



City of Alexandria

Personnel Subcommittee

April 3, 2025



Agenda



1. Review of February Meeting
2. Feedback from Appointees
3. Roles and responsibilities
 - Personnel Subcommittee
 - Council
 - Appointees
4. Recommendations for Process, Structure and Forms
5. Draft Form Review
6. Conclusion and Next Steps



Review of Subcommittee Feedback

- Approval of Minutes
- Ensuring sufficient time for discussions
- Setting effective cadence of check-ins
- Creating space for two-way feedback

Recap



Appointee Feedback

- Preference for **narrative feedback**
- Consistent desire for **dedicated time** to hold performance evaluation discussion
- **Self-evaluations** are valued as useful tools for employees to write their own narratives, offering insights into their contributions and goals
- **Written feedback** is helpful, as it ensures clear and structured evaluations
- Consistency in desire for **mid-year performance check ins** with additional opportunities for informal feedback more frequently
- Desire for performance categories that are aligned with **job-specific responsibilities**
- Interest in **specific feedback** on both strengths and areas for growth

Recap



Roles and Responsibilities

Recommendations

- Subcommittee Responsibilities
 - Establish forms
 - Define Process
- Council Responsibilities
 - Review self-evaluation
 - Complete evaluation document
 - Review and discuss with appointee
- Appointees' Responsibilities
 - Complete self evaluation
 - Professional development tools
 - Provide feedback on process



Proposed Subcommittee Structure

- Proposal 1: Sunsetting
 - Defined term
 - Sets appraisal forms and process
 - Subcommittee terminates at evaluation implementation
- Proposal 2: Ongoing
 - Quarterly process of reviewing evaluation process and revising as appropriate
 - Ad hoc recruitment support
 - Would require bylaws
- Consider rotating members out
- Members to finalize report for public-facing roles

Roles & Responsibilities



Evaluation Format

Recommendations

- Consider using five-point rating scale
- Implement one formal midyear
- Set Key Performance Indicators or Key Goals
 - Request in self-assessment
 - Adjust in appraisal discussion as appropriate
- Use evaluation form for self-assessment

Recommendations



Conducting Evaluations

Recommendations

- Standardized self-evaluation formats
 - Tailored performance standards
- Biannual performance meetings with Council
- Consolidating feedback
 - Highlight strong themes
 - Consider use of consultant
- Collecting feedback from direct reports
 - Surveys
 - Employee engagement data by department
 - Focus groups

Recommendations



Developing Competencies & Practice areas

- Joint Council and Appointee annual review and updates

Recommendations



Competency and Practice Area: Example

Competency:
conceptual and
high-level

Strategic Leadership and Planning

Practice Area:
Description of
expected
performance

Strategic Leadership: Defining and communicating a vision and leveraging all resources and tools to achieve it.

Strategic Planning: Developing a plan of action that brings the community together, provides clarity of purpose and priorities, and guides the organization's actions in achieving its goals and objectives.

Policy Facilitation and Implementation: Engaging with elected officials and other community stakeholders to create and execute policies that achieve common goals and objectives.

Recommendations



Preview Recommended Forms

- See draft
 - Ratings
 - Competencies and practice areas
 - Narrative
 - Strengths
 - Areas for improvement
 - Goals (include key milestones and KPI's)
 - Professional development
- Self-evaluation may use same format as evaluation

Recommendations



Next Steps

May

- Finalize Templates
- Refine Competencies
- Feedback from the Council Feedback
- Prepare (Docket) and schedule FY 2025 Performance Evaluations

June

- Finalize Process
- Share forms with Appointees

Recommendations