

SSPR DISCUSSION GUIDELINES FOR FY 2012/2013

The following is a guideline to the changes in the SSPR Program and forms for fiscal year 2012/2013. These guidelines will help in preparing for and conducting SSPR Planning Meetings with regard to the new changes. For questions or for clarification please contact Ken Garcia in the Human Resources Department.

During this fiscal year we will have parallel processes in place that differ in certain respects for:

- Employee SSPRs
- Supervisor/Manager SSPRs
- Executive SSPRs

It is vital that you are clear on each of the following points concerning the transition to the program and form changes:

1) You should first complete the year-end evaluations for the current period (10/01/2011-09/30/2012) using the current FY 11/12 SSPR forms. The form is identified in the title on the cover page, "COA Employee Plan". Once you have closed out the year-end evaluation *then* use the appropriate new SSPR form to create the SSPR plan for the FY12/13 period.

2) The new forms will be in effect for the new FY 12/13 planning period. Go to the SSPR webpage on Cityspace to download the FY12/13 SSPR forms for the planning meetings as the new forms reflect the program changes to SSPR for the new fiscal year. Note what is new in the SSPR forms (*see the outline of changes for each SSPR form included in this document*).

3) There is a new form specific to Supervisor and Manager-level staff to be used for FY12/13. The new form is identified in the title on the cover page, "COA Supervisor/Manager Plan"; this form is different from the Employee SSPR form and should be used for all supervisor and manager-level staff for FY12/13.

FOLLOWING IN THIS SSPR DISCUSSION GUIDELINE:

Step-by-Step Guideline for completing the SSPR process	Page 2
Outline of "What's New" in the forms for:	
• the Employee SSPR.....	Page 3
– Workplace Safety Checkbox	
– Revised Rating Scale Labels	
– COA Competencies page	
– Employee Development Plan page	
• the Supervisor/Manager SSPR.....	Page 8
– Workplace Safety Checkbox	
– Revised Rating Scale Labels	
– COA Competencies page	
– Employee Development Plan page	
• the Executive SSPR.....	Page 12
– Revised Rating Scale Labels	
– COA Competencies page	

Step-by-Step Guideline for completing the SSPR process (including timeline)

1. **A memorandum on the year-end SSPR evaluation/planning period sent by HRD.**
2. Obtain the current year plan document for the employee (i.e. the plan for FY 11/12).
3. Complete the year-end evaluation sections for the Major Responsibilities pages.
4. Determine a performance rating for each of the Major Responsibilities and an Overall Performance Rating and document in the SSPR ratings page.
5. Put that document aside for the SSPR meeting.
6. Obtain the appropriate new SSPR plan document for FY12/13. **There is a separate form for FY12/13 Employee SSPR Plan and Supervisor/Manager SSPR Plan.** Familiarize yourself with the updates in the new form(s). [see "What's New" to the forms in this document]
7. Complete the Major Responsibilities pages, documenting your expectations for each responsibility for the FY 12/13 plan year.
8. Consider the new "workplace safety" discussion requirement; what is important about workplace safety in your area, what does the employee need to be knowledgeable about. Use the *Workplace Safety Discussion Guidelines* document as a general resource. Gather what documentation you would like to have available for this discussion and have it prepared for the planning meeting.
9. Review information regarding the COA competencies; particularly the five core competencies and the five supervisor/manager competencies. [see resources available on Cityspace]
10. Consider for your areas of responsibility: what does each competency "look like" in action in your work area(s); what are your expectations for your employee(s)/supervisor(s) regarding demonstrating competencies. Bring this with you as reference during your planning meeting when discussing competencies.
11. **Employee SSPR Evaluation Meetings should be conducted between September 1 and September 30, 2012; Planning Meetings should be conducted between October 1 and October 31.**
12. Hold year-end evaluation and planning meetings. If you are doing both in the same setting:
 - a. For the evaluation portion, discuss the year-end evaluation and ratings. Answer questions and obtain the employee's signature to close-out that discussion. Place the evaluation document aside and begin the planning portion.
 - b. For the planning meeting portion, use the appropriate new form (*FY12/13 Employee SSPR Plan or Supervisor/Manager SSPR Plan*):
 - i. Discuss expectations regarding major responsibilities and identify development opportunities with the employee. Update the planning document to include these development opportunities.
 - ii. Discuss expectations regarding competencies. Share with the employee/supervisor your expectations and what the competencies mean to you. Get their thoughts and come to a shared understanding. Discuss their areas of strength, the competencies they already clearly demonstrate, and come to an agreement on the area(s) to focus development on in the new plan year. Update the planning document to include these development opportunities.
 - iii. Obtain the employee's signature and provide them with a copy of the plan.
13. Document your year-end close-out meetings and planning meetings in accordance with departmental procedures.
14. **Your department's SSPR Department Evaluation and Planning Summary Report is due to HRD by Friday, November 9, 2012.**

WHAT'S NEW TO THE FY 12/13 SSPR FORMS

The following is a general outline of “What’s New” to the SSPR forms for Employees, for Supervisors and Managers, and for Executives.



FOR EMPLOYEE SSPRS

Documents You Need:

FY 11/12 Employee SSPR Plan – for the year-end evaluation meeting to close out the current fiscal year.

FY 12/13 Employee SSPR Plan – to develop the employee plan for the new fiscal year.

Helpful Resources:

SSPR Workplace Safety Discussion Guidelines

Competencies in Action Guide for Employees

City of Austin Competencies: A Guide for Success on the Job

Talent Management and Competencies: A Guide for City Leaders

SSPR Discussion Guidelines for FY12/13 (this document)

SSPR Webpage on Cityspace

The SSPR form for employee staff has been updated to reflect changes for the FY12/13 plan period. The new form for employee staff (non-supervisory) is identified in the title on the cover page of the form, “COA Employee Plan.” Supervisors should obtain the new Employee SSPR form located on the SSPR webpage on Cityspace.

Supervisors should prepare for FY 12/13 SSPR planning meetings as before, with the following modifications:

- The addition of a discussion checkbox on the SSPR cover page for Workplace Safety
- Revised performance rating scale labels/descriptions
- Addition of COA Competencies page
- Updated Employee Development Plan page

Workplace Safety Checkbox

During SSPR planning meetings supervisors will begin reviewing with each employee their department policies and procedures regarding workplace safety.

- 1) The supervisor should review the current department and work area policies and procedures regarding workplace safety and make note of those particular to the individual employee.

- 2) During the SSPR Planning Meeting the supervisor should discuss with the employee appropriate areas of workplace safety, ensuring the employee understands department expectations regarding employee responsibilities including but not limited to:
 - employee personal safety as well as that of co-workers and the general public
 - equipment operation safety guidelines
 - emergency evacuation and actions
- 3) The supervisor should respond to employee questions and note any areas of concern that arise that require follow-up.
- 4) The supervisor should check the box on the SSPR cover page to document that they have discussed the appropriate workplace safety policies and procedures with the employee and that the employee has had an opportunity to respond.

For assistance in preparing discussion guidelines specific to their work area, a “Workplace Safety Discussion Guideline” is available for supervisors. The document is located on the SSPR webpage on Cityspace.

Revised Rating Scale Labels

The rating scale descriptions used for evaluating employee performance in the SSPR have been modified to better reflect the employee’s success in meeting the performance expectations defined by the supervisor during the planning meeting.

The definitions were modified in response to a survey of employees and supervisors as part of a broader SSPR program evaluation. The feedback confirmed a strong desire to modify the rating descriptions. In response, an examination of best practices was performed and recommendations presented to forum groups and in one-on-one interviews to arrive at a final recommendation presented for approval.

The following is a side-by-side comparison of the former and revised 5-point rating scale:

<u>FORMER</u>	→	<u>NEW/REVISED</u>
Unacceptable	→	Unsatisfactory
Needs Improvement	→	Needs Improvement
Satisfactory	→	Successful
Above Average	→	Commendable
Exemplary	→	Outstanding

This new revised scale is reflected in the updated Employee SSPR form.

For assistance in determining ratings for employee performance refer to the revised “SSPR Performance Rating Criteria” document available with the updated SSPR form, in the SSPR Procedures Guide and on the SSPR webpage on Cityspace.

COA Competencies

The competencies outlined in the COA Competency Model have been integrated into the SSPRs for employees, supervisors and managers for the FY12/13 plan period. For employees you should focus on the first five Core Competencies.

NOTE: For FY12/13 the competencies have been included for *non-supervisory* employees as part of the overall employee development discussion.

Prepare for the Plan Meeting

In preparing for the first plan meeting regarding competencies you should re-familiarize yourself with the city competencies, how they were developed, the benefit of using them and how supervisors can use competencies to foster their success and the success of their employees and department. [*For more information regarding the COA Competencies, see resources available on Cityspace.*]

Prior to the plan meeting consider for yourself what the competencies “look like” in action in your area(s) of responsibility and what your expectations are regarding competencies for your staff. Resources that can help with this include, the *Talent Management and Competencies: A Guide for City Leaders* booklet and the *Competencies in Action Guides*, both available on Cityspace.

During the Plan Meeting

For the planning meeting begin with a blank “COA Competencies” page. In the planning meeting, discuss with the employee your expectations regarding competencies and engage them in a conversation about the benefit and use of competencies. Together, discuss the employee’s areas of strength regarding each of the competencies and what areas you agree on as a focus for development in the new plan year. Include these development opportunities in the “Employee Development Plan” section of the SSPR.

After the Plan Meeting

Engage the employee on a regular, on-going basis to discuss how they are putting the competencies into action. Observe the employee in action, provide feedback and document in preparation for the mid-year and year-end meetings.

Employee Development Plan Page

The employee development page has been re-designed to more closely follow the SSPR discussion on performance and competencies. The new page layout encompasses the three key development areas of the employee: competency development, performance and department development and the employee’s personal professional growth and development goals.

NOTE: it is not required to have an entry for each of the three sections; complete the development page only as it makes sense for each individual employee.

Prepare for the Plan Meeting

To prepare for this part of the SSPR discussion, consider training needed for job performance (i.e. process, procedure, system changes) as well as any required departmental training. Also, be familiar with training options regarding competencies. [*For more information, see development and coaching tips available in the competency resources on Cityspace.*]

During the Plan Meeting

Begin the meeting with a blank “Employee Development Plan” page.

During the conversation on *performance* – Major Responsibilities – make a note of those areas you would like the employee to focus development on during the new plan period.

During the conversation on *competencies*, make a note of those competencies you would like the employee to focus on developing during the new plan year.

Competency and Performance/Departmental Development

For the employee development part of the SSPR plan meeting, refer to the notes you made prior to the plan meeting (i.e. required training) and the notes you have made during the plan meeting. Include these in the employee’s development plan for “Competency Development Opportunities” and “Performance and/or Department Development Opportunities.”

For each entry, discuss with the employee and identify:

- *What* the training activity will be, including the type of training (classroom, coaching, shadowing, etc.); you may also include who will provide the training.
- *Why* you want them to undertake the training. State if it is required training. Identify which major responsibility it addresses and/or which competency it will develop.
- *When* you would like the training to begin and/or be completed.

Employee Professional Development

For the “Professional Growth and Development Opportunities” section, engage the employee in a conversation about their personal growth and development goals. What are their career plans: where do they see themselves in three years, five years; what do they enjoy doing or where does their interests lie; what positions and/or departments are they interested in down the line, and so on. Consider the ways that you can provide them support in moving towards their goals and include them in the employee development plan.

After the Plan Meeting

Update the “Employee Development Plan” page of the SSPR form to document your discussion with the employee.

Engage the employee on an on-going basis to follow-up on their progress in completing the development activities included in their development plan.

Provide feedback and document in preparation for the mid-year and year-end meetings.

Completing the SSPR Planning Meeting for Employees

Following your SSPR Planning meeting with the employee, update the “COA Employee Plan” document to include notes from the employee development plan discussion, as well as any necessary modifications to the Major Responsibilities pages. Provide the updated form to the employee for review and for signatures. Complete SSPR documentation according to departmental procedures.



FOR SUPERVISOR AND MANAGER SSPRS

Documents You Need:

FY 11/12 Employee SSPR Plan – for the year-end evaluation meeting to close out the current fiscal year.

FY 12/13 Supervisor/Manager SSPR Plan – to develop the supervisor/manager plan for the new fiscal year.

Helpful Resources:

SSPR Workplace Safety Discussion Guidelines

Competencies in Action Guides for Employees and for Supervisors/Managers

City of Austin Competencies: A Guide for Success on the Job

Talent Management and Competencies: A Guide for City Leaders

SSPR Discussion Guidelines for FY12/13 (this document)

SSPR Webpage on Cityspace

There is an SSPR form specific to supervisor and manager-level staff; this form is different from the Employee SSPR form and is identified in the title on the cover page, “COA Supervisor/Manager Plan.” Obtain the new Supervisor/Manager SSPR form located on the SSPR webpage on Cityspace.

Prepare for the supervisor’s FY12/13 SSPR planning meeting as before, with the following modifications:

- The addition of a discussion checkbox on the SSPR cover page for Workplace Safety
- Revised performance rating scale labels/descriptions
- Addition of COA Competencies page
- Updated Employee Development Plan page

Workplace Safety Checkbox

See guidelines regarding using the Workplace Safety discussion checkbox under “For Employee SSPRs” section of this document (p.3).

Revised Rating Scale Labels

See guidelines regarding using the revised Performance Rating Scale labels under “For Employee SSPRs” section of this document (p.4).

COA Competencies

The competencies outlined in the COA Competency Model have been integrated into the SSPRs for supervisors and managers for the FY12/13 plan period. You should focus on the first ten competencies in your discussion with the supervisor – the first five core employee competencies and the second five supervisor/manager competencies.

NOTE: For FY12/13 the competencies have been included for supervisors and managers under the “Major Responsibilities” section of the SSPR to be included as a part of the Overall Performance Rating.

Prepare for the Plan Meeting

In preparing for the first plan meeting regarding competencies you should re-familiarize yourself with the city competencies, how they were developed, the benefit of using them and how supervisors can use competencies to foster their success and the success of their employees and department. [*For more information regarding the COA Competencies, see resources available on Cityspace.*]

Prior to the plan meeting consider what the competencies “look like” in action in your areas of responsibility and what your expectations are regarding competencies for your staff. Resources that can help with this include, the *Talent Management and Competencies: A Guide for City Leaders* booklet and the *Competencies in Action Guides*, both available on Cityspace.

During the Plan Meeting

For the planning meeting begin with a blank “COA Competencies” page. In the planning meeting, discuss with the supervisor your expectations regarding competencies and engage the supervisor in a conversation about the benefit and use of competencies. Make sure to come to a mutual understanding of what each competency looks like in action and how you will evaluate the supervisor/manager on their ability to demonstrate the collection of competencies (i.e. rate the competencies as a group and not individually). Together, discuss the supervisor’s areas of strength regarding each of the competencies and what areas you agree on as a focus for development. Include these opportunities in the “Employee Development Plan” section of the SSPR.

After the Plan Meeting

Engage the supervisor on an on-going basis to discuss how they are putting the competencies into action. Observe the supervisor in action, provide feedback and document in preparation for the mid-year and year-end meetings.

Employee Development Plan Page

The employee development page has been re-designed to more closely follow the SSPR discussion on performance and competencies. The new page layout encompasses the three key development areas of the employee: competency development, performance and department development and the employee's personal professional growth and development goals.

NOTE: it is not required to have an entry for each of the three sections; complete the development page only as it makes sense for each individual employee.

Prepare for the Plan Meeting

To prepare for this part of the SSPR discussion, consider training needed for job performance (i.e. process, procedure, system changes) as well as any required departmental training. Also, be familiar with training options regarding competencies. [*For more information, see development and coaching tips available in the competency resources on Cityspace.*]

During the Plan Meeting

Begin the meeting with a blank Employee Development Plan page.

During the conversation on *performance* – Major Responsibilities – make a note of those areas you would like the supervisor to focus development on during the plan period.

During the conversation on *competencies*, make a note of those competencies you would like the supervisor to focus on developing during the plan year.

Competency and Performance/Departmental Development

For the employee development part of the SSPR plan meeting, refer to the notes you made prior to the plan meeting (i.e. required training) and the notes you have made during the plan meeting. Include these in the employee's development plan for "Competency Development Opportunities" and "Performance and/or Department Development Opportunities."

For each entry, discuss with the supervisor and identify:

- *What* the training activity will be, including the type of training (classroom, coaching, shadowing, etc.); you may also include who will provide the training.
- *Why* you want them to undertake the training. State if it is required training. Identify which major responsibility it addresses and/or which competency it will develop.
- *When* you would like the training to begin and/or be completed.

Employee Professional Development

For the "Professional Growth and Development Opportunities" section, engage the supervisor in a conversation about their personal growth and development goals. What are their career plans: where do they see themselves in three years, five years; what do they enjoy doing or where does their interests lie; what positions and/or departments are they interested in down the line, and so

on. Consider the ways that you can provide them support in moving towards their goals and include them in the employee development plan.

After the Plan Meeting

Update the “Employee Development Plan” page of the SSPR form to document your discussion with the supervisor.

Engage the supervisor on an on-going basis to follow-up on their progress in completing the development activities included in their development plan.

Provide feedback and document in preparation for the mid-year and year-end meetings.

Completing the SSPR Planning Meeting for Supervisors and Managers

Following your SSPR Planning meeting with the supervisor, update the “COA Supervisor/Manager Plan” document to include notes from the competencies discussion and the employee development plan discussions, as well as any necessary modifications to the Major Responsibilities pages. Provide the updated form to the supervisor for review and for signatures. Complete SSPR documentation according to departmental procedures.



FOR EXECUTIVE SSPRS

Documents You Need:

FY 11/12 Executive SSPR Plan – for the year-end evaluation meeting to close out the current fiscal year.

FY 12/13 Executive SSPR Plan – to develop the executive plan for the new fiscal year.

Helpful Resources:

SSPR Workplace Safety Discussion Guidelines

Competencies in Action Guides for Employees, Supervisors/Managers, and Executives

City of Austin Competencies: A Guide for Success on the Job

Talent Management and Competencies: A Guide for City Leaders

SSPR Discussion Guidelines for FY12/13 (this document)

Executive Success Strategy page on Cityspace (inc “Completing the Executive SSPR”)

There is an SSPR form specific to executive staff. This form is available on the SSPR webpage on Cityspace. It is available as a “fillable” PDF and as a Word document.

Prepare for the executive’s FY 12/13 SSPR planning meeting as before, with the following modifications:

- Revised performance rating scale labels/descriptions
- Updated language on the Executive Competency page

Revised Rating Scale Labels

See guidelines regarding using the revised Performance Rating Scale labels under “For Employee SSPRs” section of this document (p.4).

Executive Competency Page

The competency “Managing Purpose and Vision”, on the Executive Competencies page, was updated to “Purpose and Vision” to be consistent with the language used in the Competency Model.

Completing the SSPR Planning Meeting for Executives

Following the planning meeting, update the “Executive SSPR Plan” document to include any necessary modifications to the Goals/Projects pages as well as notes from the competencies discussion and the Talent Management Planning discussion. Complete SSPR documentation according to established procedures.