



## Performance Evaluation Committee

November 28, 2016

### Goals

2017:

- Department Head Goal Setting
- Department Head Evaluations
  - Develop forms to be used
  - Determine evaluators (is feedback compiled?)
  - Timing of evaluations
- Develop Training for Evaluators
- Update Job Specifications for all Out of Unit positions
- Determine how results are tied to compensation under current salary structure

2018 & future:

- Evaluations to be completed for all Out of Unit employees
  - Develop forms to be used
  - Evaluators – Department Head and Supervisors
  - Timing of Evaluations



## GOAL SETTING FOR DEPARTMENT HEADS

Name:		Evaluator:	
Position/Title:		Goal Setting Period:	
Date Completed:		Initial Discussion:	

The manager/supervisor completed the following questions for the above employee.

Please state main duties and responsibilities.

I. **EMPLOYEE ASSESSMENT** (Supervisor completes)

- 1) Provide some specific examples of what the employee did well this year.
- 2) Highlight the employee's strengths as a manager or supervisor. Discuss areas in which you would like the employee to make improvements as a manager or supervisor. Discuss strategies to achieve those goals.
- 3) List the goals the employee accomplished.
- 4) Identify the employee's uncompleted projects. Discuss barriers and challenges. (Discuss ways in which you can be a resource to the employee).

II. **KEY AREAS OF RESPONSIBILITY** (Supervisor completes)

- 1) **Job Knowledge** (Technical and Specialized Skills and Expertise)  
Comments:
- 2) **Managing the Work** (Provide Direction, Prioritizing, Scheduling, Organizing, Delegating, Measuring Performance, Accountability, Meeting Deadlines, Driving Execution)  
Comments:
- 3) **Managing or Supervising Others** (Clear and Effective Communications, Coaching, Team Building, Feedback, Conflict Resolution, Customer Service, Relationship Building, Employee Development, Judgment and Decision Making)  
Comments:



## GOAL SETTING FOR DEPARTMENT HEADS

- 4) **Managing Self** (Interpersonal Skills, Self-Development, Self-Awareness of Personal Work Style and Values, Impact on Others, Role Model, Inclusiveness)

Comments:

- 5) **Managing Systems** (Policies, Procedures, Standards, Budget, Compliance, Legal, Human Resources, Documentation/Record Keeping, Safety)

Comments:

III. **GOALS** (Supervisor and employee establish annual goals)

What are the most important goals and tasks in the next year? What challenges or barriers do you anticipate? Projected timeline?

IV. **EMPLOYEE DEVELOPMENT** (Supervisor and employee establish development plan)

- 1) What action(s) could be taken to enhance employee's performance in current position?
- 2) What type of training or on the job experiences would benefit the employee's performance the most in the next year?

V. **OPPORTUNITIES FOR GROWTH AND JOB ENHANCEMENT**

- 1) What type of projects or assignments would the employee like to be doing in one/two/five years time to enable professional growth or renewed interest? (Discussion to include what will be required to maximize potential for current position or for future possibilities.

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DEPARTMENT HEAD PERFORMANCE EVALUATION**



Name:	Evaluation Period: From:	To:
Department:		

**PERFORMANCE APPRAISAL RATING CATEGORIES:**

Consider the employee's performance in the following areas and select the appropriate rating.

<p><b><u>STRATEGIC DECISION MAKING/ MEETING GOALS:</u></b> Key issue identification, consideration of relevant data and relationships, commitment to a course of action to accomplish goals.  <input type="checkbox"/> Outstanding <input type="checkbox"/> Exceeds Standards <input type="checkbox"/> Meets Standards <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unacceptable</p> <p>Comments:</p>
<p><b><u>OVERALL ADMINISTRATION:</u></b> Communication skills, adaptability, presentation skills, accuracy, knowledge of laws/rules/procedures, enthusiasm, presence of mind, improving work methods.  <input type="checkbox"/> Outstanding <input type="checkbox"/> Exceeds Standards <input type="checkbox"/> Meets Standards <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unacceptable</p> <p>Comments:</p>
<p><b><u>PROBLEM SOLVING:</u></b> Effective decision making, accountability, judgment/analytic ability, problem solving in a positive manner.  <input type="checkbox"/> Outstanding <input type="checkbox"/> Exceeds Standards <input type="checkbox"/> Meets Standards <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unacceptable</p> <p>Comments:</p>
<p><b><u>LEADERSHIP SKILLS/TALENT MANAGEMENT:</u></b> Supervision, planning/assigning, training/instructing, disciplinary control, evaluating performance, fairness/impartiality, approachability, counseling skills, motivating ability.  <input type="checkbox"/> Outstanding <input type="checkbox"/> Exceeds Standards <input type="checkbox"/> Meets Standards <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unacceptable</p> <p>Comments:</p>
<p><b><u>FINANCIAL MANAGEMENT:</u></b> Budget preparation and monitoring, financial forecasting, development of cost saving solutions.  <input type="checkbox"/> Outstanding <input type="checkbox"/> Exceeds Standards <input type="checkbox"/> Meets Standards <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unacceptable</p> <p>Comments:</p>
<p><b><u>MAJOR ACOMPLISHMENTS FOR REVIEW PERIOD:</u></b></p>
<p><b><u>PERFORMANCE OBJECTIVES FOR NEXT REVIEW PERIOD:</u></b></p>
<p><b><u>OVERALL PERFORMANCE RATING</u></b></p> <input type="checkbox"/> Outstanding <input type="checkbox"/> Exceeds Standards <input type="checkbox"/> Meets Standards <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unacceptable
<p>Comments:</p>

**EMPLOYEE COMMENTS:**

Employee's signature indicates that he/she has reviewed this report. It does not necessarily mean that he/she is in agreement with the remarks or rating.

I have reviewed this report with my supervisor.

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Employee Signature

Date

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Supervisor Signature

Date

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County Administrator Signature

Date

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REVIEW PERIOD: \_\_\_\_\_ to \_\_\_\_\_

DATE: \_\_\_\_\_

NAME: \_\_\_\_\_

DEPT: \_\_\_\_\_

TITLE: \_\_\_\_\_

HIRE DATE: \_\_\_\_\_

DATE STARTED IN MOST RECENT POSITION: \_\_\_\_\_

<p><b><u>JOB KNOWLEDGE</u></b></p> <p>Displays the technical knowledge necessary to successfully perform the functions of the position; demonstrates interest in learning new or additional skills and techniques; maintains sufficient knowledge of services and provides quick and accurate responses in response to inquiries.</p>	5	Very well informed, seldom requires assistance and instruction.
	4	Satisfactory job knowledge; understands and performs most phases of job well.
	3	Occasionally requires assistance or instruction
	2	Limited knowledge of job, further training required, frequently requires assistance or instruction.
	1	Lacks knowledge to perform job properly.
<p><b><u>PLANNING AND ORGANIZING</u></b></p> <p>The ability to analyze work, set goals, develop plans of action, utilize time. Consider amount of supervision required and extent to which you can trust employee to carry out assignments conscientiously.</p>	5	Exceptionally good planning and organizing skills. Conscientious
	4	Above average planning and organizing. Usually carries out assignments conscientiously.
	3	Average planning and organizing. Occasionally requires assistance
	2	Room for improvement. Frequently requires assistance.
	1	Unacceptable planning and organizing skills
<p><b><u>DIRECTING AND CONTROLLING</u></b></p> <p>The ability to create a motivating climate, achieve teamwork, train and develop, measure work in progress, take corrective action.</p>	5	Exceptional leader, others look up to this employee.
	4	Above average. Usually, but not always motivational.
	3	Average. Sometimes needs to be reminded of leadership role

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	2	Needs to improve motivational and teamwork skills.
	1	Unacceptable directing and controlling skills.
<p><b><u>FINANCE</u></b> Effectively manages the financial resources of the County. Manages the annual budget process, working to cut costs in all possible situations.</p>	5	Exceptional financial management, budgeting and always looking for ways to cut costs.
	4	Above average financial management, budgeting and sometimes looks for ways to cut costs.
	3	Average.
	2	Needs improvement in the area of financial management.
	1	Unacceptable financial management skills.
<p><b><u>INITIATIVE AND CREATIVITY</u></b> The ability to take self-directed action; proactively requests opportunities for self-development and proposes new/updated methods and procedures.</p>	5	Displays drive and perseverance, anticipates needed actions, frequently suggests better ways of doing things.
	4	Self-starter; proceeds on own with little or no direction, progressive, makes some suggestions for improvement.
	3	Very good performance, shows initiative in completing tasks.
	2	Does not proceed on own, waits for direction, routine worker.
	1	Lacks initiative, less than satisfactory performance.
<p><b><u>JUDGEMENT</u></b> The ability to arrive at sound decisions after receiving information and weighing facts objectively and without emotion.</p>	5	Uses exceptionally good judgment when analyzing facts and solving problems.
	4	Above average judgment, thinking is very mature and sound.
	3	Handles most situations very well and makes sound decisions under normal circumstances.
	2	Uses questionable judgment at times, room for improvement.
	1	Uses poor judgment when dealing with people and situations.

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<p><b><u>DECISION MAKING</u></b> The ability to make decisions and the quality and timeliness of those decisions.</p>	5	Exceptional decision making abilities. Decisions are made in a timely manner.
	4	Above average decision making abilities. Usually makes sound and timely decisions.
	3	Average. Sometimes requires assistance in making decisions.
	2	Needs to improve decision making and/or timeliness of decisions.
	1	Unacceptable decisions and/or timeliness.
<p><b><u>WORK PRODUCT QUALITY</u></b> Produces accurate work product free from errors; completes tasks in a thorough and timely manner; demonstrates positive attitude toward tasks and provides a professional level of service to both internal and external customers.</p>	5	Highest quality possible, final job virtually perfect.
	4	Quality above average with very few errors and mistakes.
	3	Quality very satisfactory; usually produces error free work.
	2	Room for improvement, frequent errors, work requires checking & re-doing.
	1	Excessive errors and mistakes, very poor quality.
<p><b><u>RELIABILITY</u></b> The extent to which the Department Head can be depended upon to be available for work, do it properly, and complete it on time. The degree to which the employee is reliable, trustworthy, and persistent.</p>	5	Highly persistent, always gets the job done on time.
	4	Very reliable, above average, usually persists in spite of difficulties..
	3	Usually gets the job done on time, works well under pressure.
	2	Sometimes unreliable, will avoid responsibility, satisfied to do the bare minimum.
	1	Usually unreliable, does not accept responsibility, gives up easily.
<p><b><u>COOPERATION</u></b> Willingness to work harmoniously with</p>	5	Extremely cooperative, stimulates teamwork and good attitude with others.

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others in getting a job done. Readiness to respond positively to instructions and procedures.	4	Goes out of the way to cooperate and get along.
	3	Cooperative, gets along well with others.
	2	Indifferent, makes little effort to cooperate or is disruptive to the overall group or department.
	1	Negative and difficult to get along with.

**MANAGERIAL COMMENTS**

**Noteworthy strong areas of present performance:**

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**Areas requiring improvement in job performance:**

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**What has the employee done to improve performance from the previous review?:**

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**Developmental Plans:**

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To what extent have previous plans been carried out?

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(Add all numerical values from each category) then divide by 8 (or 11, if supervisor section was completed)

Overall Performance Rating: \_\_\_\_\_

**PERFORMANCE RATING DEFINITIONS**

**DISTINGUISHED (5)**

Outstanding performance that results in extraordinary and exceptional accomplishments with significant contributions to objectives of the department, division, group or company.

**COMMENDABLE (4)**

Consistently generates results above those expected of the position. Contributes in an above average manner to innovations both technical and functional.

**FULLY SATISFACTORY (3)**

Good performance with incumbent fulfilling all position requirements and may on occasion generate results above those expected of the position.

**NEEDS IMPROVEMENT (2)**

Performance leaves room for improvement. This performance level may be the result of new or inexperienced incumbent on the job or an incumbent not responding favorably to instruction.

**MARGINAL (1)**

Lowest performance level which is clearly less than acceptable, and which is obviously well below minimum position requirements. Situation requires immediate review and action. Possible separation or reassignment is in order without significant and immediate performance improvement.

**EMPLOYEE COMMENTS:**

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**SIGNATURES:** Signatures acknowledge that this form was discussed and reviewed.

Received by:

Prepared by:

Approved by:

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Supervisor

\_\_\_\_\_  
County Administrator

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_