



City and County of San Francisco
Department of Human Resources ❖ Workforce Development
PERFORMANCE PLANNING AND APPRAISAL

OVERVIEW

THE PERFORMANCE PLAN AND APPRAISAL REPORT

The City and County of San Francisco is committed to providing every employee with an annual Performance Plan and Appraisal Report. The Department of Human Resources' official PPAR form provides a format for the planning and appraisal process that is intended to affirm accountability, responsibility, partnership, performance agreements, self-management, learning, and recognition. The process is designed to provide every employee with clear written performance expectations and honest, timely feedback about performance.

THE PLAN

Research has shown that providing an appraisal form alone is not a very effective way to reinforce good performance or help people improve performance. However, a good *plan* and regular feedback meetings are effective. The performance plan covers a specific review period (the time between the beginning and ending dates of the plan). The plan consists of an up-to-date job description and several key performance objectives, including at least one objective for professional development.

In addition to the on-going meetings that a supervisor has with an employee to talk about performance there is at least one formal meeting at which the supervisor and the employee reach agreement on the performance plan and sign it. This is referred to as the *performance agreement*. At the mid-point of the review period there is at another meeting between the supervisor and the employee to review the progress of the plan.

THE APPRAISAL

At the end of the review period the employee and the supervisor meet and, after a review of the draft appraisal report, sign-off on the overall performance ratings and comments. If the employee feels that the appraisal does not correctly evaluate his or her performance s/he may write and attach a rebuttal.

TRAINING

The Department of Human Resources provides training for supervisors and managers on the Performance Plan and Appraisal form and process.



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SIX GOALS

1. To have two people, who are linked by authority and responsibility, engage in formal meetings to plan and talk about performance: missions, goals, expectations, standards, skills/knowledge, learning, and improvement strategies.
2. To provide the department and the employee with a record of performance for the review period. To document the review period's key learning and achievements for an individual.
3. To make performance expectations explicit (job descriptions and objectives).
4. To gain agreement and/or surface issues regarding expectations and performance.
5. To communicate performance information (two-way).
6. To facilitate supervision and performance management.

SEVEN FUNDAMENTAL VALUES

1. Accountability
2. Responsibility
3. Partnership
4. Performance Agreement
5. Self-Management
6. Learning
7. Recognition



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TWELVE KEY PRINCIPLES

1. In general, employees want to know what their supervisors think about their performance and receive written performance appraisals.
2. It is important to the City and County of San Francisco to have a record of an employee's history.
3. In general, performance evaluations, alone, don't do much to influence employee performance in a positive way.
4. Clear, up-to-date job descriptions and performance objectives, followed up with regular positive constructive feedback conversations, greatly affect employee performance in a positive way.
5. The best performance appraisal model combines all of the elements of #4 above.
6. The Performance Planning and Appraisal form provides a format for the process.
7. It is important for effective succession planning and implementation to have up-to-date realistic workplace focused job descriptions for all employees.
8. The quality of Performance Plans and Appraisals is dependent on effective training and effective management participation and review in the performance planning and appraisal process.
9. Managing performance is about helping people start doing some things, keep doing some things, and stop doing some things.
10. Performance agreements lead to effective self-management and show respect to all parties.
11. Communication of positive recognition and/or corrective feedback should be on-going and not limited to the annual appraisal process.
12. The annual appraisal should contain no surprises.