



Richmond City Council

The Voice of the People

Richmond, Virginia

Line-staff & Council Appointee Performance Management

March 28, 2019

Government Operations Committee

Richmond City Council Chambers

Discussion Topics

- Definition of Terms
- Current Practices
- Recommendations

Definitions

Current Practices

Recommended Practices

DISCUSSION TOPICS



Staff Performance Management is

“the broad collection of activities designed to maximize individual, and by extension, **organizational performance.**”

(Dorsey & Mueller-Hanson, 2017)

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“the broad collection of activities designed to maximize individual, and by extension, **organizational performance.**”

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“the process of continuously aligning people and **organizational objectives** to realize the value of each individual and team.”

(Isson & Harriott, 2016)



Performance Management Cycle



Performance Management vs. Performance Evaluation

Management

- **A program**
- **Ongoing**
- **Supports organizational growth**
- **Forward looking**
- **Employee Engagement Strategy**



Performance Management vs. Performance Evaluation

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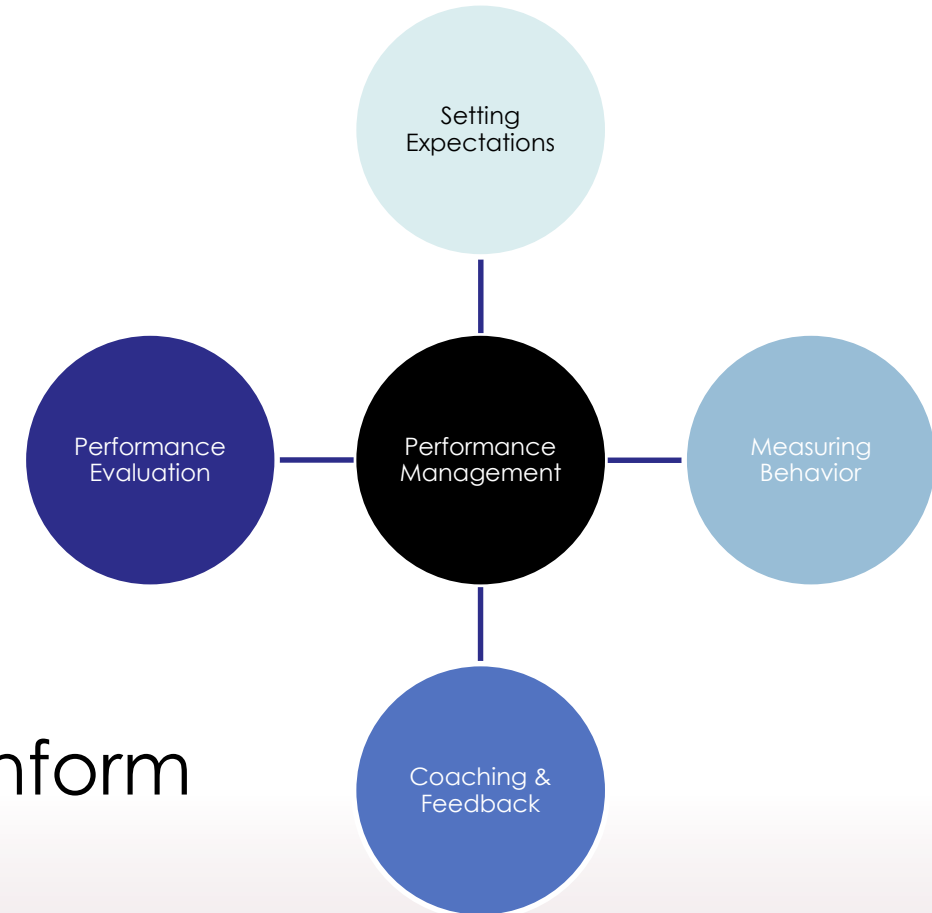
Evaluation

- **An activity**
- **1 – 3 times annually**
- **May support individual's growth**
- **Retrospective**
- **Assessment of outcomes**

Performance Management

Includes:

- Setting Expectations
- Measuring behaviors and results
- Providing coaching and feedback
- Evaluating performance over time to inform business decisions



Definitions

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Current Practices within RCC Offices

Line-staff

- **Receive the following evaluations:**
 - **Initial**
 - **Mid Year**
 - **Annual**

Current Practices within RCC Offices

Line-staff

- Receive the following evaluations:
 - Initial
 - Mid Year
 - Annual
- **Evaluations follow City Administration schedule (July – June)**

Current Practices within RCC Offices

Line-staff

- Receive the following evaluations:
 - Initial
 - Mid Year
 - Annual
- Evaluations follow City Administration schedule (July – June)
- **City Administration Evaluation Form is in use**
 - **Some were customized to reflect profession**
 - **Areas for improvement have been identified**

Current Practices within RCC Offices

Council Appointees

- **Employment Agreements for Executives require work plans and evaluations.**

Current Practices within RCC Offices

Council Appointees

- Employment Agreements for Executives require work plans and evaluations.
- **Not all of Council Appointees have received annual evaluation within past two years.**

Current Practices within RCC Offices

Council Appointees

- Employment Agreements for Executives require work plans and evaluations.
- Not all of Council Appointees have received annual evaluation within past two years.
- **Most current evaluation for Executive Appointees was done through a self-assessment and summary.**

Risks of Not Managing Performance

- Absence of Expectations
- Impaired Communication
- Inconsistency
- Lack information to make informed decisions
- Dissatisfaction
- Turnover

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DISCUSSION TOPICS



Recommendations

- **Implement Evidence Based Practices for Performance Management**

Recommendations

- Implement Evidence Based Practices for Performance Management
- **Introduce a new performance management calendar that aligns with Richmond City Council events**

January – December vs July – June

Recommendations

- Implement Evidence Based Practices for Performance Management
- Introduce a new performance management calendar that aligns with Richmond City Council events
January – December vs July – June
- **Consider reassigning evaluation responsibilities**

Recommendations

Set Org
Objectives

- RCC

Set Goals

- Collaboration between Appraiser & Appointee

Provide
Feedback

- From Appraiser
- Reviewed by RCC

Implement Evidence Based Practices for Performance Management

- Establish Purpose & Guiding Principles
- Establish Effective Expectations
- Create a Climate for Honest Communication
- Measure & Evaluate Performance
- Establish Governance
- Identify Resources & Tools
- Consider Legal Implications

Implement Evidence Based Practices for Performance Management

- **Establish Purpose & Guiding Principles**
- Establish Effective Expectations
- Create a Climate for Honest Communication
- Measure & Evaluate Performance
- Establish Governance
- Identify Resources & Tools
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Establish Purpose & Guiding Principles

Administrative Purposes

- Inform compensation decisions
- Inform task delegation for future projects
- Generate documentation for defense
- Hold individuals accountable
- Provide data for analysis

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Developmental Purposes

- **Identify training and development needs**
- **Provide career guidance & developmental opportunities**
- **Strengthen communication and relationships**
- **Ensure feedback is provided**
- **Increase engagement & empowerment**

Establish Purpose & Guiding Principles - Questions for Further Consideration

Questions:

What business outcomes are we trying to achieve?

Establish Purpose & Guiding Principles - Questions for Further Consideration

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What business outcomes are we trying to achieve?

How can the performance management approach support these outcomes?

Establish Purpose & Guiding Principles - Questions for Further Consideration

Questions:

What business outcomes are we trying to achieve?

How can the performance management approach support these outcomes?

Which purpose and principle will help achieve the desired outcomes: administrative, developmental, or both?

What questions do you have for me?

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Next Steps

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