

The City
Letterhead

Human Resources
memorandum

Date: June 22, 19[REDACTED]
To: Human Resources Consultant
From: [REDACTED]
Subject: Employee Performance Rating CSU #xx

Employee's Name: Gabrielle Harvey Payroll No.: [REDACTED]
Salary Grade/Job Code: 029-0499 Effective Date: May 23, 19[REDACTED]
Present Step: 5

The following recommendation is submitted based on the attached performance rating:

- 1. Increase to Step 6.
 - 2. No increase recommended.
 - 3. Performance review only as the top of the range has been obtained.
 - 4. Provisional Status – increase from the current Step ___ to Step ___.
 - 5. Other: _____
-

Recommended by Immediate Supervisor

Name: Name printed
Title: Manager
Signature: Signed

Reviewed by Personnel Section

Name: [REDACTED]
Signature: [REDACTED]
Date: [REDACTED]

ANNUAL EMPLOYEE PERFORMANCE EVALUATION

Employee name
Position Title
Review Period
Evaluator name

Employee id
Branch
Evaluator Title

Union #
Position I.D.

A. DUTIES and PERFORMANCE EXPECTATIONS

Job Responsibilities (refer to Job Description) / Performance Expectations

1. **Strategic public education planning:** establish short and long term objectives, identify and assess target audience groups, determine messages, develop strategic plans to communicate with the Branch's various audiences, and measure the impact of campaigns and ongoing activities. Expectations: Communications plans will be based on a thorough understanding of Branch goals, strategies and issues; yearly public education plans for the Branch will be developed within the context of a three year view. Strategic plans will identify the most effective methods of achieving objectives using available resources.
2. **Program development and quality control:** assess public education programs on an ongoing basis and develop new programs to meet the needs of changing operations and customer expectations. Ensure high quality standards are met for all programming, including advertising, special events, media relations, print and audio-visual productions and school programs. Expectations: all communications material will be accurate and timely, will be creative and innovative in meeting objectives and will reflect high standards of excellence.
3. **Staff supervision and budget control:** manage all personnel functions for two professional staff, four customer services representatives, one administrative assistant and several part-time program specialists. Also manage a variety of contracts for services and program delivery. Fully accountable for development and control of an annual budget of approximately \$1 million. Expectations: delegate and provide clear directions to staff, develop positive working relationships with staff based on open two-way communications, foster a team environment most conducive to achieving results. Optimize financial resources to achieve the highest possible results.
4. **Media Relations:** manage all media relations for the Environmental Management Branch including developing strategic media plans, initiating and coordinating news conferences, researching appropriate responses to enquiries and acting as spokesperson for the Branch. Expectations: develop positive working relationships with the media, strategically use proactive media relations to build awareness and acceptance of Branch strategies and operations.

USE ATTACHMENT SHEET AS NECESSARY

B. PERFORMANCE REVIEW

In relation to duties and performance expectations outlined in A, please describe the results actually achieved, and any factors which may have affected performance.

1. **Strategic planning** – developed a thorough and comprehensive understanding of Branch strategies and goals, civic policies and issues faced by the Branch. An audit was conducted of all public education programs to assess the modifications and new programs needed in support of the Branch's strategic plan. The audit results formed the basis for a comprehensive public education plan for 199█/199█. The plan was implemented and all objectives identified in the

plan were reached or exceeded. Based on an in-depth understanding of public relations principles and sound judgment, the plan employed strategies that effectively reached the highest possible number of audiences within the available resources.

2. **Program development** – Based on the audit, modifications were implemented to all areas of programming and new programs were developed. Highlights: new resource materials were created for students; school programs delivered by contractors were re-designed; a new visual identity was created for the Branch; an Eco Station awareness campaign was delivered; a new brochure series was created; a series of fact sheets was created; an internal communications plan was developed and implemented; the Blue Bag program was launched with an advertising campaign supported by a comprehensive public relations program; and a grand opening for the Materials Recovery Facility was staged.

All programs and information materials were created to high standards, with great attention paid to detail (accuracy, design, proofreading), suitability to the target audience, and clarity. All written materials achieved a high level of clarity to explain new strategies and technologies effectively to various audiences. Overall, a highly proactive, integrated approach that created a stronger link between all public education programs maximized the exposure for the Branch and enhanced its public image as a leader, an innovator, and highly responsive to customer needs.

Blue Bag Campaign: The highest profile program during the past year was the Blue Bag campaign. A multi-faceted campaign using advertising, promotions, and media relations created a high level of awareness and acceptance of the Blue Bag program. The key challenge was to explain to residents why the City made the change to a program that citizens were loyal to (Blue Box). Providing clear strategic and creative direction to the advertising agency, and synthesizing the reasons for the change so that residents could easily understand them, contributed to the campaign's high success. An estimated 70% of residents made the switch during the first month of the program. Media relations results included 25 newspaper articles and 130 minutes of television and radio (equivalent to 260 30-second commercials), almost exclusively positive, with an advertising value of \$80,000. Fewer than 500 complaints were received at the Hotline during the entire campaign.

3. **Supervision and budget:** Developed positive working relationships which staff and a strong team environment that encourages creative thinking and innovative solutions to communications/public education challenges. In areas where staff were not performing to expectations, a thoughtful and fair approach was taken to deal effectively with issues and to encourage improvement. New job descriptions were created for 2 staff and various forms of training were facilitated for all staff. Bi-weekly staff meetings were held to facilitate brainstorming and also to ensure that the Hotline representatives were fully informed of issues, and initiatives. (Unusually angry or demanding customers were regularly referred to the Supervisor to alleviate some of the stress on the Hotline reps.)

The 199█ budget was managed effectively and 199x is on track to meet anticipated forecasts.

4. **Media Relations:** Established positive working relationships with media representatives based on providing timely and reliable information, being highly accessible, and taking the time to explain issues/educate the media. The tone of the media coverage was extremely positive. The

majority of television, radio and print coverage received was the result of proactive media relations (ie., calling the media with story ideas).

USE ATTACHMENT SHEET AS NECESSARY

C. EMPLOYEE TRAINING and DEVELOPMENT

What training/development has occurred to enhance the employee’s skills during the evaluation period.

Gabrielle attended the Provincial Recycling Council conference to learn more about recycling in the province. She also attended the International Association of Business Communicators conference to hone public communications skills.

D. OVERALL PERFORMANCE EVALUATION

Supervisor’s Comments – A brief summary of employee’s performance for the evaluation period.

Gabrielle’s performance over the reporting period met or exceeded all requirements. Her ability to grasp the “big” picture and effectively represent the Branch was very evident in external as well as internal interactions. In addition, the effectiveness and output of her Section were elevated to higher standards compared to previous years, benefiting the Branch in several intangible ways. Gabrielle eagerly accepted and left little to be desired in performing tasks that were delegated to her on an as required basis during the reporting period.

Check appropriate definition – based on overall assessment of employee’s performance.

OUTSTANDING. Employee has exceeded expectations in most or all major defined duties.

SATISFACTORY. Employee has met expectations.

IMPROVEMENT NEEDED. Employee has not met expectations.

Supervisor’s Signature

Date

E. EMPLOYEE COMMENTS

Employee’s Signature

Date

F. HUMAN RESOURCES COMMENTS (if applicable).

Concur with assessment!

Signature

Date