



CITY OF LITTLE ROCK

PERFORMANCE FEEDBACK PROCESS NON-SUPERVISOR / NON-MANAGEMENT POSITIONS

The Performance Feedback Process packet includes two (2) documents:

- Planning Session Worksheet (PSW),
- Performance Feedback Form

NOTE: These documents may be completed electronically or manually.

During a planning session prior to, or near the beginning of, the evaluation period, the supervisor shall:

- Complete the Planning Session Worksheet,
- Discuss the completed worksheet with the employee to develop mutual understanding of the performance factors and examples of performance goals and priority work related to the factors,
- Obtain the required worksheet signatures,
- Provide a signed copy of the completed worksheet to the employee, and
- Maintain the original PSW for review during the year and for use during the end of rating period evaluation.

Near the end of the annual review period, the supervisor shall complete the Performance Feedback Form utilizing, but not limited to, the completed Planning Session Worksheet (see instructions on the performance feedback form).

PERFORMANCE FEEDBACK PLANNING SESSION WORKSHEET

NON-SUPERVISOR / NON-MANAGEMENT POSITIONS

EMPLOYEE NAME:

EMPLOYEE POSITION / DEPARTMENT:

SUPERVISOR:

EVALUATION PERIOD: _____ **TO** _____

DATE:

Please complete this worksheet during the planning session near the beginning of the evaluation period. To develop mutual understanding regarding the performance factors, illustrate examples of performance expectations and goals, and priority work related to each performance factor.

PERFORMANCE FACTOR	EXAMPLES OF RELEVANT PERFORMANCE GOALS AND PRIORITY WORK
1. Planning and Organizing Work – Plans and organizes assignments to meet established deadlines.	
2. Quality of Work – Work processes and results are accurate, efficient and meet established standards; takes early corrective action to avoid problems/errors; incorporates values and standards (internal and external) in preparing products and in providing service.	
3. Quantity of Work – Completes assigned volume of work within established time constraints.	

PERFORMANCE FACTOR	EXAMPLES OF RELEVANT PERFORMANCE GOALS AND PRIORITY WORK
<p>4. Interpersonal Skills –Interacts effectively with all levels of employees and customers; shares information willingly and on a timely basis; actively listens to concerns of others.</p>	
<p>5. Flexibility/Adaptability – Adapts and modifies behavior in accordance with varying circumstances or changing organizational requirements; understands and recognizes the value of other points of view and ways of doing things.</p>	
<p>6. Dependability – Adheres to work assignment and project deadlines; consider absences and tardiness as well as attentiveness to work assignments.</p>	
<p>7. Initiative – Brings issues to the attention of appropriate personnel as needed; persists when marked difficulties arise; takes action to avoid an imminent problem; proactive pursuit of new (and more effective) ways of doing things.</p>	
<p>8. Customer Satisfaction –Responds to and satisfies the varying needs of customers.</p>	
<p>9. Teamwork – Fosters teamwork and cooperation with other team members and operating units in pursuit of the City’s goals by proactively assisting and involving others, sharing relevant information, and providing constructive feedback.</p>	

The performance factors, along with performance expectations and goals, and examples of priority work related to each performance factor, were reviewed and a mutual understanding of these performance management elements was achieved.

It is understood that the performance expectations and goals, and priority work items listed in Column 2 of the Planning Session Worksheet are only examples of factors to be observed during the evaluation period. I further understand that the list of examples is not intended to be all-inclusive and that the final evaluation will be based on any/all observed related work behaviors.

Employee Name / Number

Supervisor Name

Employee's Signature

Supervisor's Signature

Job Title

Date

Date

Employee Name / Date:

Evaluation Period: to

PERFORMANCE FEEDBACK FORM NON-SUPERVISORY / NON-MANAGEMENT POSITIONS

The following assessment should be completed for all **non-supervisor / non-management** employees near the end of the annual review period. Before completing this performance feedback form, please review the performance expectations and goals, and examples of related priority work as reviewed during the planning session. Provide employee development feedback by citing specific examples for each of the factors identified. Use additional paper, if appropriate.

Based on observations during the review period, rate the employee utilizing the following scale:

- 4 Fully Demonstrated** – Performance factor was consistently demonstrated with no significant exceptions.
- 3 Usually Demonstrated** – Performance factor was consistently demonstrated with only a few significant exceptions.
- 2 Sometimes Demonstrated** – Performance factor was frequently demonstrated but with several significant exceptions.
- 1 Seldom Demonstrated** – Performance factor was only occasionally demonstrated.
- Not Applicable** – Performance factor not applicable to employee’s job.

Remember! The purpose of your narrative comments is to **describe** behavior and results, **not** evaluate it using words such as good, excellent, or poor. This can best be achieved by means of specific, quantifiable examples. Put an “X” at the point on the scale which you believe best represents the employee’s overall performance on that particular item. Mark “not applicable” if it is determined that the performance factor does not apply to the duties of the subject employee (Remember to reduce the number of factors when calculating the summary rating, if a factor is omitted).

1. Planning and Organizing Work – Plans and organizes assignments to meet established deadlines.

FACTOR FEEDBACK

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Points
Not Applicable	Seldom	Sometimes	Usually	Fully	
	1	2	3	4	

Examples of Work Performance:

Developmental Needs:

2. Quality of Work – Work processes and results are accurate, efficient and meet established standards; takes early corrective action to avoid problems/errors; incorporates values and standards (internal and external) in preparing products and in providing service.

FACTOR FEEDBACK

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Points
Not Applicable	Seldom 1	Sometimes 2	Usually 3	Fully 4	

Examples of Work Performance:

Developmental Needs:

3. Quantity of Work – Completes assigned volume of work within established time constraints.

FACTOR FEEDBACK

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Points
Not Applicable	Seldom 1	Sometimes 2	Usually 3	Fully 4	

Examples of Work Performance:

Developmental Needs:

4. Interpersonal Skills –Interacts effectively with all levels of employees and customers; shares information willingly and on a timely basis; actively listens to concerns of others

FACTOR FEEDBACK

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Points
Not Applicable	Seldom 1	Sometimes 2	Usually 3	Fully 4	

Examples of Work Performance:

Developmental Needs:

5. Flexibility/Adaptability – Adapts and modifies behavior in accordance with varying circumstances or changing organizational requirements; understands and recognizes the value of other points of view and ways of doing things.

FACTOR FEEDBACK

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Points
Not Applicable	Seldom	Sometimes	Usually	Fully	
	1	2	3	4	

Examples of Work Performance:

Developmental Needs:

6. Dependability – Adheres to work assignment and project deadlines; consider absences and tardiness as well as attentiveness to work assignments.

FACTOR FEEDBACK

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Points
Not Applicable	Seldom	Sometimes	Usually	Fully	
	1	2	3	4	

Examples of Work Performance:

Developmental Needs:

7. **Initiative** – Brings issues to the attention of appropriate personnel as needed; persists when marked difficulties arise; takes action to avoid an imminent problem; proactive pursuit of new (and more effective) ways of doing things.

FACTOR FEEDBACK

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Points
Not Applicable	Seldom	Sometimes	Usually	Fully	
	1	2	3	4	

Examples of Work Performance:

Developmental Needs:

8. **Customer Satisfaction** – Responds to and satisfies the varying needs of customers.

FACTOR FEEDBACK

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Points
Not Applicable	Seldom	Sometimes	Usually	Fully	
	1	2	3	4	

Examples of Work Performance:

Developmental Needs:

9. **Teamwork** – Fosters teamwork and cooperation with other team members and operating units in pursuit of the City’s goals by proactively assisting and involving others, sharing relevant information, and providing constructive feedback.

FACTOR FEEDBACK

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Points
Not Applicable	Seldom	Sometimes	Usually	Fully	
	1	2	3	4	

Examples of Work Performance:

Developmental Needs:

SUMMARY FEEDBACK

The employee's summary rating should be based on as much fact and first-hand observation of performance as possible. Inflating a rating for the purpose of avoiding negative feedback or achieving a potentially higher reward for the employee is neither desirable nor acceptable. The summary rating is the average rating of the applicable factors listed above (e.g., TOTAL POINTS / NUMBER OF APPLICABLE FACTORS)

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seldom	Sometimes	Usually	Fully
1	1.5 2	2.5 3	3.5 4

I have read this appraisal and have discussed the results with my manager. My signature does not imply agreement, only that the discussion took place and feedback was provided.

Employee's Signature

Date

Immediate Supervisor's Signature

Date

Department Director's Signature

Date

Employee Comments:

Supervisor Comments: