

I. PERFORMANCE OBJECTIVES AND KEY PERFORMANCE INDICATORS (continued)

--

II. EMPLOYEE'S SUMMARY OF SIGNIFICANT PERFORMANCE OBJECTIVE ACCOMPLISHMENTS AND OTHER SIGNIFICANT CONTRIBUTIONS (Please limit comments to space provided below.)

A large empty rectangular box with a black border, intended for the employee's summary of significant performance objectives and other significant contributions.

III. PERFORMANCE ASSESSMENT

For each of the following performance assessment areas assess the employee's effectiveness by checking the appropriate box. Do not assess non-supervisory employees on performance assessment area 6. If you check "Does Not Meet Requirements" you must give specific behavioral examples in Part IV and address in Part VIII.

Not Applicable	Does Not Meet Requirements	Meets Requirements	Exceeds Requirements	Superior Performance
----------------	----------------------------	--------------------	----------------------	----------------------

1. Teamwork/Interpersonal Relationships

- Develops and maintains effective work relationships
- Effectively uses interpersonal skills to facilitate a team approach
- Handles conflict in an effective manner
- Willingly shares available resources for the good of the department
- Willingly shares information with others
- Considers the position, feelings, and perspectives of others in achieving results
- Keeps superiors and appropriate others informed of work activities

2. Leadership

- Has a vision for the work group
- Encourages and rewards innovative approach to problem solving
- Obtains high achievement levels from others
- Encourages, rewards intelligent risk-taking, does not punish occasional failures
- Models sound public service and management values with client, staff and community
- Gains acceptance of ideas and recommendations
- Gives others credit for their contributions and accomplishments
- Is sought out by peers for advice and counsel
- Supports program and County policies and procedures in a positive manner

3. Decision Making

- Considers the broader impact of various decision alternatives such as effect on clients, employees, public, etc.
- Takes logical, rational approach to problems
- Balances risk vs. assured outcome
- Reaches sound conclusions which reflect good judgment
- Makes own decisions, seeking help when appropriate
- Makes timely decisions
- Accepts responsibility for decisions

4. Communication

- Actively listens to understand others
- Writes clearly and concisely
- Makes clear, concise, organized presentations
- Effectively communicates information to appropriate people
- Uses content (word, level of detail) appropriate for audience

5. Planning/Organizing/Flexibility

- Develops plan mindful of clients, program goals and the County image in the community
- Sets ambitious, but realistic goals and deadlines, keeps the long-term perspective
- Strongly emphasizes planning for Self and subordinates
- Coordinates resources and people effectively to achieve a balanced workload
- Organizes effective work teams
- Responds effectively to unforeseen job demands
- Effectively handles multiple responsibilities
- Anticipates needs/problems; plans relevant actions

6. Human Resources Management and Development

- Provides effective supervision of Assigned staff
- Provides information, guidance and development opportunities for subordinates
- Provides ongoing, timely, honest and useful performance feedback
- Writes appraisals that accurately reflect employee achievements and abilities
- Completes and shares appraisals in a timely manner
- Handles personnel/performance problems in accordance with County policies and expectations
- Delegates responsibility with commensurate amount of authority and follow up appropriately
- Effectively involves subordinates in decisions affecting them

IV. SUPERVISOR'S COMMENTS ON ACHIEVEMENTS AND PERFORMANCE ASSESSMENT AREAS. (Performance Assessment Areas noted as "Does Not Meet Requirements" must be documented.)

V. ADDITIONAL CONSIDERATIONS

1. Employee's observance of work rules, including compliance with FLSA requirements.

Comments:

VI. OVERALL RATING FORMULA. (The Elected Official/Department Head must attach justification for giving an overall rating that is not consistent with this formula.)

Superior Performance Exceeds Requirements Meet Requirements Does Not Meet Requirements

Superior: All assessment Areas are rated as “Superior Performance.”

Exceeds: At least four assessment areas are “Superior Performance” or “Exceeds Requirements.”

At least five assessment areas rated at least as “Meet Requirements.”

Meets: *No more than one of the assessment areas is rated as “Does Not Meet Requirements.”

*Failure to attain a level of at least “Meet Requirements” on any assessment area may result in an overall rating of “Does Not Meet Requirements.” This is usually when an employee has not improved to an adequate level of performance with a reasonable period of time after appropriate supervisory assistance has been given to the employee.

VII. RECOMMENDATION

Change to Regular Status

Retain at Regular Status

Place on Department Probation

Other (specify):

VIII. PERFORMANCE DEVELOPMENT PLAN (The rater obtains input from employee for completing this section)

Describe an action plan to improve or enhance performance, develop the employee, and/or enhance career opportunities.

Signature-Elected Official/
Department Head or Supervisor

Date

Employee Comments:

I have received a copy of this performance appraisal (____ pgs.) _____
Signature-Employee Date

I Certify that this performance appraisal was presented to _____ and that
the employee failed to sign it.

*Signature-Elected Official/Department Head, Supervisor or Witness

Date

*The supervisor signs unless a dismissal recommendation has been discussed. In that case, a witness must sign.