

FUEL

City of Newport News

PERFORMANCE MANAGEMENT PROGRAM



FOLLOW UP · ENGAGEMENT · LEADERSHIP

EMPLOYEE'S TOOLKIT

"fueling employees to drive results"

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Ask to schedule your next Check-In with your supervisor!

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What are Check-Ins?

Employees want to know how to succeed, when they are succeeding, and that they are valued. Supervisors want to help employees succeed, achieve established goals, and share in both individual and team successes. These two separate but related desires can only be achieved when there are frequent and effective communications between the supervisor and employee.

**LOOK FORWARD, NOT BACKWARDS.
NO ONE CHANGES THE WORLD FROM THE REARVIEW MIRROR**

In short, the main purpose of employee check-ins is to **keep the lines of communication open** between managers and employees in order to effectively engage and manage performance. The more employees and managers are able to communicate, the better they will be able to work together to accomplish goals, develop skills, and give/receive feedback. Check-ins should appear relatively casual to employees and managers should follow a loose structure in order to make sure this time spent remains valuable and drives action.

A check-in should replace an already scheduled, or intended, regular one-on-one meeting between the supervisor and employee. To keep the conversation relevant and meaningful, an effective check-in should last at least fifteen minutes, but no more than thirty minutes. Both accomplishments and improvements needs should be addressed in a regular Check-in meeting, but the quarterly meeting is not intended to be the tool to address significant performance issues. Significant performance deficiencies should be addressed through the City's Standards of Conduct and with guidance from Human Resources.

The bonus of frequent check-ins supervisors and employees can **select specific goals, projects, or coaching points to focus on in each meeting**. Employees might also start the conversation and guide the focus (even better).

EMPLOYEES CAN DRIVE THE DISCUSSION!

Generally, supervisors and employees should prioritize discussion points based on due dates and progress. What is discussed will actually change meeting-by-meeting.

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FUEL Check-In Participation

Every employee should receive a quarterly check-in with their immediate supervisor. Departments may elect to conduct more frequent check-ins with employees, but a minimum of four (4) quarterly check-ins is required unless there are extenuating circumstances such as extended leaves of absence, certain position changes, or similar events that have occurred. It is the department's responsibility to ensure that employees in like positions within a division or throughout the department, as applicable, receive the same frequency of check-ins.

The City's performance evaluation year begins May 1st and closes April 30th. While there is no requirement to conduct check-ins on specific dates, the following schedule is proposed as a guide and these dates can be used to add Outlook calendar reminders.

- First quarterly check-in Conducted before August 30
- Second quarterly check-in Conducted before November 30
- Third quarterly check-in Conducted before February 28
- Fourth quarterly check-in Conducted before May 31

Check-ins can be scheduled (or requested by employees) with a date, time and location in advance. The check-ins should not be an impromptu discussion with the employee and ideally, the invitation will allow an employee enough time to prepare for the discussion. A great way to schedule the next check-in is to agree on a date, time and location during a current check-in meeting. Otherwise, an invitation can be sent to the employee (calendar appointment, email, verbal request), preferably with at least two (2) days' advance notice.



Employees, prepare before the meeting! Nothing is worse than going into a meeting with your supervisor to discuss your own work, and have nothing to share. If you have nothing to share with your supervisor about your job over the past quarter, it could imply that you haven't been doing any work, that you don't know your job, or be mistaken that you don't care at all. **Take 5 minutes to prepare before the meeting.** Review your job description, any assignments or projects that you have been working on to share status updates and problems that you have solved, the FUEL Program Application for previous comments you or your supervisor may have written, and other journal or meeting notes from recent accomplishments or noteworthy incidents. Specifically:

- Review notes from the last meeting to **get up to speed on any planned deliverables.**
- Review your list of goals and projects to see if there are any due or running off course.
- Make a note of important issues you wanted to discuss with your supervisor.
- Unplug from other activities so your supervisor knows they have your complete focus.

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Conducting FUEL Check-Ins - Get your Motor Running!

As you start your Check-In, be sure that you set the tone for open communication with your supervisor and that they know you are ready to participate. Make the most of your time by using the first five minutes to open up about yourself and the last few months. As you build a stronger relationship with your supervisor, each of you can learn more about the other which will help you to work more in sync than ever before.

Practical Tips for Employees

- Don't sit back and wait for your supervisor to do all the talking
- Listen and ask questions for clarity
- Engage your supervisor in conversation by responding fully to their questions and asking your own
- Your supervisor is making this time for you – make sure you use it to help you move forward in your role and build strong lines of communication

Suggested Questions - Find Out:

- What should we talk about today?
- What should be my focus right now?
- What's your (the supervisor's) top priority between now and our next Check-In?
- Has my work (product, output, accuracy, etc.) helped the department accomplish objectives?
- Is there anything new or interesting planned for the next few months?



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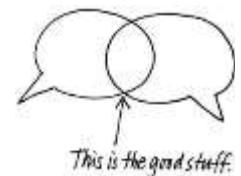
FUEL Check-Ins – System Checks/Inspections!

The next portion of your Check-In should focus around the essential functions of your job description and the projects, assignments and tasks given to you and associated with your role. This is your opportunity to fully discuss and understand the current priorities, as well as how well you are meeting your supervisor's and department's expectations.

Practical Tips for Employees

Goal/Project Updates

- Discuss the status of short-term goals and long-term projects
- Adjust/update existing goals with your supervisor
- Discuss any challenges or lessons learned
- Ask for assistance due to any roadblocks
- Discuss if any other priorities might affect the goal progress
- Ensure all goals are still on track
- Acknowledge any milestones or accomplishments
- Discuss/confirm any new goals
- Explain what you find most and least satisfying about your current role and why



Suggested Questions - Ask for specific examples from your supervisor:

What do I do well that makes me effective? Why is that impactful?

Where do you think I can be most helpful?

How can I better support you?

What didn't go as you had hoped?

What can I/we do differently next time?

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Recharging your batteries!

This portion of your Check-In is an intentional time to provide you with information to help you succeed. Be sure to ask about City-wide plans, Department initiatives, changes to the organization, and anticipated programs so that you stay informed and have opportunities to both participate and contribute.

Practical Tips for Employees

- Discuss Recent Accomplishments
- Touch Base on Status of Training/Learning
Discuss any training items due/in progress
Take the time to consider your personal training needs and ask for your supervisor's input
Let your supervisor know if their input is meeting your needs, or if you would like to hear more regularly from them
- Ask about City-wide and Department Updates/News
- Volunteer Ideas and Requests for change
Discuss any areas in need of change (company, team, project etc.)
- Discuss Your Career Development
What don't you know about the organization, the department or your role that you always wanted to find out?
How can the City, your department, and your supervisor help you develop those desired skills?
- Plan for the Week/Month/Quarter
Review the priorities for the short and long term

Suggested Questions:

Are there any areas of performance concern that I need to be aware of?

What do you think was our biggest success this period?

How can I help build our team?

Is there something I'm not doing that you would like to see from me?

Employees, try these out:



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Tune Ups and maintenance!

Everyone deserves an opportunity and time to develop and learn something new; to add to or “tune up” the knowledge, skills and abilities that they have developed over the course of their career. Whether you have just started in a new role, or have been contributing over several years in your current position, the City values you and wants to invest in your continued development. During your Check-Ins, make sure to get your supervisor’s input on new technologies and developments in your field, internal or external training opportunities, possible seminars or webinars that would benefit you and your team, or even upcoming conferences that you could attend. Another option is to consider obtaining certifications or licensures based on your position and career field. Ask yourself and your supervisor if this is something that would help you and add value to the organization.

Practical Tips for Employees

- Do your research and have an idea of what’s available and what interests you
- Consider having a mentor
- Consider being a mentor
- Ask for cross-training and/or job shadowing opportunities to gain exposure to other operations



Suggested Questions:

Could each member of the team shadow you for a specific time period (one day, multiple times, etc.) in order to better understand how we can help reach our team goals?

From your experience and my current performance level, can you help me establish a training plan for the next six months?

I want to build my skills in a specific area but I don’t know how to set aside the time. What do you suggest?

Would you consider allowing me to mentor a junior or newer team member? If so, can you help me plan the mentorship so it will be successful?

What certification do you think would most benefit me at this time?

At the End of the Meeting: Summarize

After the Meeting: Document

Employees will be required to log into the FUEL Application and acknowledge the Check-In date entered by the supervisor. While logged in, employees can add comments in the “**Check-In Information**” section, or the section for “**Developmental Opportunities Discussed.**”

Also, keeping a few reminder notes of your Check-In meeting is a very small but significant step that employees often skip but can make a big difference in successful performance. Take 2-5 minutes after each meeting to record key discussion points, action-items or feedback. This will help kick-start the next meeting, serve as a reminder for you to accomplish agreed-upon expectations, and provide another way for you to effectively communicate with your supervisor.

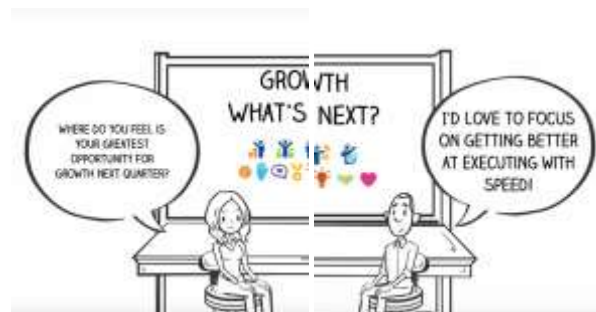
How Did You Do?

Take a few moments after each meeting to evaluate how you did. All employees can benefit from reviewing their Check-In participation, and should be striving to improve their communication and meeting skills.

- Did you talk too much/not enough?
- Did you actively listen?
- Did you ask questions?
- Did you acknowledge your supervisor’s perspective?
- Did you paraphrase key items to confirm understanding?
- Were you distracted in the meeting?
- Do you feel the meeting was valuable?
- Did you discuss all important points?
- What could you do to improve the next meeting?

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Check-In Example



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FUEL Progress Summary

Employee Information

Employee Name: _____ Employee ID: _____

Department: _____ Position: _____

Check-In Information

Quarterly Discussion Dates: _____

Supervisor Acknowledgement:

Employee Acknowledgement:

Comments: _____

City Standards

	Seldom	Regularly	Continuously	Not Rated
Provides excellent customer service and promotes Newport News through positive interactions.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shows engagement in their role and with the City through commitment to attendance and conduct standards.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Takes pride in the City which is reflected by their use and care of resources and tools provided to perform the job.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

Contribution Toward Department Goals

	Seldom	Regularly	Continuously	Not Rated
Accomplishes assignments aimed at reaching a 15% increase in production of widgets for the current year.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supports team members and supervisor by offering assistance, encouraging positive behaviors, showing respect, and other similar actions.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

Job-Specific Accomplishments and Progress

	Seldom	Regularly	Continuously	Not Rated
Conducts inspections and investigates errors to ensure quality and scope of completed work meets established standards.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mentors, inventories and distributes widget materials, supplies and equipment; coordinates the operation and care of tools for division staff.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Follows proper procedures to provide for safety of equipment and others; ensures compliance with federal, state and local regulations and City policies.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____

Developmental Opportunities Discussed

Comments and developmental notes can be added at any check-in.

Overall Progress Rating

Developmental Successful Exceptional

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Check-In Follow-Up Surveys

Following each quarterly check-in period, all full-time and part-time employees will receive an emailed survey with three (3) to five (5) questions for their response. The survey questions will vary each quarter and are intended to:

- Encourage continued engagement from employees
- Monitor that check-ins are being regularly conducted by all supervisors
- Ensure check-ins are productive and effective
- Improve communication for all employees
- Accommodate reporting capabilities for management teams

Employees who find it challenging to participate in the check-in process, or whose check-in meetings are not having the desired impact, will be assisted by their management team and the Human Resources Department so that all employees receive the intended benefits of the program.



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GOALS DEVELOPMENT WORKSHEET

This worksheet is not a required document but is intended as a tool to assist you and your supervisor with documenting your goals and tracking completion.

Instructions: Work with your supervisor to establish specific goals for each Check-In period. You may also determine long-range goals for the year that you then break down into incremental milestones measured each Check-In period. Using the SMART goal-setting method, describe the expectation and intended outcome, what constitutes success and the measureable results, with the associated due dates or milestones.

SMART is an acronym used to help employees and supervisors establish appropriate and impactful goals.

- SPECIFIC: Who, what, where, when, and why of the expectation
- MEASURABLE: Clear measures of success, key metrics and milestones
- ATTAINABLE: Achievable and also provides a stretch opportunity to develop and grow
- RELEVANT/REALISTIC: Results focused, aligned to the organization’s priorities and objectives
- TIMELY: Including a date for expected completion that is reasonable, yet aggressive

CITY OR DEPARTMENT OBJECTIVE:	
EMPLOYEE GOAL	DUE DATE:
1.	
2.	
CITY OR DEPARTMENT OBJECTIVE:	
EMPLOYEE GOAL	DUE DATE:
1.	
2.	
CITY OR DEPARTMENT OBJECTIVE:	
EMPLOYEE GOAL	DUE DATE:
1.	
2.	

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CAREER DEVELOPMENT PLAN

This worksheet is not a required document but is intended as a tool to assist you in planning, tracking and accomplishing your overall career objectives with the City of Newport News.

Instructions: Complete the sections below and periodically talk with your supervisor or mentor to adjust your individual plan. As you make changes, take time to discuss both your failures and progress during your Check-Ins. Honest and open discussion about challenges and successes, how to stay accountable and what your supervisor can assist you with, will help you to stay on track and intentionally reach benchmarks.

WHAT PARTS OF YOUR JOB DO YOU FIND MOST SATISFYING?

1. _____
2. _____
3. _____
4. _____

Why?

What are your key skills or strengths?	What skills or strengths do you want to develop?
What are your Short Term Career Goals? (6-12 months - be creative)	What are your Long Term Career Goals? (2-5 yrs.)
What type of assignments, experiences, coaching and/or learning do you need to meet your goals?	
How can your supervisor and management team help you accomplish these?	

Action Plan: Complete this section during or after Check-In with your supervisor

Development Opportunity	Specific Actions you will take	Business Impact/Results	Completion Date

Employee Name: _____ **Position:** _____

Date Plan Initiated/Updated: _____

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iPROPEL FUEL Badges

Human Resources is excited to announce the implementation of a recognition and reward platform for all full-time and part-time employees. The City's platform will be referred to as iPROPEL, which stands for:

Integrity, Partnerships, Respect, Opportunities, Performance, Ethics, and Leadership



One form of recognition through iPROPEL will include the awarding of badges that identify employee efforts and contributions toward achieving goals and meeting expectations. Several of the available badges for employees will be associated with the FUEL Performance Management Program and examples are listed below. When iPROPEL becomes available, supervisors are encouraged to recognize employees for their efforts and accomplishments.

BADGE NAME	DESCRIPTION OF RECOGNITION/APPRECIATION
Nailed it	Thanks for showing responsibility in your duties & tasks. You consistently get it done and your behaviors help to make City of Newport News great!
Follow-Up	Great job with your follow-up on both personal and team assignments! Your recent follow-up had significant impact in achieving the department's and City's overall goals!
Inventor	Employee developed a new solution for an old problem
Engagement	Your commitment to excellence is showing - thanks for your recent attention. Know that your actions show your engagement while engaging others at the same time!
GEM	Thank you for your significant contribution and Going the Extra Mile. Your ability to recognize and respond to a need or problem has been impactful.



More information and guidance will be available soon!