



PERFORMANCE DEVELOPMENT SYSTEM

Supervisory and Management Staff Appraisal

Employee Name:

Title:

Department:

Reviewer's Name:

Title:

Review Period:

to

Date of Entry to Position:

Date of Last Review:

Type of Review:

- Mid-Probation 90 day End of Probation 180 day Annual Special

OVERVIEW

PURPOSE

- Work toward attainment of the department/County's mission, goals and objectives, and to measure individual progress with respect to such attainment.
- To inform employees of strengths, recognize accomplishments, and focus on areas needing improvement since the last review.
- Ensure regular interaction between supervisors and staff, thereby strengthening work relationships and improving communication.
- Develop employee skills and clarify expectations, goals and priorities.

CONDUCTING THE PERFORMANCE REVIEW

Before the Meeting:

- ✓ Notify the employee two weeks before the meeting. Provide them with a copy of their prior review, a current job description and a blank review form. Ask them to complete the Self-Appraisal and to bring it to the meeting.
- ✓ Review relevant documentation (job description, prior review and objectives, and records/observations of performance throughout the rating period).
- ✓ Complete a draft of the appraisal form including written comments, estimating a rating for each performance dimension.
- ✓ Provide additional documentation before rating as "Exceeds Standards," "Partially Meets Standards," or "Does Not Meet Standards." Discuss a "Does Not Meet Standards" rating with the next level of management before the meeting.
- ✓ Submit the completed form to the next-level supervisor/manager for review and signature.
- ✓ Finalize ratings and comments

During the Meeting:

- ✓ Listen and take notes. Utilize the self-appraisal to open dialogue. Examine and discuss differences.
- ✓ Review each performance dimension. Cover accomplishments, strengths and opportunities for improvement. Allow the employee to discuss problems or the need for additional resources.
- ✓ Offer constructive feedback, if needed. Ask the employee for ideas on how to improve. If needed, develop a specific action plan for improved performance.
- ✓ Summarize, then switch focus to the future. Schedule an appointment to discuss and agree upon goals and training for the next review period.
- ✓ Make a copy and give the employee the original for their comments and signature. Ask to have the original returned within 2 business days.

After the Meeting:

- ✓ File original performance appraisal in the employee's personnel file.

COMPLETING THE PERFORMANCE REVIEW FORM

- It should be emphasized that the appraisal is a review of performance, not a rating of the employee, and only for the period of time indicated.
- Review each performance category, its definition and the rating categories. Mark the box which most nearly reflects the performance of the employee being evaluated. If a particular performance category does not apply or it is too soon to rate, mark "N/A" in the comment section. A rating other than "Meets Standards" must include an explanation to support the rating.

APPRAISAL RATINGS

Exceeds Standards:

- Exceeds position requirements on a consistent basis, especially in difficult aspects of the job
- Makes significant impact on key areas critical to achieving objectives of the department or the County
- Takes the initiative in setting and achieving challenging goals
- Work is done thoroughly, completely and on time
- This person requires only occasional supervision and follow-up
- Demonstrates unusual creativity, initiative and/or innovation

Meets Standards:

- Fulfills all key assignments and completes work within allotted time frames
- Competent and produces a dependable level of performance
- Corrects errors quickly and does not repeat them
- Does not spend time on unimportant matters or neglect priorities
- Requires only normal supervision and follow-up

Partially Meets Standards:

- Some parts of objective, or some anticipated steps were accomplished, but improvements in quality, quantity and/or timeliness are still required
- Most minimum requirements are met
- At times, coordination with others results in confusion, mistakes, lowered production, or negative impact to customers or co-workers
- Cannot depend upon person to complete assignments, and needs some pushing and fairly close supervision to get the job done

Does Not Meet Standards:

- Quality, quantity or accuracy of results are significantly and/or consistently below those expected for employees at similar levels of experience
- Creates a morale problem because others have to carry the workload
- Does not inform management of problems encountered
- This person does not have the drive or the skill to do the job
- The poor quality and/or quantity of work delays the work of others in the department and/or negatively impacts the service to customers
- Errors are significant and/or repeated

SECTION I: APPRAISAL CATEGORIES

Indicate the performance level for each of the following. Check only one level for each category. Include comments to explain a rating other than meets standards. Several examples of behavior are included under each category. These are not meant to be inclusive of all expected behaviors in that category.

1. MANAGEMENT

- Gives attention and maintains control over area of accountability
- Ability to interpret and respond quickly to changes or new situations, methods and procedures
- Follows up on problems and decisions, and takes corrective action within limits of authority
- Shows flexibility and enthusiasm for new ideas, programs, technology and procedures
- Takes initiative to research and suggest new ways to improve processes, policies, work flow and the work environment

Exceeds Standards Meets Standards Partially Meets Standards Does Not Meet Standards

Comments:

2. ORGANIZATIONAL RELATIONSHIPS

- Implements directions and plans received from leadership independent of personal likes/dislikes
- Accepts criticism and feedback from management with minimum defensiveness
- Shows professional communication in expressing and advocating points of view
- Respects others and honors diversity
- Initiates or offers help to others that furthers the mission of the department or County
- Responds to current and future needs of customers and staff

Exceeds Standards Meets Standards Partially Meets Standards Does Not Meet Standards

Comments:

3. SUPERVISION

- Holds employees accountable for acceptable levels of performance and adherence to work rules
- Exhibits fair and impartial exercise of authority
- Effectively motivates employees to meet work requirements
- Develops teamwork to channel efforts toward common goals of the department
- Acts as a positive role model
- Adjusts management techniques and styles when working with employees of different skills and abilities
- Maintains two-way communication and regularly meets with staff to share information

Exceeds Standards Meets Standards Partially Meets Standards Does Not Meet Standards

Comments:

4. WORKPLACE SAFETY

- Recognizes conditions hazardous to employee health and safety and takes corrective actions within limits of authority and resources
- Implements and shows support for standards of safety, policies, procedures and practices

Exceeds Standards Meets Standards Partially Meets Standards Does Not Meet Standards

Comments:

5. PLANNING

- Establishes well developed short and long term plans to meet future needs
- Monitors plans to achieve desired results and implements contingency plans
- Recognizes problems in areas of responsibility
- Foresees changes and trends relevant to areas of responsibility
- Prioritizes tasks, duties, and assignments and is prepared to deal with unscheduled situations
- Properly assigns personnel and effectively uses resources allocated to the work unit

Exceeds Standards Meets Standards Partially Meets Standards Does Not Meet Standards

Comments:

6. EMPLOYEE DEVELOPMENT

- Communicates clearly defined performance standards to employees
- Evaluates employee job performance regularly based on measurable and objective criteria and results
- Trains and coaches employees to achieve clearly defined goals
- Provides feedback promptly to improve employee's performance
- Delegates assignments commensurate with employee's capabilities and scope of responsibility; follows up to ensure work accomplishments
- Identifies and provides coaching, leadership opportunities, appropriate resources and training needs

Exceeds Standards Meets Standards Partially Meets Standards Does Not Meet Standards

Comments:

7. BUDGET & EXPENSE MANAGEMENT

- Makes sound decisions exhibiting an awareness of costs, benefits and alternatives
- Shows innovation in reducing expenses and/or increasing revenues
- Offers suggestions for controlling costs and treating agency resources with proper public purpose in mind

Exceeds Standards Meets Standards Partially Meets Standards Does Not Meet Standards

Comments:

8. DECISION MAKING AND GOOD JUDGEMENT

- Understands and defines problems clearly
- Presents well-considered, realistic alternatives that withstand critical examination when making recommendations
- Makes decisions in a timely manner and considers the impact on employee relations or departmental goals
- Notifies all affected parties prior to implementing decisions
- Displays knowledge and expertise of sound management practices
- Properly interprets and applies policies to job responsibilities
- Offers solutions that add value to their department and the agency
- Immediately reports problems concisely and accurately

Exceeds Standards Meets Standards Partially Meets Standards Does Not Meet Standards

Comments:

9. COMMUNICATION

- Adapts communication techniques to meet the needs of the audience
- Demonstrates skill in orally communicating, listening and comprehending others
- Produces effective, accurate, and concise written and electronic communications
- Demonstrates effective presentation skills
- Professionally interacts with other employees and the public

Exceeds Standards Meets Standards Partially Meets Standards Does Not Meet Standards

Comments:

10. JOB KNOWLEDGE

- Implements and applies technical and professional knowledge to the job requirements and work unit activities
- Directs effort toward personal improvement and remains up to date on changes and trends in technical knowledge related to the job
- Understands the function of the department and applies current laws, regulations, policies and procedures
- Demonstrates a thorough knowledge of defined area of responsibility
- Shares knowledge with others

Exceeds Standards Meets Standards Partially Meets Standards Does Not Meet Standards

Comments:

SECTION II: OVERALL ASSESSMENT OF PERFORMANCE

After evaluating categories 1 through 10, check one box which indicates your appraisal of this individual's overall performance.

- Exceeds Standards Meets Standards Partially Meets Standards Does Not Meet Standards

Comments:

Attendance: Is attendance acceptable? Yes No

Comments:

Additional-Contributions/Accomplishments: Identify any additional contributions and/or accomplishments achieved during the year.

SUPERVISOR: *I have prepared this performance review and discussed it with the employee.*

Supervisor Name

Signature

Title

Date

EMPLOYEE: *I have reviewed the evaluation and have discussed it with my supervisor. My signature does not necessarily indicate my full agreement. I understand that I may make comments and that I may also attach a separate statement of agreement/disagreement.*

Employee's Comments:

Employee Name

Signature

Date

NEXT LEVEL SUPERVISOR: *I have reviewed this performance evaluation.*

Manager or Department Head Name

Signature

Date

SECTION III: DEVELOPMENT GUIDE

Development objectives are established with each employee in an effort to promote their continued growth and advancement within their position and the department. In establishing these objectives, the supervisor should consider: (1) job assignments which will optimize the use of the employee's talents, provide appropriate broadening experience and capitalize on the job interests of the employee; and (2) training activities and development experiences which will help the employee to do the present job better, as well as prepare the employee for future assignments.

A meeting to outline the goals, development objectives and training plans for this employee for the next review period will be held on . These objectives should be mutually agreed upon.

Objectives or Key Job Responsibilities <i>(What You Will Do)</i>	Measurement/Timing <i>(How Will You Quantify, Verify, or Observe Success? What Critical Milestones Should Be Considered?)</i>	Outcomes <i>(A Summary of Your Progress to Date)</i>	Results
			<input type="checkbox"/> Exceeded <input type="checkbox"/> Met <input type="checkbox"/> Partially Met <input type="checkbox"/> Did Not Meet <input type="checkbox"/> N/A
			<input type="checkbox"/> Exceeded <input type="checkbox"/> Met <input type="checkbox"/> Partially Met <input type="checkbox"/> Did Not Meet <input type="checkbox"/> N/A
			<input type="checkbox"/> Exceeded <input type="checkbox"/> Met <input type="checkbox"/> Partially Met <input type="checkbox"/> Did Not Meet <input type="checkbox"/> N/A
			<input type="checkbox"/> Exceeded <input type="checkbox"/> Met <input type="checkbox"/> Partially Met <input type="checkbox"/> Did Not Meet <input type="checkbox"/> N/A

SECTION IV: EMPLOYEE SELF-APPRAISAL

Please evaluate your work performance in relation to your current job requirements by marking the rating that best represents your level of performance in each appraisal category in Section I and then rate your performance overall in Section II. In addition to completing the appraisal categories and overall rating, please answer the following seven questions.

1. I contribute to the department's mission by:
2. I accomplish excellent work in the following areas:
3. I can, or need to, improve in the following areas:
4. I could improve my job performance with the following training or other resources:
5. I have an interest in learning about the following areas:
6. What can your Supervisor do to help you do a better job?
7. What constructive feedback can you offer, regarding your job, your supervisor and/or the working conditions?

Employee Signature

Date