular basis to communicate, assess, coach and provide feedback, and measure the performance of employees
- ❧ Nothing in appraisal should be of surprise to employee
- ❧ Performance concerns should be addressed timely and done throughout the year. This gives time to correct behaviors to be a more effective employee

Supervisor Tips (con't)



- ❧ Take appropriate amount of time to complete appraisals - take seriously
- ❧ Review the job description to ensure the employee is performing all aspects of the job
- ❧ Discuss appraisals in confidential setting (away from distractions)
- ❧ Discuss how work is going
- ❧ Provide praise and constructive feedback on areas where improvement is needed
- ❧ Selecting 360 evaluators
- ❧ Comment Helper – should assist with making comments on the employee's performance, but shouldn't be solely relied upon for comments

Common Rating Errors



- ❧ Halo Effect: One predominate factor coloring your opinion of other factors.
- ❧ Recency Error: Rating only on recent performance. Need to focus on the entire period from the last review.
- ❧ Central Tendency: Evaluating everyone average on all factors to avoid having to explain differences in rating.

Common Rating Errors (con't)



- ❧ Grouping: Attributing poor performance to a group of characteristics. “everyone’s late” or “nobody follows through on this task”.
- ❧ Favoritism: Overlooking poor performance of “nice” or favored employees.
- ❧ Sunflower Effect: Rating everyone high to make rater look good.

Common Rating Errors (con't)



- ❧ Similar to Me: Rating people more favorable who are more like the rater in attitude and background.
- ❧ Contrast Effect: Evaluating a person relative to other people in the work unit rather than how well the person is fulfilling the requirements of the job.
- ❧ Holding a Grudge: New letting go/never forgetting a previous negative behavior.

Common Rating Errors (con't)



- ❧ Factors such as race, national origin, gender, religion, age, veteran status, disability, FMLA leaves, or Worker's Compensation claims, or prejudices against hair color, weight, height, etc. should not and **CANNOT** be considered.

Competencies



- ❧ Job Skills
- ❧ Quality of Work
- ❧ Quantity of Work
- ❧ Planning
- ❧ Decision Quality
- ❧ Solving Problems
- ❧ Integrity
- ❧ Positive Outlook
- ❧ Interpersonal Skills
- ❧ Building Trust
- ❧ Teamwork
- ❧ Flexibility
- ❧ Communication
- ❧ Initiative
- ❧ Dependability
- ❧ Leadership*
- ❧ Building Team Environment*
- ❧ Conflict Resolution*
- ❧ Managing Employee Performance*
- ❧ Equitable Treatment*
- ❧ Recognition and Rewards*
- ❧ Budgeting*

* These competencies are specific to supervisors.

Ratings



-
5. *Exceptional* – Distinguished Performance (approximately top 10% of performers in the City)
 - Always above and beyond
 - Consistently and significantly exceeds the standard
 - “Knocks it out of the park consistently”
 - A difficult rating to achieve
 4. *Exceeds Expectations* – Superior Performance (approximately top 25% of performers in the City)
 - Performs at a significantly higher level
 - Frequently exceeds the standard requirement for successful performance
 3. *Successfully Meets Expectations* – Satisfactory Performance
 - A steady, reliable performer
 - Consistently contributes to the success of the department
 - This is a good rating
 - Expectation is that most employees will fall into this range

Ratings (con't)



2. *Requires Development* – New in Position and/or Less than Satisfactory Performance

- Employee is not performing at the expected levels of standard performance
- Competently performs SOME aspects
- Not performing in other aspects
- May require additional resources of training to move above this rating

1. *Does Not Meet Expectations* – Unacceptable Performance (used for non-performance)

- May fail to perform most aspects of the position or
- Performance levels are significantly below expectations in critical areas
- Immediate improvement is required
- Requires performance improvement plan to address areas of weakness with progress review dates

Immediate Recognition Policy

- ❧ Plan to develop in early 2015
- ❧ Available funds for program known in June of 2015
so have time



Comments or Questions?



Thank you to all team
members for their hard
work and dedication to
the team!