



**City of Cocoa**  
**Supervisor's Guide to**  
**Performance Evaluations**  
**2018**



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## Introductory Material

### A word from our City Manager

Thank you for participating in this year's performance evaluation process. As you know, the performance evaluation process is an opportunity for supervisors and employees to collaborate on an employee's performance, goals and plan ongoing professional development.

Supervisors, in consultation with their Directors or Department Heads, are responsible for completing the Performance Evaluation form designed for either hourly, exempt or management employees. During the review process, I ask that:

1. Employees are evaluated fairly without bias.
2. The evaluations are coordinated through the Human Resources Division.
3. The importance of the performance reviews is stressed to all supervisors who have the responsibility for evaluating employees.

To assist with the coordination and distribution for the review, performance evaluation planning forms, performance evaluation forms, and instructions will be available on the City's Human Resources website at [www.cocoaf1.org](http://www.cocoaf1.org) in the "Policies and Procedures" section. Human Resources staff will be available to provide you with any assistance you may need, including training of supervisors who are responsible for these reviews.

If you have any questions regarding this process, please contact the Human Resources Division.

Sincerely,

John A. Titkanich, Jr., AICP, ICMA  
City Manager



## **The Performance Evaluation Process**

The City of Cocoa performance evaluation system recognizes and respects the voice and value of every employee. Based on the City's core values, it seeks to create and maintain integrity, accountability, leadership, professionalism, excellence and a respectful work environment where a mutually beneficial relationship is demonstrated and maintained in the achievement of the City's goals.

### **Purpose:**

The purpose of the performance evaluation is to assess employee performance and enhance the potential for growth and success. Evaluations should give opportunities for departments, divisions and individuals to create, review and refine goals and objectives, designed to put the City's values into practice through the daily work of each employee.

### **Performance Evaluations Should:**

Enhance the trust relationship between the employee and their supervisor by establishing and encouraging an open and clear dialogue that creates mutual understanding of performance expectations, standards and direction on how to best reach them by:

- Notifying employees of changes in the job requirements so evaluations are fair and equitable.
- Maintaining or improving job satisfaction and morale by letting employees know their supervisor is interested in their job progress and personal development.
- Providing an opportunity for each employee to discuss job concerns and career goals with their management.
- Applying consistent standards of evaluation without undue favoritism across all levels within the organization.
- Holding managers accountable for fair assessments and demonstrating consistent application of standards of conduct, as well as establishing warning flags to upper management for questionable evaluations.



**Develop mutually beneficial goals that align with those of the division, department and City by:**

- Identifying and establishing the employee's individual goals and communicating how they contribute to the goals of the division, department and City.
- Developing a personalized plan including the need for mentoring and training for each employee to reach their goals.
- Measuring how well goals and objectives are communicated as well as accomplished.
- Regularly reassessing established goals throughout the year and plans for meeting them, for relevance.

**Identify successes and where improvements have been made:**

- Recognizing and acknowledging successes where improvements have been made in performance.
- Recognizing skills, experience and education gained.
- Providing growth and advancement options for the employee.

**Identify areas in need of improvement and how improvement can be accomplished:**

- Identifying specific, measurable areas that need improvement.
- Identifying what knowledge, skills and abilities are needed for improvement.
- Determining where communication needs to be improved and how to do so.
- Providing a collaborative approach where employee and supervisor can mutually develop customized performance measures to assess the degree to which the employee's goals were achieved.

## **Performance Factors**

The City of Cocoa regards itself in delivering **Professional, Responsive, Innovative,**



**Dedicated and Exceptional** public services. As we serve our community with P.R.I.D.E., all employees will be evaluated on the City's Core Values. Further, each



employee is held accountable for developing their competencies in each of these areas to maximize their performance.

To ensure that all employees are being held to this higher standard, the evaluations have been developed to assess performance in each of these areas.

### **City of Cocoa Core Values**

- Integrity - Conducting ourselves in a moral, ethical, and honest manner.
- Accountability - Citizens, Staff and City Council taking ownership and responsibility to promote public trust.
- Leadership - Encouraging community participation, inclusivity and awareness and exhibiting actions that serve as persuasive examples for others to follow.
- Professionalism - Serving the community competently and efficiently with character and a positive attitude.
- Excellence - Providing responsive and exceptional customer service.
- Respect - Treating the public and one another with dignity, consideration and compassion.

### **Employee's Core Competencies, as applicable**

- Attendance and Punctuality
- Knowledge
- Quality and Quantity
- Organize, Prioritize and Schedule
- Dependability
- Initiative/Resourcefulness
- Judgement/Decision Making (*Exempt Employees Only*)
- Relationships with others and communication
- Task and Project Management (*Exempt Employees Only*)

### **Leadership and Management Competencies**

- Leadership Ability
- Appraisal and Development of Employees
- Planning, Organizing, and Delegation
- Communication Skills
- Conflict Management and Problem Solving



## Types of Performance Appraisals

**Probationary Evaluations** – During and prior to the completion of the employment probationary period, each employee is formally evaluated to provide counseling and to determine the employee's adjustment to the position.

**Annual Evaluations** – Each employee will be evaluated after one year of service. Annual performance reviews are conducted for all employees during the month designated for your department.

**Conditional Evaluations** – A conditional evaluation is used when an employee must attain certain improvements in performance, certification restrictions, or to extend a probationary period of an employee.

**Special Evaluations** – Special performance evaluations may be requested for an employee any time it is deemed necessary. Some examples of these are: (1) when an employee's performance does not meet standards, or performance declines; or (2) when an employee is transferred to another supervisor or the supervisor transfers or terminates, the current supervisor should complete a formal evaluation if one has not been completed within the preceding six (6) months.

**Note:** All evaluations shall be submitted to Human Resources for placement in the employee's personnel record.

## The Performance Evaluation Steps

Familiarize yourself with the performance evaluation form and review the contents of this guide. Performance evaluations are an opportunity to evaluate past performance and set a course for the future. It is important to communicate to employees what is expected of them in performing their job. How expectations are communicated is very important. An environment that encourages open and honest communication is the best way to improve the quality of the work being done. The following are the recommended steps when conducting a performance evaluation.

### Step 1: Pre-Meeting Preparation

- Inform the employee in advance of the performance meeting. Ensure that you set aside sufficient time for the meeting. Select a location for the meeting which is



private.

- Provide the employee with the Performance Evaluation Planning Form along with a due date. This form allows the employee an opportunity to



present his/her accomplishments for the year and assist the supervisor in completing the performance evaluation. This form is to be completed by the employee and should not be altered by the Supervisor. If the Supervisor does not agree with comments made, it can be addressed in the last section of the performance evaluation.

- Inform the employee that any material that they believe is relevant to the evaluation process will be considered and that they must bring it with them at the time of their meeting.
- Regularly maintain and update files on all assigned employees. Maintain a working file for each employee where exceptional (positive and negative) behaviors are documented. Document based on facts, not hearsay or emotions. Review the documentation and counseling records over the previous year and highlight important points. Assemble all facts pertinent to the evaluation.
- Review the job description before the employee is evaluated. Be sure the employee understands the responsibilities and has the necessary tools to perform effectively. If the job description is not accurate, request a review by your Human Resources Manager.
- Review the previous year's established goals and whether the employee succeeded in meeting the goals. If not met, determine if there were extenuating circumstances which led to the goal not being met.
- Seek input from any others, as appropriate, who may have worked in a lead capacity or on a team with the employee.
- Be prepared to answer the employee's questions. Develop a draft action plan that can be modified based upon discussion with the employee.
- Consider utilizing time after the employee is evaluated to have an open discussion about supervisory skills and what can be done to support positive change. This is a time where the employee and supervisor can discuss methods on how to improve their relationship.
- Complete a draft of the performance evaluation form based upon observations.



The completed form should be signed by the next level of management before reviewing with employee.



- If the overall rating for the employee’s performance is “Below Expectations” Human Resources should be consulted for review of the evaluation and the development of a Performance Improvement Plan (PIP).

## **Step 2: Conduct the Performance Evaluation Meeting**

- Start the meeting by helping the employee feel at ease.
- Have an open discussion with the employee. Consider asking the employee to evaluate themselves in terms of total performance. Ask the employee what he or she sees as strengths and weaknesses.
- During discussions, confine comments to performance based issues, and be specific. Listen and ask questions. Do not argue with the employee. Do not use sarcasm or make negative remarks which can be construed as personal.
- Share observations with the employee of other areas in which he or she demonstrates strengths or challenges that need improvement.
- Identify problem areas. Specific examples should be provided. Show documentation if necessary. There should be no surprises for the employee. If the problem is ongoing, stress the need for improvement and consequences of failure to improve.
- Ask the employee why the problems or challenges exist. Don’t speak during this time; use active listening to get the employee to open up. Probe to see if the problem is related to lack of training, motivation, personality conflict, misunderstanding about the expectations, responsibilities or procedures. Once the source of the problem has been identified, get input from the employee regarding how it can be solved.
- Recognize improvements where they have been made and discuss lack of progress, where evident.
- With the employee, set and agree on new goals for the next review period. Establish indicators of good performance with the employee. Make sure both supervisor and employee have the same understanding of the goals and the measures established.



- Rate the employee based on established expectations in relation to their job description. Do not consider personal issues or make comparisons



against others. The supervisor must be able to substantiate the reason(s) for any rating given.

- Document the meeting through the performance evaluation form and make changes to the draft document based upon the discussion with the employee. Include the goals and the timetable agreed upon for improvement in areas where needed. Use specific and precise words related to the performance in the written evaluation.
- The supervisor should read each rating and determine the level at which the person being evaluated is performing. The written justification in the comments section should be completed regardless of the overall rating received.
- If the employee is in agreement with the completed evaluation, the employee should sign the form indicating it has been discussed with them. They may state any comments accordingly, within three (3) working days. If the employee refuses to sign the form, the supervisor should so note on the evaluation.
- Once the evaluation is completed, this is an opportunity for the supervisor to obtain feedback about their management style. Ask questions of the employee to find out what they think and where they would like to see improvements. This is a time for open communication between supervisor and employee to explore how skills can be enhanced.

### **Step 3: Post-Meeting Requirements**

- The evaluation is reviewed by each successive level of departmental supervision and management as designated by the department. Meet periodically throughout the year with the employee to review progress.
- Give the employee a copy of the completed evaluation and performance plan after obtaining all signatures.
- Follow-up on any planned items from the performance evaluation meeting.
- Provide any additional training or provide other resources to the employee to help improve performance.

### **Performance Evaluation Employee Feedback**



- If an employee disagrees with the evaluation, the employee may provide written comments in the Employee's Comments section or a written response within three (3) working days of receiving the evaluation and



submit to the rating supervisor for consideration. Additional meeting may be necessary depending on feedback received. The rating supervisor should meet with this employee as soon as possible to discuss any concerns he or she may have or any discrepancies the employee feels are warranted.

## **Performance Evaluation Schedule**

**March 2018** – Human Resources distributes Performance Evaluation forms to Department Heads and Managers. Required management training will be provided by Human Resources in March 2018. The Performance Evaluation documents will be available on the City’s Human Resources website at [www.cocoaf1.org](http://www.cocoaf1.org) in the “Policies and Procedures” section.

**Prior to May 31, 2018** – Supervisors will complete the Performance Evaluation forms and submit to the next level of management for review and signature.

**Prior to June 30, 2018** - Conduct performance evaluation meetings with direct reports.

**Prior to July 31, 2018** – Department Heads compile the completed Performance Evaluation forms from their divisions and return them to the Human Resources Division for filing.

## **Appendix**

[Performance Evaluation Planning Form](#)

[Performance Evaluation Form Hourly Employees](#)

[Performance Evaluation Form Exempt and Management](#)

