



## EMPLOYEE PERFORMANCE SELF-ASSESSMENT AND MANAGER REVIEW FORM INSTRUCTIONS

### PURPOSE

The City's Performance Management Philosophy is to grow and develop all employees at all levels, continually cultivating the human potential to achieve shared success. The philosophy also includes the belief that every City employee is a leader, regardless of their position title. This philosophy requires shared responsibility and involvement from every employee and their supervisor/manager/director.

The performance evaluation is an opportunity to review how an employee's performance contributes to a department's and the City's ability to achieve its goals in serving our citizens. The evaluation includes an assessment of **what** an employee accomplished and **how** the accomplishments were achieved. The "what" are the goals achieved and the "how" are the leadership behaviors, traits and attributes demonstrated to achieve the goals. See the table below for the list of the City's behaviors, traits and attributes, collectively called Leadership Practices.

Employees and supervisors/managers/directors should have frequent performance discussions to ensure mutual understanding of expectations and alignment on an employee's performance. The Performance Review form, therefore, serves as a guidepost for a quality discussion focused on clarity of expectations and the "what" and "how" of results achieved; as well as a focus on the future - how an employee can contribute more fully and further grow and develop their skills, including behaviors.

### CITY LEADERSHIP PRACTICES

In the City of New Braunfels, every employee is a leader. The following table lists and describes the behaviors, traits and attributes expected of each City team member. As designated by the single asterisk (\*) some of the behaviors, traits and attributes may not apply to every role or may be required at different levels of proficiency depending on one's role.

Behaviors, Traits and Attributes	Behaviors, Traits and Attributes Descriptions*
Effective	<ul style="list-style-type: none"><li>- Doing the right things well; addresses root causes of issues/problems; solutions oriented</li><li>- Doing things right (efficiently)</li><li>- As a self-starter, finishes assignments and projects in a proactive, conscientious, and timely manner; prioritizes effectively and stays focused on key goals and objectives;</li><li>- Acts with integrity, holding oneself to the highest standards of performance, transparency, accountability and ethical conduct; Builds trust through actions</li><li>- Considers needs of those in area when making ethical decisions</li><li>- Thinks about and weighs who will benefit/lose as a result of an ethical decision</li><li>- Guides others when they need to make decisions where the "right thing to do" is not explicitly clear</li></ul>
Collaborates	<ul style="list-style-type: none"><li>- Is a team player; shares resources</li><li>- Includes others when addressing problems, finding solutions and to achieve a goal</li><li>- Responds in a professional, timely manner to citizens and co-workers</li><li>- Includes and works effectively with those from other areas</li><li>- Leads projects/initiatives with those in other areas*</li><li>- Focuses on the community</li><li>- Cooperates effectively with citizens and other external stakeholders</li></ul>
Communicates	<ul style="list-style-type: none"><li>- Converses and writes in an acceptable manner</li><li>- Relates well to others across the organization</li><li>- Shares information (<i>verbally, non-verbally, and in writing</i>) clearly and effectively, internally and externally, across multiple levels*</li><li>- Listens actively, receptively and nonjudgmentally</li><li>- Chooses the most effective means of communicating, i.e. face-to-face vs email</li></ul>

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	<ul style="list-style-type: none"> <li>- Courageous and addresses conflict productively</li> <li>- Is a persuasive and polished public speaker and writer*</li> <li>- Uses communication to effectively lead change and enhance the City's success and reputation*</li> <li>- Develops high level communication and conflict resolution skills in team members*</li> </ul>
Models the way	<ul style="list-style-type: none"> <li>- Sets an example for performance in role, on the team and in the department</li> <li>- Sets an example for demonstrating the City's leadership practices and core values</li> <li>- Demonstrates a manageable and sustained commitment to excellence - doing a job well and going above and beyond when required</li> </ul>
Humility	<ul style="list-style-type: none"> <li>- Recognizes your way isn't always the best or only way</li> <li>- Admits when wrong or has made a mistake</li> <li>- Demonstrates self-awareness and adjusts one's behavior</li> <li>- Responsive and respectful to those served with an attitude that everything is worth one's best effort</li> <li>- Promotes others above self</li> <li>- Defines success collectively rather than individually</li> <li>- Places the needs and interests of others and the City above one's own self-interest and needs</li> </ul>
Culture-Focused	<ul style="list-style-type: none"> <li>- Demonstrates behaviors that reflect the importance of people as much as the importance of the work tasks/assignments</li> <li>- Considers how others experience you in behaviors and interactions</li> <li>- Displays empathy and awareness of others' emotions or feelings</li> <li>- Demonstrates good judgment in a group situation, how to deal with others the most effective way and the impact of words and actions</li> <li>- Demonstrates value for people of all dimensions of diversity</li> <li>- Contributes to a department and City-wide culture of inclusiveness and belonging</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>- Effectively challenges the status quo (processes) and takes appropriate risks</li> <li>- Influences peers and upper management positively and effectively</li> <li>- Understands challenges facing area and helps develop and execute solutions</li> <li>- Adaptable; Drives change where needed</li> <li>- Anticipates needs, looks to the community's future and executes to achieve goals</li> <li>- Contributes to the City's adaptation to a changing environment</li> </ul>
Empowers	<ul style="list-style-type: none"> <li>- Influences others to share knowledge and make positive changes in the best interest of the City and its citizens</li> <li>- Makes decisions appropriate with role</li> <li>- Delegates appropriately*</li> <li>- Structures team members' work so they can achieve objectives; engages and motivates team members to exceed expectations*</li> <li>- Builds high-performance, cohesive, diverse teams*</li> <li>- Cultivates future servant leaders*</li> <li>- Seeks internal career development and/or advancement opportunities for team members to support strategic growth initiatives*</li> <li>- Prepares for the future through succession planning*</li> </ul>

\*\* Area: refers to work unit such as team, division or department.



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### **FORM SECTION INSTRUCTIONS**

As with forms from previous years, fill in the general information fields, i.e. Name, Job Title, etc. Ideally performance conversations should occur as a continuous dialogue and not just once per fiscal year to ensure alignment on expectations and performance progress on an on-going basis. Therefore, the Employee Performance Self-Assessment and Manager Review form can be used as frequently as desired (i.e. monthly, quarterly, annually, etc.). At a minimum, this form should be completed on an annual basis as part of the annual review process. Therefore, the “Reasons for Evaluation” is a drop-down menu and provides various review frequency options, i.e. 6-month, monthly, quarterly, annually, etc.

A complete performance review conversation includes the employee’s and the manager’s input on the employee’s performance throughout the review period. Therefore, the first step in the process is each employee completing Section I of the Employee Performance Self-Assessment and Manager Review form.

### **Section I: Employee Performance Self-Assessment**

#### **Overall Summary of Performance: A look back as a guide for looking forward (*What have I done well and how can I be more successful?*)**

This section has two parts. In the first box of this section describe how you consistently demonstrated the City’s Leadership practices (see pages 1 – 2 of this document) and performed your job at or above what was expected of you throughout the review period. Your comments may also include an assessment of how you helped your Division/Department/City become more efficient (i.e. doing things right) and effective (i.e. doing the right things). In the second box of this section describe any areas of the City’s Leadership practices and your job performance where you can be more successful. Your comments should include an assessment of the goals and results (“the what”) that were not achieved and/or behaviors (“the how”) demonstrated that were below expectations and/or inconsistent with the City’s Leadership Practices or other expected behaviors.

Refer to the City’s leadership practices for expected behaviors, traits and attributes of all City team members and your supervisor/manager/director’s expectations.

#### **Focus/Goals and Development: Looking forward (*What can I do to help the team and grow and develop my skills?*)**

In this section describe what you want to do to further develop your skills and grow and contribute to the City. Please also describe how your immediate supervisor/manager, director or others in the City can help you achieve your aspirations, goals or objectives.

#### **Self-Assessment Rating (*Which rating best describes my overall performance?*)**

In this section you will give yourself an overall rating for the evaluation period based on how you have assessed yourself in the Overall Summary of Performance portion. You will not rate sections individually. Refer to the Performance Rating Scale and Definitions at the end of this document to select your self-assessment rating. NOTE: The form will contain a drop-down menu option for you to select the rating.

#### **Supervisor/Manager/Director Feedback: Looking forward (*What does my leader do well in leading our team, and what can my leader do to help the team improve its performance?*)**

After you have evaluated your own performance you will use this section to describe any feedback you have for your supervisor/manager and director in demonstrating the City’s Leadership Practices. Describe what each individual does well and any areas where improvement may be needed.

Submit the completed self-assessment to your supervisor/manager by the required due date. The second step in the process is for each manager to complete “Section II: Manager Review”.

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### Section II: Manager Review

After the employee completes their self-assessment, the supervisor/manager can begin drafting the Manager Review portion of the Employee Performance Self-Assessment Manager Review form following the process below:

- This Manager Review should be utilized to evaluate the performance of all employees, including supervisors/managers.
- This section of the form must be completed by the employee's immediate supervisor.
- A **draft** of the evaluation must be reviewed with both the supervisor/manager and Department Director. This ensures each Director is calibrating the reviews across their entire department. After any edits have been made obtain their signatures before sharing with the employee.
- Options for sharing the completed evaluation with the employee:
  - The completed review form may be shared with the employee at least a day prior to the planned performance evaluation conversation. This allows the employee to review the assessment and come prepared to share their thoughts during the evaluation conversation.
  - The completed review form may be provided after the performance conversation. This allows the employee to review the assessment as they reflect on the evaluation conversation. This step most often will require a follow up conversation with the employee to discuss their thoughts on the content of the completed review form.
  - Whenever possible, completed review forms should not be handed to employees during the evaluation conversation. This will most likely serve as a distraction from a quality discussion as the employee will be reading rather than listening and engaging in a conversation.
- Give each employee the option of attaching additional written comments after the actual review conversation as per the employee acknowledgement section.
- Once signed by the employee, the original should be submitted to Human Resources. *(NOTE: Only the annual review form needs to be submitted to HR. Other period reviews should be maintained by the supervisor/manager.)*
- **An overall rating of Improvement Needed will require a Performance Improvement Plan (PIP). A draft of the PIP should be shared with HR for review and input before being provided to the employee.**

As you approach writing the review, consider the employee's self-assessment and where the employee's self-evaluation differs from your assessment of the performance. Any gaps are an opportunity for you to provide further clarification of the City's Leadership Practices and your expectations for successful job performance. You may reach out to Human Resources for assistance in providing greater clarity and communicating more effectively with your employee(s). In addition to the employee's self-assessment, a complete performance review and conversation includes:

- A discussion of how the employee achieved individual, division/department and/or City results (*"the what"*) and demonstrated expected leadership behaviors, traits and attributes (*"the how"*). This portion of the discussion is a look back as a guide for looking forward.
- A discussion of the employee's job focus/goals for the next review period (i.e. monthly, quarterly, annually etc.). This portion of the discussion is a look forward.
- A discussion of 1 – 2 areas where the employee can further develop their skills – position/job related and behavioral – to achieve successful work and professional development. This portion of the discussion is a look forward.

**Overall Summary of Performance: A look back as a guide for looking forward (*What has the employee done well and how can they improve to be more successful?*)**

This section has two parts. In the first box you will describe how you experienced and observed the employee consistently demonstrating the City's Leadership Practices and performing well during the performance review period.



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Your comments should include an assessment of both the results (“the what”) achieved and the behaviors, traits and attributes they demonstrated (“the how”) in achieving those results. Refer to the City’s leadership practices (see above) for expected behaviors, traits and attributes of all City team members. Your comments should also include an assessment of how the employee helped your Division/Department/City become more efficient (i.e. doing things right) and effective (i.e. doing the right things).

In the second box in this section describe any areas of the City’s Leadership Practices and job performance you have experienced or observed where there is opportunity for greater success. Your comments should include an assessment of the goals and results (“the what”) that were not achieved and/or behaviors (“the how”) demonstrated that were below expectations and/or inconsistent with the City’s core values or other expected behaviors. Refer to the City’s leadership practices (see above) for expected behaviors, traits and attributes for all City team member. Your evaluation could also include things like attendance/tardiness and other relevant factors for the employee’s role. Consider any counseling or disciplinary actions that have been taken with the employee during this period.

### **Focus/Goals for Next Review Period: Looking forward (*What can the employee do to help the team?*)**

In this section you will include job focus/goals (“the what”) for the next review period (i.e. quarterly, annually etc.). When completing this section consider how the employee can help your Division/Department/City become more efficient (i.e. doing things right) and effective (i.e. doing the right things).

### **Development: Looking forward (*What can the employee do to grow and develop professionally?*)**

In this section you will include of 1 – 2 areas where the employee can further develop their skills: position/job related and behavioral. Consider what leadership practices you’d like to see your employee focus on. Refer to the City’s leadership practices (see above) for expected behaviors, traits and attributes. This section can also include professional development opportunities, such as training and education, mentoring, achieving certifications, etc.

### **Overall Rating (*Which rating best describes the employee’s overall performance?*)**

In this section you will give an overall rating for the evaluation period. You will not rate sections individually, but instead take the comments in Section I into consideration to assign a rating using the following rating scale.

The form will contain a drop-down menu option for you to select the rating.

<b>PERFORMANCE RATING SCALE</b>	
<b>Rating</b>	<b>Rating Description</b>
<b>Exemplary Performance</b>	Employee excels in their role, with performance significantly above expectations, on a consistent basis positively affecting the entire City, Department or Division. Demonstrates subject matter expertise; exemplifies desired behaviors, traits and attributes; aligns behavior to City’s core values; sets the standard and example for performance; consistently achieves high impact results. The supervisor can easily articulate multiple specific examples where the employee excelled in their performance during the review period.
<b>Distinguished Performance</b>	Employee performance exceeded expectations several times during the review period. Employee is skilled in their role, consistently performing at, and above expectations in several instances, above expectations. Demonstrates greater job knowledge and/or technical skills than most; consistently performs job responsibilities and demonstrates desired behaviors, traits and attributes; consistently achieves desired results. The supervisor can easily articulate multiple specific examples of this performance during the review period.
<b>Achieving Performance</b>	Employee is skilled in their role, performing at expectations. Demonstrates desired job knowledge and/or technical skills; consistently performs desired behaviors, traits,

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	attributes and job responsibilities; consistently achieves desired results. The supervisor can easily articulate multiple specific examples of this performance during the review period. Most employees perform at this level most of the time.
<b>Developing Performance</b>	Employee performance occasionally did not meet expectations however, employee is actively developing; improvements are observable and continued progress is anticipated based on their performance. Gaining required job knowledge and/or technical skills; Actively developing and strengthening desired behaviors, traits and attributes within current level and/or job responsibilities; achieves some, but not all desired results. The supervisor can easily articulate multiple specific examples of this performance during the review period.
<b>Improvement Needed</b>	Employee performance was consistently below expectations. Efforts are not yielding desired results; improvement will require greater effort. Does not fully demonstrate job knowledge and technical skills; inconsistently demonstrates desired behaviors, traits, attributes and/or job responsibilities; inconsistently achieves desired results. The supervisor can easily articulate multiple specific examples of this performance during the review period.

### Acknowledgment and Signatures

The last section of the form contains an employee acknowledgement statement and a place for employee and supervisor signatures and dates.