



Performance Evaluation Instructions & Guideline for Employees

Purpose of the Evaluation

The performance evaluation should be a fair and balanced assessment of an employee's performance. It is a time for the supervisor to formally review and dialogue with the employee regarding their total performance of the last year, give and receive feedback, clarify job duties, explain management's expectations, and set goals for the coming year.

Essential Elements of the Performance Evaluation

- Supervisor reviews the employee's job duties to be evaluated as outlined in the employee's job description.
- Supervisor should consider current or prior documentation and journal notes, prior's supervisor's notes, and time and attendance records.
- Supervisor should also review the performance review from the previous year to see if the employee's goals and objectives were met

Timeline

- 30-60-90 Day Evaluations shall be completed upon the employee's completion of the employee's introductory period.
- For annual evaluations, evaluations are given to employees in January and should reflect the performance from the previous 12 months.
- Completed evaluation, including employee response, should be completed by March 1st and forwarded to the Human Resources department for retention.

Evaluation Template

There are three Employee Performance Evaluation form templates – the 30-60-90 for Employees and Supervisors who are new to their position, a second for employees who need an annual review, and a third for supervisors who need an annual review of their leadership.

1. Supervisors will rate employees based on the "Performance Evaluation Ratings" (see below) in each category.
2. When a factor is not considered applicable to the employee's role/position, the category may be recorded as Not Applicable (N/A).

3. Supervisors will provide an overall rating, record the number of absences, and the number of days reported late. This should consider all factors and total performance over the period being evaluated.
4. Supervisors will provide feedback and examples in the “Comments” section, specific areas of improvement needed, and recommendations for professional development.
5. Employees can provide feedback on their own performance, goals for the upcoming year, and requests for professional development and training. This section provides the employee with an opportunity to comment on the evaluation. Should more space be required, a separate document can be attached.
6. Employee signs, prints their name, and dates the performance evaluation.
7. Supervisor signs, prints their name, and dates the performance evaluation.

Performance Ratings

The following guidelines are illustrative, but not exhaustive, concerning the standards of performance expected for each rating level on the overall rating on the Employee Performance Evaluation forms. These guidelines are not meant to be rigid criteria but are offered to assist supervisors in understanding and applying the performance ratings.

Rating Definition	Examples (Can include but not limited to)
<p>Exceptional Performance consistently exceeds job performance factors and frequently influences others to help bring the County to a higher level of performance. Reserved for employees who provide an exceptional level of performance or service and who regularly and substantially exceed overall expectations. Outstanding performers work with little or no supervision and generate output that is exceptionally high in quality, quantity, and timeliness. The individual assumes a very high level of responsibility for his or her own performance, contributes to the articulation and definition of new programs or services, and stands as a model for other staff. Employees rated at this level have typically achieved extraordinary results that have readily demonstrable benefits to the unit, department, or County as a whole. Also, these employees demonstrate most of</p>	<ul style="list-style-type: none"> • Routinely volunteers for extra work/responsibility while maintaining strong job performance • Recognizes the need for change and often suggests new policies, procedures, techniques as a need emerges • Maintains a positive and professional manner even when under pressure; welcomes constructive criticism • Effectively manages multiple priorities, tasks, and/or requests • Helps facilitate change in a positive manner • Readily assumes responsibility • Demonstrates an exceptional commitment to service, thus representing the department in a manner that reflects well on the organization internally and externally • Communicates clearly; fosters communication in every direction by actively engaging in the exchange of information and encouraging this activity in supervised staff

<p>the characteristics described in the illustrative examples.</p>	<ul style="list-style-type: none"> • Recognized for exceptional expertise and leadership.
<p>Successful Performance meets all job performance factors considered fully adequate for the job. Employees rated at this level regularly meet and occasionally exceed expectations. A rating at this level indicates that the employee is a competent, productive, and valued member of the team. A fully successful employee consistently meets expectations within specified time and cost limits, understands and supports the department’s priorities, contributes innovative and creative approaches to meeting and furthering achievement of the organization’s mission. Employees rated at this level demonstrate most of the characteristics described in the illustrative examples.</p>	<ul style="list-style-type: none"> • Produces the quality of work to meet and occasionally exceed job expectations • Applies logic and reason successfully when making decisions; makes infrequent errors due to oversight and/or misunderstanding • Applies appropriate judgment in responding to and referring questions or resolving problems • Willingly implements new techniques, considering the concerns and suggestions of others • Accepts constructive criticism and handles suggestions to problems reasonably and within an appropriate time frame • Is a good listener; provides appropriate information to others; assists others with projects when asked • Minimizes downtime; continuously tries to improve work performance • Maintains up-to-date knowledge of relevant procedures and functions • Readily accepts a change once the team decides to move in a direction • Promotes/supports department, colleagues, supervisors, administration, and the County • Adheres to time and attendance rule
<p>Needs Improvement Employees who do not regularly meet overall expectations or who regularly meet or exceed job performance expectations in some areas, but do not regularly meet expectations in other performance areas. The employee has demonstrated some willingness or ability to improve performance and resolve deficiencies that are less than satisfactory, and which require that steps be taken to improve performance. Employees in this category need improvement to reach the fully successful level. When performance is at</p>	<ul style="list-style-type: none"> • Performs in an unreliable or inconsistent manner when completing work; fails to complete tasks without frequent reminders; often exceeds the expected time frame to complete assigned tasks • Is not proactive in completing assignments; often looks for reasons why assignments cannot be accomplished • Requires considerable supervisory monitoring, consultation, and modification to implement goals and priorities in a timely and/or effective manner

<p>this level, corrective action and/or additional training may be necessary.</p>	<ul style="list-style-type: none"> • Fails to anticipate and/or respond effectively to problems, obstacles and/or changes in program direction • Does not make meaningful contributions to solving problems • Rejects new ideas without due consideration • Talks and/or behaves abrasively and/or offensively; exhibits discourteous or disruptive behavior • Fails to adhere to time and attendance rules
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Tips for Writing the Evaluation

- Avoid generalizing. Cite specific examples and provide specific goals.

Avoid Bias:

Supervisors should avoid the following rating pitfalls:

- • The "Halo Effect": Employees that are liked are seen as excellent in every area; if disliked, deficient in every area.
 - • Overweighing of Recent Occurrences: This includes either favorable or unfavorable ones.
 - • "Central Tendency": Supervisor, reluctant to rate an employee either high or low, rates the employee average to avoid the need for justification.
 - • The "Sunflower Effect": All employees are rated high to look good to the supervisor's boss.
- Supervisor should consider the employee's entire year's performance, not just recent occurrences or actions/behaviors.
 - Describe behaviors and the business impact.
 - Solicit feedback from the employee regarding what the individual feels are major accomplishments from the past year and goals for the next year.
 - Highlight 3-5 accomplishments of the past year – training, projects, performance measures.
 - Recognize mission-based impacts and how the employee adjusted to changes in the department.
 - Describe areas where the employee needs to adjust or improve.
 - Refer the core competencies (behavioral, how they do it)

- Set goals for the coming year. Goals can be either Performance-based Goals or Project-based Goals

- o Performance-based Goals work toward improving the performance factors that require additional focus/attention to successfully perform the expectations of the position.

- o Project-based Goals are assignments/tasks that need to be accomplished in the coming year specific to the employee's current role.

- Goals should be specific to the employee and the employee's job duties, measurable (tangible evidence of completion) and attainable (should stretch the employee to feel challenged but achievable).

EVALUATION MEETING

- In advance of the evaluation meeting, the supervisor and employee should select a meeting time and place when a relaxing, uninterrupted, private discussion can take place.
- Supervisors should use discretion to avoid outlining areas needing improvement in an overly empathic manner and should attempt, when possible, to offer strong or positive examples to provide a balanced review.
- Additionally, employees should feel comfortable providing the supervisor feedback and/or discussing potential inaccuracies in the performance evaluation.
- Employees should be granted the latitude to provide a timely written response if desired, and such response is to be attached to the evaluation form.
- An employee's signature on the evaluation form documents that the evaluation was completed and reviewed with them; it does not necessarily indicate agreement. If there are items that are left open for whatever reason, the Supervisor should make every effort to follow-up and close the item in a reasonable time.

FILING

Once completed and executed, employee performance evaluations are to be sent to Human Resources and incorporated in the employee's personnel file.