

WARREN COUNTY GOVERNMENT

Employee Performance Review

Confidential

Annual
 Other _____

Name: _____ Position Title: _____

Department: _____ Department/Division Head: _____

Reports To: _____ Title: _____

Performance: From: _____ To: _____ Date of Last Review: _____

Purpose

The purpose of the performance review process is to guide and motivate employees to high levels of performance and productivity. Specific objectives are to:

- plan and communicate the responsibilities and expectations of the position with employee;
- measure performance in an objective manner, commenting on both positive as well as negative performance factors;
- develop employees and improve performance by addressing areas for improvement; and
- foster a performance-oriented environment.

Instructions

At the beginning of the appraisal period, the employee job specifications and job responsibilities should be discussed with the employee by the supervisor and/or department head. At the end of the appraisal period, employee performance is rated by the supervisor in relation to the job specifications and any performance goals mutually agreed upon. This performance appraisal is then reviewed and approved by the department head. ***If additional space is needed, please include as an attachment.***

Job Duties and Tasks: Briefly describe or list the various tasks and duties you are expected to perform in your day-to-day activities.

Supervisor: Please list here any additional job tasks or duties not identified by the employee.

Past Performance Goals (if previously established)

A performance goal is defined as some duty or responsibility of an employee's routine work for which the employee is accountable. In this section, list the employee goals that had been mutually set at the end of the last appraisal period and measure the employee's effort in accomplishing these goals to determine goal performance. Goals listed on this page are those specific tasks or projects which extend beyond the duties outlined in the employee's job specifications. These goals should be listed below in a descending order of importance. After the goals and goal results have been analyzed, fill out the appropriate column of the performance goal factor located on page five.

**PREVIOUSLY ESTABLISHED
PERFORMANCE GOALS**

PERFORMANCE GOAL RESULTS

Performance Factors

For each performance factor, select the most appropriate level of performance that best describes the employee. These factors measure the skills, knowledge and ability with which the employee performs the job. In the Comments column, you may provide examples and comments which explain the rating. **Extreme ratings of one or five require justification.** Comments may include positive and/or negative aspects of the employee’s performance over the appraisal period. Measure employee’s performance in an objective manner. Place the rating number of each performance factor in the column marked Rating.

Performance Factors	Outstanding 5	Commendable 4	Satisfactory 3	Fair 2	Not Acceptable 1	Comments	Rating
Job Knowledge Knowledge of the methods, techniques, procedures, and tools necessary to perform the duties of the position. Applies knowledge to assigned tasks.	Possesses in-depth knowledge of job with superior knowledge of related departmental jobs.	Well informed about present tasks and related jobs. Contributes knowledge to others in solving problems.	Satisfactory knowledge of job and sufficient knowledge of related jobs. Performs job responsibilities with minimal guidance	Minimum knowledge for current position. Could improve in some areas with training.	Does not possess adequate knowledge of methods, techniques, procedures, and tools necessary to perform the job.		
Initiative/Creativity Ability to act independently or develop new methods to improve job efficiency and effectiveness. Takes initiative without being directed.	Little or no supervision needed. Highly resourceful in new situations. Actively seeks opportunities to improve service.	Thinks and acts independently. Resourceful in familiar situations. Identifies the need to improve operations and usually takes action without supervisory prompting.	Initiative is satisfactory. Requires occasional supervision in routine situations. Attempts to solve problems as they are encountered.	Requires frequent instruction and close supervision. Rarely exhibits initiative. Does not suggest improvements or make inquiries.	Must be told everything. Takes no personal initiative; shows no creativity. Makes excuses.		
Communication Skills Listens, speaks and writes effectively. Relates accurate facts and details in timely manner so that others are kept informed.	Exhibits high level of proficiency regarding all aspects of verbal and written communication.	Most communication skills are above average. Ability to interact effectively with all levels of employees.	Communication skills are adequate; messages are generally understood. Follows written and verbal direction without problem.	Some difficulty in communicating thoughts in both verbal and written form. Sometimes requires repeated direction.	Communicates orally or in writing in a confusing way; neglects important information. Discounts opinions of others because they differ.		
Judgment/Decision Making Ability to identify problems and make sound and reasonable decisions. Ability to produce quality work consistently.	Works independently requiring virtually no supervision. Decisions most logical and well founded.	Ability to assess problems and provide timely solutions most of the time.	Acceptable judgment and decision making with some mistakes at a tolerable level. Requires occasional guidance.	Makes frequent mistakes in judgement. Decisions not always supported by facts.	Excessive errors in judgement. Very poor decision making ability. Requires close supervision.		

Performance Factors	Outstanding 5	Commendable 4	Satisfactory 3	Fair 2	Not Acceptable 1	Comments	Rating
<p>Effort The degree to which employee strives to excel. Exhibits conscientiousness and motivation.</p>	Highly motivated. Exerts maximum effort. Actively pursues and volunteers for responsibility.	A hard worker. Exerts more effort than most. After setback, tries again with another approach.	Occasionally demonstrates effort. Sets targets based on day's work and typically completes tasks.	Low motivation. Could put more effort into work assigned. Rarely sets meaningful goals. Does only bare minimum.	Effort exerted only when forced to do so. Employee requires prompting to complete assigned tasks.		
<p>Dependability/Reliability Employee consistently meets job requirements. Amount of supervision required. Trustworthiness and persistence.</p>	Completely reliable. Performs beyond expectations with little or no supervision.	Usually completes tasks on a consistent basis in spite of most difficulties.	Trustworthy, reliable, and attentive to work. Follows instructions.	Sometimes unreliable. Avoids responsibility. Seems to be satisfied with status quo.	Gives up easily. Frequently unreliable. Does not wish to assume responsibility.		
<p>Interpersonal Relations/Attitude Effectively works with others in a cooperative and productive manner. Behavior displayed toward supervisors and coworkers.</p>	Highly effective working with others. Keen insight into people and an ability to adapt to them. Always respects authority. Is pleasant, friendly and courteous.	Works well with others. Is aware and considerate of others' viewpoints. Respects authority and takes positive approach to work.	Seeks mutual respect. Gets along with others. Generally displays a positive attitude.	Occasionally causes conflict with others in the performance of duties. Not always a team player. Temperamental; changing moods.	Usually creates a hostile environment when interacting with others. Does not cooperate in completing assigned tasks. Agitates others.		
<p>Productivity The actual work output of employee relative to department standards. Completion of assignments in timely fashion without loss of quality.</p>	Definitely a top producer. Consistently completes assignments ahead of deadlines. Responds promptly and efficiently to all requests.	Produces more than most above average. Sometimes completes assignments ahead of deadlines.	Meets expected level of performance and results required. Consistently provides quality work.	Below average output. Sometimes meets deadlines, occasionally late. Does not always complete assigned tasks.	Extremely low output. Work not always acceptable. Rarely meets deadlines.		
<p>Planning and Organizing Carefully plans work. Organizes time and resources to achieve goals. Makes effective use of time. Meets deadlines.</p>	Highly organized. Prioritizes work. Demonstrates skill in planning. Effectively defines problems and plans solutions.	Through planning, consistently achieves departmental goals or tasks. Organizes work and meets deadlines.	Adequate planning and organizational skills. Occasionally completes tasks and departmental goals in timely fashion.	Exerts little control in meeting deadlines and completion of projects. Lacks accountability.	Does not plan and organize work to meet assigned deadlines. Has difficulty organizing resources necessary to perform work.		

Performance Factors	Outstanding 5	Commendable 4	Satisfactory 3	Fair 2	Not Acceptable 1	Comments	Rating
Attendance Ability to report for work on time. Follows leave policy. Demonstrates punctuality and does not abuse leave privilege.	Rarely absent from work. Follows leave policy. Excellent attendance record.	Follows leave policy. Rarely late for work. Does not abuse sick leave.	Generally in attendance. Does not abuse sick leave. Occasionally tardy.	Has difficulty following leave policy. Is not always punctual. Some absences are questionable.	Is rarely on time for work. Poor attendance record. Abuses leave privilege.		
Quality of Service Response and manner in which employee processes requests from public for information or service. Appearance and conduct when performing duties publicly. Ability to promote positive image.	Outstanding skills in dealing with public requests for information. Responds in courteous, effective and timely manner. Presents very positive image of public service employee.	Responds promptly to public requests for information with positive demeanor. Demonstrates above average skills in dealing with public.	Satisfactorily demonstrates skills necessary to deal with public inquiries. Generally responsive to requests for information. Exhibits acceptable conduct as public employee.	Some deficiencies noted in dealing with public requests for information or delivery of public service. Training in customer service techniques warranted. Fair public employee image.	Demonstrates poor customer service skills. Inability to interact productively with public. Does not present a positive image. Training in customer service required.		
For Supervisory Positions Only							
Supervision Effectiveness in planning, organizing, delegating, and controlling the work of subordinates and gaining their cooperation. Ability to motivate and develop others.	Has mastered skills of supervision. Gets maximum production and cooperation. Most effective in getting work done through subordinates. Consistently demonstrates leadership.	Is an effective supervisor. Accomplishes tasks through subordinates better than most supervisors. Generally displays leadership.	Coordinates and gets work done through others. Accomplishes objectives in timely manner. Demonstrates leadership occasionally.	Has difficulty as supervisor. Improvement needed. Often ends up doing work assigned to others.	Lacks ability to supervise when given the opportunity. Training required.		
<i>This section to be rated only if performance goals were established during the previous year's evaluation.</i> <i>NOTE: The rating for this factor will be added to the performance factors total as a bonus.</i>							
Performance Goals How well employee has accomplished goals and objectives set forth in the previous appraisal.	Employee surpassed all expectations in accomplishing goals and objectives.	Very good. Employee demonstrated initiative in accomplishing all expectations required.	Employee satisfactorily met the goals and objectives outlined in the development plan.	Employee was unsuccessful in meeting some of the goals and objectives outlined. Exhibited little effort.	Employee failed to accomplish most of the goals or objectives outlined. Continues to be unmotivated.		

Calculation of Performance Rating

Performance Factors:

Job Knowledge	_____
Initiative/Creativity	_____
Communication Skills	_____
Judgement/Decision Making	_____
Effort	_____
Dependability/Reliability	_____
Interpersonal Relations/Attitude	_____
Productivity	_____
Planning and Organizing	_____
Attendance	_____
Quality of Service	_____
Supervision (Supervisory Positions Only)	_____
Performance Goals*	_____
Performance Factors Total	_____
Overall Score (Total divided by 11; for supervisors, divide by 12; leave score in decimal form)	_____

Performance Rating Key:

<u>Overall Score</u>	<u>Performance Rating</u>
4.5 or higher	5
3.5 to 4.49	4
2.5 to 3.49	3
1.5 to 2.49	2
Less than 1.5	1

Performance Rating:

(Round Overall Score using above key)

* Note: Performance Goals factor is added to the Performance Factors Total as a bonus. Even if Performance Goals score is used, continue to divide by 11 or 12 as indicated.

Employee Training Report

Please record all employee training received in previous twelve months, including both in-service and off-site training.

Future Performance Goals (optional)

In this section, the supervisor and employee mutually agree on goals and objectives for the next evaluation period. These goals should be based on the results of this performance appraisal. In the space below, indicate how you, as supervisor, will assist the employee toward achievement of these goals and indicate the efforts the employee intends to make to enhance his own performance. Remember, goals should be related to some duty or responsibility of the employee's work for which he is accountable. List these goals in a descending order of importance.

Performance Goals for the Next Appraisal Period	Action Plan to Achieve Performance Goals

Employee's Comments:

Supervisor's Comments:

Division Head's Comments:

Department Head's Comments:

Participants' Signatures

The employee's signature indicates acknowledgment that the performance evaluation has been discussed with the employee. It ***does not*** signify agreement or disagreement with the contents of the evaluation.

Employee Date

Supervisor Date

Division Head Date

Department Head Date