

PERSONNEL DEPARTMENT
MICHAEL P. GARDNER
Director

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Memorandum

To: Robert W. Healy
City Manager

From: Michael P. Gardner
Personnel Director

Re: Council Order Number 4, dated 5/14/01. Re: Report on Providing Information Relative to Performance Evaluations of Employees

Date: June 18, 2001

The City requires all departments to complete performance evaluations on new hires during the first six months of employment, typically known as the Probationary or Introductory Period. This evaluation is designed to help the department and the employee work out a clear set of expectations and goals early in the employment relationship and to highlight any problems and recognize any outstanding strengths early. A copy of the form used or recommended is attached.

The City does not require on-going performance evaluations after the initial one. Instead, we encourage a process of performance management that emphasizes regular and routine performance monitoring and coaching. Formalized written performance evaluations can be and frequently are a part of this process, but are considered less important and less effective than regular and frequent conversation and feedback which recognizes and encourages positive performance and focuses on identifying and correcting performance problems. A copy of the handouts from our Supervisory Skills class on Performance Management describing the process is attached.

The Library and the Community Development Department are among those that do regular performance evaluations after the initial six-month period. The Election Commissioners evaluate the Executive Director yearly.

PERFORMANCE REVIEW AND PLAN FOR INTRODUCTORY / PROBATIONARY EMPLOYEES

NAME:

JOB TITLE:

SUPERVISOR:

DEPARTMENT:

REVIEW PERIOD FROM:

TO:

DATE DUE TO PERSONNEL:

POLICY AND INSTRUCTIONS

POLICY

The goal of the performance review process for the introductory/probationary period is to ensure a high level of performance by promoting meaningful communication between the supervisor and the employee at first hire.

To achieve this objective both the supervisor and the employee will conduct a detailed performance review at the end of the probationary/introductory period, with subsequent performance reviews on an annual basis.

In the event that the employee is rated as "needing improvement" or "unsatisfactory" in one or more categories at any time during the initial six month period, the supervisor may release the employee from employment with the City.

INTRODUCTORY/PROBATIONARY REVIEW PROCEDURE

This review form or a departmental review form can be used for the employee's six month introductory or probationary performance evaluation.

1. On first hiring an employee, the supervisor meets with the employee to *discuss* and *document* job responsibilities, priorities, goals, measurements, and other expectations.
2. During the first six months, the supervisor meets with the employee regularly (weekly, bi-weekly, or monthly) to discuss performance to date.
3. Near the end of the initial six month period, the supervisor assesses the employee's performance in light of the established goals, priorities, and other expectations. The employee also assesses his/her own performance and gives performance review input to the supervisor.
4. The supervisor refers to the performance rating descriptors to determine the appropriate rating for employees during this first review period. NOTE: For this initial review period, only three ratings are recommended:
 - (a) meets or exceeds requirements
 - (b) needs improvement
 - (c) unsatisfactory
5. The supervisor and employee discuss the overall assessment of performance.
6. The original review is submitted to Personnel no later than six months after the hire date. The review is retained by Personnel in the employee's file. The supervisor keeps a copy of the review for reference at the next review.



City of Cambridge

I. POSITION OBJECTIVES AND PRIMARY RESPONSIBILITIES

Summarize specific responsibilities / objectives for this review period.
Complete this section at the beginning of the review period.

II. ACCOMPLISHMENTS / PROGRESS

What progress has been made toward meeting established job objectives?
What additional accomplishments has the employee made during this introductory period?

III. PERFORMANCE CRITERIA

A. JOB KNOWLEDGE

Check appropriate box

**Meets or Exceeds
Expectations**

**Needs
Improvement**

Unsatisfactory

- Demonstrates skills and knowledge required in current job
- Uses skills appropriately to accomplish tasks
- Keeps up to date on position/ professional knowledge

Examples and Comments:

B. PLANNING AND ORGANIZATION

Check appropriate box

**Meets or Exceeds
Expectations**

**Needs
Improvement**

Unsatisfactory

Examples and Comments:

- Plans and organizes activities in order to meet goals and anticipates future needs
- Sets priorities
- Meets deadlines
- Initiates action and/or follows up on work as necessary
- Takes responsibility for maintaining proper records and internal controls.
- Manages own time effectively
- Punctual, reliable attendance within defined City policies and Department expectations

C. INITIATIVE

Check appropriate box

**Meets or Exceeds
Expectations**

**Needs
Improvement**

Unsatisfactory

Examples and Comments:

- Goes beyond specific position assignments when necessary to accomplish tasks
- Identifies needs and suggests potential solutions
- Thinks of and tries new and better ways to accomplish goals

D. PROBLEM SOLVING

Check appropriate box

**Meets or Exceeds
Expectations**

**Needs
Improvement**

Unsatisfactory

Examples and Comments:

- Makes well-reasoned, timely decisions which have positive results
- Seeks and uses resources required to complete tasks
- Identifies obstacles and identifies ways to overcome them

E. TEAMWORK and WORKING WITH OTHERS

Check appropriate box

Meets or Exceeds Expectations

Needs Improvement

Unsatisfactory

Examples and Comments:

- Shares information and resources readily
- Subordinates personal interests to achieve overall team goals, or to support other employees and the public
- Follows up on commitments
- Cooperates and gets along well with others
- Keeps supervisor informed
- Seeks advice as needed
- needed
- Able to work well in multi-cultural organization; values diversity.

F. COMMUNICATION

Check appropriate box

Meets or Exceeds Expectations

Needs Improvement

Unsatisfactory

Examples and Comments:

- Demonstrates ability to communicate information and ideas orally and in writing (if required)
- Encourages input and accepts constructive criticism
- Uses tact when dealing with others
- Is courteous and helpful to other employees and to the public

IV. IMPROVEMENT AND/OR DEVELOPMENT PLAN

What activities are planned to ensure development of the employee (on-the-job-training, workshops, mentoring, etc.)?
 If there are areas rated as "needing improvement", what will the employee specifically need to do to meet requirements?
 What support and/or training is needed to ensure success in meeting goals for the next review period?

V. ATTENDANCE AT REQUIRED TRAININGS:

COURSE TITLE:

Preventing Sexual Harassment

Diversity Training

DATE EMPLOYEE ATTENDED:

VI. OVERALL RATING

Check appropriate box

**Meets or Exceeds
Expectations**

**Needs
Improvement**

Unsatisfactory

RECOMMENDATION:

- Recommend employee for continued employment with the City
- Continue introductory/probationary period (specify time period and provide detailed development, supervision and review plan)
- Release employee from employment with City

VII. GOALS AND OBJECTIVES

Identify any goals/objectives for the next review period.
Define the length of the review period and date of next review.

VIII. SIGNATURES

Employee:

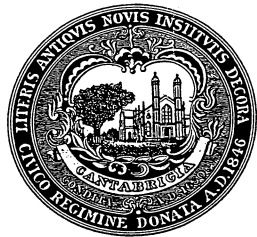
A signature indicates that the employee has read the review.

Supervisor:

Department Head:

Personnel:

PERFORMANCE MANAGEMENT



City of Cambridge

PERFORMANCE MANAGEMENT

WHY DO IT?

- To align individuals' goals and objectives with the organization's
- To give individuals feedback on their performance
- To pinpoint training and development needs
- To provide a basis for work assignments and promotional decisions
- To acknowledge and provide incentives for good performance
- To communicate dissatisfaction with and document poor performance

PERFORMANCE MANAGEMENT PROCESS



PERFORMANCE MANAGEMENT

MORE THAN PERFORMANCE APPRAISAL

| PERFORMANCE MANAGEMENT | PERFORMANCE APPRAISAL |
|---|---|
| <ul style="list-style-type: none">• Tied to organizational needs• Review is part of a larger process• Planning, discussion, review• Timely and ongoing• Focus on coaching and improving performance | <ul style="list-style-type: none">• Tied to individual tasks• Review is stand-alone event• Appraisal only• Once a year or periodic event• Focus on evaluation |

PERFORMANCE MANAGEMENT: RELATIVE IMPORTANCE OF TASKS



PERFORMANCE MANAGEMENT

KEY POINTS

- Ensure Employee Knows Their Role in Broad Context
- Provide Clear Direction
- Set Performance Goals and Objectives
- Plan Meetings to Coach and Provide Feedback

PROCESS OVERVIEW

- Review Department/Division Goals
- Determine How Goals Apply to Specific Position
- Through Discussion, Clarify Implications
- Write SMART Goals (Specific, Measurable, Actionable, Realistic, Timely)
- Determine How Progress Will Be Measured (Performance Measures and Timetable)
- Establish Priorities



PERFORMANCE MANAGEMENT

KEY POINTS

- Growth and Change in Job Requirements, Even Within Current Position
- Ensure Employee Has Job Required Skills
- Variety Of Ways To Develop Skills: Coaching, Job Aids, Training (on-the-Job or Formal)
- Consider Current Job and Next Possible

PROCESS OVERVIEW

- Review Established Goals or Responsibilities
- Discuss If There Are Any Areas Where Employee Does Not Have Resources (Skills, Information, Access) to Complete the Task
- Discuss Growth Opportunities: Job Next Steps and/or Career Planning
- Plan How to Acquire What's Needed
- Define Process and Set Schedule for Addressing Developmental Tasks



PERFORMANCE MANAGEMENT

KEY POINTS

- Essential to Assess Progress Towards Meeting Goals
- Done at Defined, Periodic Intervals

PROCESS OVERVIEW

- Gather Both Quantitative and Qualitative Data to Make Assessments
- Analyze Data to See How It Measures Against Defined Guidelines / Timetables Set in Goals
- Keep Notes and Record Progress in Reaching Goals
- Review Progress Against Goals and Revise Goals and Priorities If Necessary



PERFORMANCE MANAGEMENT

KEY POINTS

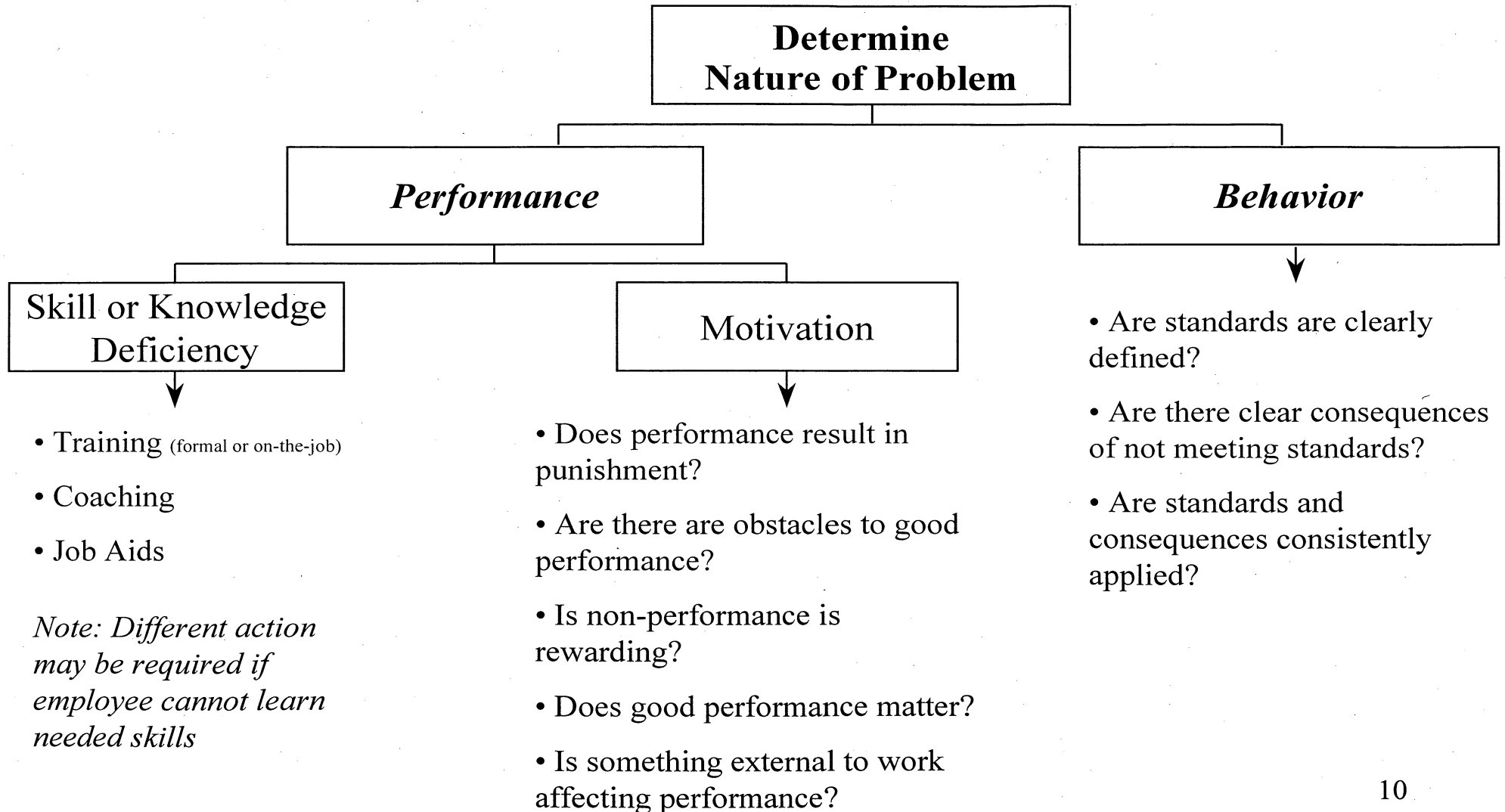
- Regular, On-going
- Formal, Informal, Ad-Hoc
- Positive and Corrective
- Specific to Problem(s)

PROCESS OVERVIEW

- Discuss With Employee the Issues Identified Through Monitoring
- For Problems, Diagnose Whether It Is a Skill Deficiency, a Motivation Problem or a Behavior Problem
- Revise Development Plan, If Needed
- Use Resources Such Personnel, EAP, Other Supervisors in Your Department



IDENTIFYING AND ADDRESSING PROBLEMS



PERFORMANCE MANAGEMENT

KEY POINTS

- Document Performance Patterns
- Beneficial to Get Input From a Variety of Sources
- Provide A Written Review As Required by Department
- No Surprises!

PROCESS OVERVIEW

- Review Documented Goals, Responsibilities
- Gather Input From Employee About His/Her Performance
- May Want to Ask Others to Give Input to Review
- Make Own Assessment and Write Draft of Appraisal
- Go Over Review With Employee; Consider This A Dialogue to Reach Agreement
- Revise Written Appraisal
- Sign and Submit



PERFORMANCE MANAGEMENT

KEY POINTS

- Provide Rewards and Recognition
- Match Reward to Achievement
- Match Reward to Person
- Apply Consequences (+/-)

PROCESS OVERVIEW

- Use Defined Criteria for Performance and Behavior Standards
- Use Formal and Informal Systems
- Involve Employees; Understand What Is Meaningful to the Specific Individual



SELF ASSESSMENT

***DIRECTIONS:** Check those items which you do regularly in supervising your staff*

- Ensure Employee Knows Organization and Departmental Goals
- Provide Clear Direction
- Set Performance Goals and Objectives
- Establish Priorities
- Determine How Progress Will Be Measured
- Plan Meetings to Coach and Provide Feedback

- Provide Rewards and Recognition
- Match Reward to Achievement
- Match Reward to Person
- Apply Consequences (+/-)

- Conduct Regular Performance Appraisals
- Gather Input From Employee About Their Performance
- Provide A Written Review At Least Once A Year



- Define Ways to Ensure Employee Has Job Required Skills
- Skill Development Options Include: Coaching, Job Aids, Training (on-the-Job or Formal)
- Discuss Growth Opportunities: Job Next Steps and/or Career Planning

- Gather Both Quantitative and Qualitative Data to Make Assessments
- Review Progress Against Goals and Revise Goals and Priorities If Necessary

- Offer On-Going Feedback And Reinforcement
- Conduct Regular Performance Discussions
- Discuss And Explore Opportunities For Improving Performance
- Problem Solve
- Reassess Development Needs

PERFORMANCE MANAGEMENT

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CITY OF CAMBRIDGE • EXECUTIVE DEPARTMENT

Robert W. Healy, City Manager Richard C. Rossi, Deputy City Manager

July 30, 2001

To The Honorable, The City Council:

Please find attached a response to Awaiting Report Item No. 01-195, regarding information on performance evaluations of employees, received from Personnel Director Michael P. Gardner.

Very truly yours,

A handwritten signature in black ink, appearing to read "Robert W. Healy". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Robert W. Healy
City Manager

RWH/mec
Attachment



2865

Consent Agenda #4

Awaiting Report Item Number
01-195, regarding information on
performance evaluations of
employees.

In City Council July 30, 2001

PLACED ON FILE