

## 2017 PERFORMANCE APPRAISAL FORM – GROUP B EMPLOYEES

CITY OF MILWAUKEE - [DEPARTMENT NAME]

<b>Employee Name (Last, First, MI):</b>	<b>Employee ID:</b>	<b>Department/Division:</b>
<b>Job Title:</b>	<b>Salary Anniversary Date:</b>	<b>Review Period:</b> From:            To:

<b>A. Key Job Responsibilities</b> – Identify up to seven (7) key job responsibilities associated with the position based on information from job descriptions or job announcements.							
<i>Describe the key job responsibilities, including what is done, the process used in performing the work, the resources relied on, the purpose or reason for function or responsibility, and a qualifier (effectively, timely, thoroughly, etc.).</i>	<b>Rating Scale*</b>						<b>Appraisal Feedback</b>
	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>		
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
4.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
5.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
6.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
7.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

**\* This 5-Point Scale will assess performance for each key job responsibility area described above:**

<i>5 - Exceptional</i>	<i>Performance consistently far exceeds job requirements, standards, or expectations.</i>
<i>4 – Exceeds Expectations</i>	<i>Performance consistently meets and frequently exceeds job requirements, standards, or expectations.</i>
<i>3 – Successful</i>	<i>Performance consistently meets job requirements, standards, or expectations.</i>
<i>2 – Needs Improvement</i>	<i>Performance meets some, but not all, job requirements, standards, or expectations.</i>
<i>1 – Unsatisfactory</i>	<i>Performance is below job requirements and fails to meet standards or expectations.</i>

<b>B. Job-Specific Core Competencies</b> – From the DER Core Competency Master List, identify up to seven (7) core competencies associated with the position held and/or critical to the department’s mission.
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<i>The following core competencies will be used to assess performance.</i>	Rating Scale*					Appraisal Feedback
	5	4	3	2	1	
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

**\* This 5-Point Scale will measure the extent to which the employee demonstrates the competencies in the performance of his/her responsibilities.**

<i>5 – Exceptional</i>	<i>Always demonstrates this competency.</i>
<i>4 – Exceeds Expectations</i>	<i>Consistently and regularly demonstrates this competency.</i>
<i>3 – Successful</i>	<i>Often demonstrates this competency.</i>
<i>2 – Needs Improvement</i>	<i>Sometimes demonstrates this competency.</i>
<i>1 – Unsatisfactory</i>	<i>Rarely demonstrates this competency.</i>

<b>Employee’s Overall Performance Rating</b> – determined by calculating the average score of all the performance appraisal components described in A. and B. above. The corresponding salary adjustment is determined using the scale below.	<b>Average Score for this Performance Appraisal =</b>
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<i>The overall rating score is the average score of all of the performance appraisal components. The corresponding salary increase or salary adjustment is determined according this scale.</i>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Overall Performance Rating</th> <th style="text-align: center;">Average Rating Score</th> <th style="text-align: center;">2017 Salary Adjustment</th> </tr> </thead> <tbody> <tr> <td>Exceptional</td> <td style="text-align: center;">4.5 to 5.0</td> <td style="text-align: center;">4%</td> </tr> <tr> <td>Exceeds Expectations</td> <td style="text-align: center;">3.5 to 4.4</td> <td style="text-align: center;">3%</td> </tr> <tr> <td>Successful</td> <td style="text-align: center;">2.5 to 3.4</td> <td style="text-align: center;">2%</td> </tr> <tr> <td>Unsatisfactory</td> <td style="text-align: center;">1.0 to 2.4</td> <td style="text-align: center;">0%</td> </tr> </tbody> </table>	Overall Performance Rating	Average Rating Score	2017 Salary Adjustment	Exceptional	4.5 to 5.0	4%	Exceeds Expectations	3.5 to 4.4	3%	Successful	2.5 to 3.4	2%	Unsatisfactory	1.0 to 2.4	0%
Overall Performance Rating	Average Rating Score	2017 Salary Adjustment														
Exceptional	4.5 to 5.0	4%														
Exceeds Expectations	3.5 to 4.4	3%														
Successful	2.5 to 3.4	2%														
Unsatisfactory	1.0 to 2.4	0%														

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### PERFORMANCE PLANNING (Upcoming Year)

The following section is to be used by the supervisor and the employee to identify and document Goals and Objectives and a Professional Development Plan for the upcoming year.

<b>A. Goals and Objectives</b> – Describe specific performance objectives for the upcoming year.		
Description	Desired Outcome	Timeline, if applicable
1.		
2.		
3.		

<b>B. Professional Development Plan</b> – knowledge, skill(s), competencies desired to better meet/enhance the employee’s performance and his/her ability to meet the needs of the Department.			
Description	Method to Acquire	Resources Required	Timeline
1.			
2.			
3.			

<b>Supervisor (Print Name)</b>	<b>Signature</b>	<b>Title</b>	<b>Date</b>
<b>Department Head (Print Name)</b>	<b>Signature</b>	<b>Title</b>	<b>Date</b>
<b>Employee signature acknowledges receipt of the Performance Appraisal</b>		<b>Employee Signature</b>	<b>Date</b>

*An employee who has been denied a salary adjustment based on the result of an unsatisfactory performance appraisal may ask DER to complete an administrative review of the denial. Written justification for the request for review will be required including the specific areas of disagreement with the department. The scope of the DER review will be limited to the process and the criteria considered in denying the salary increase. DER’s finding after such administrative review will be final.*

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## INSTRUCTIONS

This Performance Appraisal form, or other department-specific form that has been approved by the DER is to be used by supervisors to assess performance for Group B employees.

### Conducting a Performance Appraisal

1. Identify the Key Job Responsibilities, based on information from job descriptions or job announcements. List up to seven (7) most significant key responsibilities on the Performance Appraisal form. The description of the key job responsibility should include what is done, the process used in performing the work, the resources relied on, the purpose or reason for the function or responsibility and a qualifier (i.e. effectively, timely, thoroughly, etc. Examples of statements that describe key job responsibilities include:
  - *Comply with federal, state, and local requirements by studying existing and new legislation; obtaining qualified opinions; enforcing adherence to requirements; advising management on needed actions; drafting policies or procedures.*
  - *Balances payroll accounts in a timely and accurate manner by auditing information; identifying and resolving discrepancies; initiating journal entries.*
  - *Work with departmental representatives to develop and implement effective and timely recruitment plans to maximize the number of qualified candidates to test for vacant positions in the city service.*
2. Identify the Job-Specific Core Competencies, using the DER Core Competency Master List, include up to seven (7) core competencies associated with the position held and/or critical to the department's mission. Departments wishing to use a competency not included within the master list, or a different definition for a specific competency may do so after DER approval. The same competencies and/or competency definitions must be used for all employees holding the same classification within the department. Please refer to the competency coding workbook available in the *pay progression toolkit* section of the DER website.
3. Schedule the Performance Appraisal Meeting in advance. Notify the employee of the meeting date, time and location. Provide the employee with a copy of the Employee Self-Assessment Tool and suggest that he/she complete it and return to you no later than three (3) days prior to the meeting date.
 

*The Self-Assessment Tool is specifically designed to facilitate a fair and comprehensive discussion of the employee's accomplishments and contributions during the review period, without asking the employee to self-rate his/her performance in any specific area.*
4. Complete the Rating and Appraisal Feedback for the Key Job Responsibilities and Job-Specific Core Competencies sections of the Performance Appraisal Form using the rating scales provided.
 

*It is imperative that all departments use the same rating scales that have been developed by DER for each component area. This will ensure consistency in the administration of salary adjustments throughout the City given the funding restrictions.*

5. The Employee's Overall Performance Rating is determined by calculating the average score of all components listed under Key Job Responsibilities and Job-Specific Core Competencies sections. The corresponding salary increase or lump-sum adjustment is determined according to this scale.

Overall Performance Rating	Average Rating Score	2017 Salary Adjustment / Lump Sum Calculation
Exceptional	4.5 to 5.0	4%
Exceeds Expectations	3.5 to 4.4	3%
Successful	2.5 to 3.4	2%
Unsatisfactory	1.0 to 2.4	0%

6. Conduct the Performance Appraisal Meeting at the date and time scheduled. Use the information the employee provided on the Employee Self-Assessment form to facilitate a productive conversation. During that conversation, you and the employee will identify Goals and Objectives and a Professional Development Plan for the employee for the upcoming year. Complete the Performance Planning section of the form to document the plan.
7. Obtain Signatures on the Performance Appraisal form. The employee signature acknowledges receipt of the Performance Appraisal.
8. Attach the Employee Self-Assessment Tool only if/when the employee requests that it become part of the personnel file. *The tool does not automatically become part of the Performance Appraisal documentation.*
9. Distribute the Completed and Signed Performance Appraisal form according to your departmental procedures. This should include providing the employee with a copy of the form and notification to your departmental payroll of the final average rating score.
 

*Do not send copies of the Performance Appraisal to DER. The Notice of Salary Adjustment form is submitted by your departmental payroll.*
10. Review and Update the Job Description, if appropriate, based on any changes that were identified during the Performance Appraisal discussion. Provide the employee with an updated job description.
11. Salary Adjustment Denial and Administrative Review

*An employee who has been denied a salary adjustment based on the result of an unsatisfactory performance appraisal may ask DER to complete an administrative review of the denial. Written justification for the request for review will be required including the specific areas of disagreement with the department. The scope of the DER review will be limited to the process and the criteria considered in denying the salary increase. DER's finding after such administrative review will be final.*

### Questions?

Contact your department's Human Resources Office or the Department of Employee Relations at (414)286-3394.