CITY OF LITTLE ROCK

PERFORMANCE FEEDBACK PROCESS
SUPERVISOR / 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

SUPERVISOR / MANAGEMENT POSITIONS

EMPLOYEE NAME: **EMPLOYEE ID:**

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 attached 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. **Professional Competence and Expertise** – Demonstrates a high level of professional knowledge and proficiency related to the responsibilities of his/her position (reflected via related contributions and accomplishments during the rating period).	
2 **Interpersonal Skills** – Interacts with people–employees and customers in a constructive way (produces good results through interaction with others; open and considerate of needs and views of others; recognizes "people" or "service aspects of issues," sensitive and responsive to customers; cooperative.)	
3. **Written Communications** – Expresses thoughts and ideas clearly and thoroughly in writing (memoranda, letters, proposals, reports, etc.).	

Revised December 2017

PERFORMANCE FACTOR	EXAMPLES OF RELEVANT PERFORMANCE GOALS AND PRIORITY WORK
4. **Problem Solving/Decisiveness** – Defines problems/issues systematically, makes objective decisions based on the facts, makes requests or executes decisions effectively.	
5. **Flexibility/Adaptability** – Adapts and modifies behavior to perform effectively under varying circumstances, changing organizational requirements, or unclear conditions.	
6. **Leadership** – Provides effective advice, direction, guidance, and training to others (work unit or City wide) to enhance work products; including, timely and objective performance feedback and employee development.	
7. **Conflict Management** – Manages conflict and collaborates effectively with other organizational elements, e.g., customers, other managers, work units, and departments.	
8. **Finance** – Develops and manages resources and services within approved budgetary and operational guidelines.	

PERFORMANCE FACTOR	EXAMPLES OF RELEVANT PERFORMANCE GOALS AND PRIORITY WORK
9. **Teamwork** – Fosters teamwork and cooperation with other operating units in pursuit of the City's goals by proactively assisting and involving others, sharing relevant information, and providing constructive feedback.	
10. **Ethics** – Models and communicates high ethical standards.	
11. **Initiative** – Identifies immediate action needed; addresses current and imminent issues and opportunities, and seizes opportunities to enhance organizational performance and advance organizational goals.	
12. **Planning** – Forecasts the future needs of the organization and develops a Plan of Action, with goals, strategies and milestones.	
13. **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.	
14. **Dependability** - Achieves work assignment and project deadlines; consider absences and tardiness as well as attentiveness to work assignments.	

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:

Employee ID:

Date:

Evaluation Period: from   to

PERFORMANCE FEEDBACK FORM
SUPERVISOR / MANAGEMENT POSITIONS

The following assessment should be completed for all **supervisor / 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. **Professional Competence and Expertise** – Demonstrates a high level of professional knowledge and proficiency related to the responsibilities of his/her position (reflected via related contributions and accomplishments during the rating period).

FACTOR FEEDBACK					
☐ N/A	☐ 1 - Seldom	☐ 2- Sometimes	☐ 3- Usually	☐ 4- Fully	Points
Examples of Work Performance:					
Developmental Needs:					

2 **Interpersonal Skills** – Interacts with people–employees and customers in a constructive way (produces good results through interaction with others; open and considerate of needs and views of others; recognizes "people" or "service aspects of issues," sensitive and responsive to customers; cooperative.)

FACTOR FEEDBACK					
☐ N/A	☐ 1 - Seldom	☐ 2- Sometimes	☐ 3- Usually	☐ 4- Fully	Points
Examples of Work Performance:					
Developmental Needs:					

3. **Written Communications** – Expresses thoughts and ideas clearly and thoroughly in writing (memoranda, letters, proposals, reports, etc.).

FACTOR FEEDBACK					
☐ N/A	☐ 1 - Seldom	☐ 2- Sometimes	☐ 3- Usually	☐ 4- Fully	Points
Examples of Work Performance:					
Developmental Needs:					

4. **Problem Solving/Decisiveness** – Defines problems/issues systematically, makes objective decisions based on the facts, makes requests or executes decisions effectively.

FACTOR FEEDBACK					
☐ N/A	☐ 1 - Seldom	☐ 2- Sometimes	☐ 3- Usually	☐ 4- Fully	Points
Examples of Work Performance:					
Developmental Needs:					

5. **Flexibility/Adaptability** – Adapts and modifies behavior to perform effectively under varying circumstances, changing organizational requirements, or unclear conditions.

FACTOR FEEDBACK					
☐ N/A	☐ 1 - Seldom	☐ 2- Sometimes	☐ 3- Usually	☐ 4- Fully	Points
Examples of Work Performance:					
Developmental Needs:					

6. **Leadership** – Provides effective advice, direction, guidance, and training to others (work unit or City wide) to enhance work products; including, timely objective performance feedback and development.

FACTOR FEEDBACK					
☐ N/A	☐ 1 - Seldom	☐ 2- Sometimes	☐ 3- Usually	☐ 4- Fully	Points
Examples of Work Performance:					
Developmental Needs:					

7. **Conflict Management** – Manages conflict and collaborates effectively with other organizational elements, e.g., customers, other managers, work units, and departments.

FACTOR FEEDBACK					
☐ N/A	☐ 1 - Seldom	☐ 2- Sometimes	☐ 3- Usually	☐ 4- Fully	Points
Examples of Work Performance:					
Developmental Needs:					

8. **Finance** – Develops and manages resources and services within approved budgetary guidelines.

FACTOR FEEDBACK					
☐ N/A	☐ 1 - Seldom	☐ 2- Sometimes	☐ 3- Usually	☐ 4- Fully	Points
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					
☐ N/A	☐ 1 - Seldom	☐ 2- Sometimes	☐ 3- Usually	☐ 4- Fully	Points
Examples of Work Performance:					
Developmental Needs:					

10. **Ethics** – Models and communicates high ethical standards.

FACTOR FEEDBACK					
☐ N/A	☐ 1 - Seldom	☐ 2- Sometimes	☐ 3- Usually	☐ 4- Fully	Points
Examples of Work Performance:					
Developmental Needs:					

11. **Initiative** – Identifies immediate action needed; addresses current and imminent issues and opportunities, and seizes opportunities to enhance organizational performance and advance organizational goals.

FACTOR FEEDBACK					
☐ N/A	☐ 1 - Seldom	☐ 2- Sometimes	☐ 3- Usually	☐ 4- Fully	Points
Examples of Work Performance:					
Developmental Needs:					

12. **Planning** – Forecasts the future needs of the organization and develops a Plan of Action, with goals, strategies and milestones.

FACTOR FEEDBACK					
☐ N/A	☐ 1 - Seldom	☐ 2- Sometimes	☐ 3- Usually	☐ 4- Fully	Points
Examples of Work Performance:					
Developmental Needs:					

13. **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					
☐ N/A	☐ 1 - Seldom	☐ 2- Sometimes	☐ 3- Usually	☐ 4- Fully	Points
Examples of Work Performance:					
Developmental Needs:					

14. **Dependability** - Achieves work assignment and project deadlines; consider absences and tardiness as well as attentiveness to work assignments.

FACTOR FEEDBACK					
☐ N/A	☐ 1 - Seldom	☐ 2- Sometimes	☐ 3- Usually	☐ 4- Fully	Points
Examples of Work Performance:					
Developmental Needs:					

15. **Additional Criteria** –
(Specify any additional criteria relevant to the employee's position.)

FACTOR FEEDBACK					
☐ N/A	☐ 1 - Seldom	☐ 2- Sometimes	☐ 3- Usually	☐ 4- Fully	Points
Examples of Work Performance:					
Developmental Needs:					

SUMMARY FEEDBACK

The employee's summary feedback 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 feedback rating is the average of the applicable factors listed above (total points/number of applicable factors).

☐ **Seldom** 1	☐ **Sometimes** 2	☐ **Usually** 3	☐ **Fully** 4	**Total Points**
1 1.5	2 2.5	3 3.5	4	

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

Employee's Signature	ID Number	Date

Immediate Supervisor's Signature	Date

Department Director's Signature	Date

City Manager's Signature	Date

(Only required for mid-manager positions & above)

Employee Comments:

Supervisor Comments: