



Performance Evaluation

City of Detroit Water and Sewerage Department



Performance Evaluation

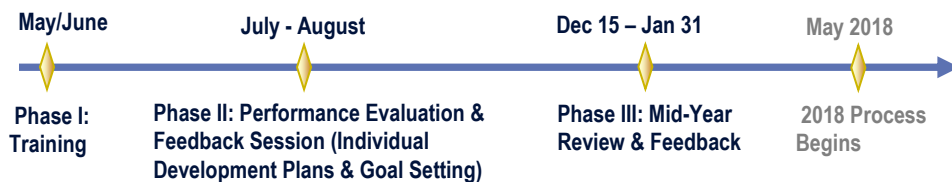
City of Detroit Water and Sewerage Department

Performance Evaluation is a standardized process used to review and measure employee performance.

The Performance Evaluation Process is comprised of five steps:

1. Reviewing and understanding the evaluation criteria and employee's performance
2. Delivering Performance Feedback
3. Creating an Individual Development Plan
4. Goal Setting using the Individual Development Plan
5. Provide on-going coaching to improve employee performance

Performance Evaluation annual timeline based on the fiscal year



The performance evaluation process applies to all non-probationary employees. This process will not apply to Contractors, Personal Service Contractors and Probationary employees. Individuals on probation are not subject to this process until probation is complete. Upon completion, an Individual Development Plan must be completed, which transitions the employee into the performance evaluation process.

Performance Evaluation Process

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Employees and Supervisors must work together throughout the year to ensure performance success.

Phase I: Performance Evaluation Process and Overview Training

Phase II: Performance Evaluation, Feedback Sessions, Individual Development Plans and Goal Setting

Phase III: Mid-Year Reviews and Feedback Sessions



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Performance Evaluation Universal Behavioral Competencies by Employee Level

Executive Level
<ol style="list-style-type: none">1. Leading Change: Brings about strategic change, both within and outside the organization, to meet organizational goals. Establish an organizational vision and implements it in a continuously changing environment.2. Leading People: Leads people toward meeting the organization's vision, mission, and goals. Provides an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.3. Business Acumen: Manages human, financial, and information resources strategically and effectively communicates expectations, goals and objectives to all stakeholders.4. Building Coalitions: Builds coalitions internally and with other city, county, state and federal departments and agencies, non-profits and private organizations to achieve common goals.5. Results Driven: Meets organizational goals and customer expectations. Makes decisions that produce high-quality results by applying technical knowledge, analyzing problems and calculating risk.
Managers and Supervisors
<ol style="list-style-type: none">1. Supervises and Manages Performance: Builds a multi-sector workforce based on organizational goals, budget considerations, and staffing needs. Ensures tasks are delegated and completed by monitoring performance against predetermined standards and requirements and holding staff accountable for meeting expectations. Trains and develops staff, provides performance feedback and appraisals and takes appropriate corrective action to address performance and conduct issues.2. Thinks Systemically and Inspires Change: Understands the “big picture” and the interrelationships of major agency programs, systems and activities establishing and/or implementing a strategic vision and direction for the organization or group. Fosters knowledge of the organization and its major initiatives. Takes long term view and acts as a catalyst for organizational change by developing and implementing an organizational vision that integrates key agency goals, priorities and values.3. Customer Service Orientation: Actively looks for ways to identify and meet the customer needs.4. Builds and Maintains Relationships: Builds and maintains effective relationships to share information, establish partnerships and leverage expertise to accomplish the organization's goals.5. Fosters Continuous Improvement and Innovation: Promotes efforts aimed at improving current business processes through a culture that fosters continuous improvement and innovation. Identifies and implements improvements and innovations that increase efficiency and enhances work quality.
All Other Employees, including Professional and Paraprofessional
<ol style="list-style-type: none">1. Integrity and Ethics: Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.2. Customer Service: Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.



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3. **Professionalism and Credibility:** Displays responsible behaviors at work. Demonstrates self-control, maintains a professional appearance, maintains a positive attitude. Adheres to work rules and workplace policies.
4. **Initiative and Self-Management:** Seeks out new work challenges and increasing the variety and scope of work: persistent, takes initiative, sets challenging goals, works independently, demonstrates the motivation to achieve.
5. **Dependability and Reliability:** Behaves consistently and predictably in fulfilling obligations. Shows up on time, attends to details, detects errors, complies with policies, honors commitments, accountable.

2017 PERFORMANCE EVALUATION PROCESS GUIDE

This guide is designed to support what you learned during Performance Evaluation training. Please use the following steps to complete the performance evaluation process.

Step 1. Gather information about your employee's performance and accomplishments and determine the 2016/2017 results to be evaluated. A discussion with your employee may be helpful and determining the criteria.

Step 2. Complete an online performance evaluation form based on your employee's position.

[2017 Executive/Director Performance Evaluation Form](#)

[2017 Manager/Supervisor Performance Evaluation Form](#)

[2017 Employee Performance Evaluation Form](#)

Note: Probationary employees, contractors and personal service contractors are not subject to this performance evaluation process.

Step 3. Upon submission, confirmation of completion will be sent to you via the email address you provided on the form and a copy of the evaluation will be sent to HR for review. After review, an electronic copy of the employee's evaluation form will be returned to you for use during your feedback session.

Step 4. Upon completion of the feedback session submit a copy of the employee's signed Performance Evaluation form **and** the employee's Individual Development Plan to Human Resources by email at PerformanceHR@detroitmi.gov or deliver hardcopy to the Office of Talent Development and Performance Management, Suite 310, Coleman A. Young Municipal Center.

Note: An employee may refuse to sign and has the right to appeal the results of the performance evaluation. Performance Evaluation appeals are administered by Employee Services.



2017 Individual Development Plan

Employee:		Title	
Department/Division:		Email	
Supervisor:		Supervisor's Email	
Improving Your Skills: <i>Identify at least one area of development and determine a learning method and activity to support development in this area.</i>			
Competency <i>List the top 3 opportunities for development for the employee.</i>	Learning Method <i>Select a class, cross-functional training or other activity. You may add other options.</i>	Class/Activity <i>Identify the name of the class or learning activity and a brief description. If you are unsure leave the item blank and TDPM will suggest appropriate learning activities.</i>	Date <i>What is the anticipated completion date for this activity?</i>
Choose an item.	Choose an item.		
Choose an item.	Choose an item.		
Choose an item.	Choose an item.		
Choose an item.	Choose an item.		
Choose an item.	Choose an item.		
2017 – 2018 Goals: <i>Identify 3-5 goals for the employee. A minimum of three goals are required.</i>			
1.			
2.			
3.			
4.			
5.			
Other Comments:			

Employee Signature**Date****Supervisor/Manager Signature****Date**