

# COUNTY OF MONO

## PERFORMANCE EVALUATION

EMPLOYEE: \_\_\_\_\_ DEPARTMENT: \_\_\_\_\_  
 JOB TITLE: \_\_\_\_\_ EVALUATION PERIOD: From: \_\_\_\_\_ To: \_\_\_\_\_

- MID PROBATION     
  FINAL PROBATION     
  STEP INCREASE     
  ANNUAL REVIEW  
 OTHER: \_\_\_\_\_

The County of Mono Performance Evaluation form is a tool that can provide an opportunity for employees, supervisors and department heads to increase communication, build trust and work together. The purpose of this confidential form is to inform employees of their strengths and/or weaknesses in relation to their job performance.

**Directions:** *At the beginning of each performance evaluation period, the supervisor sits down with the employee and develops an Employee Performance Plan outlining realistic goals and objectives using measurable criteria. The supervisor uses this tool throughout the evaluation period. Follow-up is the key to the success of any performance evaluation system. The performance evaluation interview should not be a surprise to the employee. Performance deficiencies should be discussed with the employee as they occur, documented and included in the performance evaluation. The annual performance evaluation process is to document an employee's performance last year, as well as focusing forward by establishing goals and measurable objectives for continued performance improvement.*

1. The employee *may* complete a self-evaluation (Part I & II), as requested by their supervisor, prior to a meeting with the supervisor to discuss the final evaluation.
2. The supervisor will review: the employee's classification description; the previous evaluation, and the Employee Performance Plan for the evaluation period. The supervisor will develop a draft evaluation, determining the extent to which the employee has completed his or her goals and objectives.
3. The supervisor will discuss the draft evaluation with their department director, prior to sitting down with the employee and giving the evaluation.
4. The supervisor should detail those ratings in which the employee "Exceeds Job Standards" ("4's, 5's"), within specific job strengths and superior performance.
5. The supervisor should detail those ratings in which the employee "Does Not Meet Job Standards" ("1's, 2's"), in specific areas not meeting job performance.
6. The supervisor and the employee sit down and discuss the evaluation period and mutually agree upon a Performance Plan for the next evaluation period.
7. The supervisor and the employee should develop goals for the next evaluation period, which include standards of performance, measurable criteria, dates for completion and recommendations for achieving the goals.
8. Every quarter, the supervisor will meet with the employee to review, discuss the status of goals, and possibly revise the Performance Plan.

*NOTE: Each recommendation should correspond to the goals and measurable criteria during this evaluation period. The supervisor must also outline an action plan to assist the employee in achieving their goals. A form is attached at the end to aid in this process.*

PERFORMANCE CRITERIA DEFINITION				
5 Outstanding Performance	4 Exceeds Standards	3 Meets Standards	2 Below Standards	1 Far Below Standards
Consistently performs far beyond established job requirements, and contributes beyond current job responsibilities. Produces results of exceptional quality. Works above and beyond the call of duty for the department and organization.	Performs beyond established job requirements. Produces results of high quality. Substantially contributes to the department goals and objectives. Anticipates needs and suggests solutions.	Consistently fulfills job requirements. Contributes effectively to department and County objectives. If new to the job, the learning process results in standard quality.	Results fall short of meeting job requirements. This does not necessarily indicate that performance is completely unsatisfactory or unacceptable but addresses an area which needs additional effort.	Results fall far below meeting job requirements. Performance is unsatisfactory and unacceptable in one or more significant areas. Must improve effort.

**PART I - PERFORMANCE EVALUATION STANDARD CRITERIA AND RATINGS** - Include in the evaluation how the performance relates to the standards for performance, employee objectives and accomplishments. Each standard is followed by a variety of examples which may be more or less job related: *Circle the appropriate rating for each criteria listed below:*

<b>CUSTOMER SERVICE:</b> (5) (4) (3) (2) (1) A. Meeting or exceeding the customer service standards (County) B. Meeting or exceeding the customer service standards (Dept.) C. Professionalism demonstrated toward fellow employees D. Professionalism demonstrated toward other departments E. Actions, attitude and appearance bring credit to the Dept. & County F. Exercise of tact and politeness	<b>JUDGMENT:</b> (5) (4) (3) (2) (1) A. Ability to interpret a situation correctly B. Makes sound evaluations C. Analyze facts D. Develop alternative solutions E. Provide acceptable recommendations
<b>ADAPTABILITY:</b> (5) (4) (3) (2) (1) A. Good use of resources B. Acceptance of responsibility C. Performance under stress and change D. Support for departmental goals and objectives	<b>QUALITY OF WORK:</b> (5) (4) (3) (2) (1) A. Accuracy and thoroughness in work completed B. Provides neat and acceptable work products.
<b>ATTENDANCE &amp; OBSERVANCE OF WORKING HOURS:</b> (5) (4) (3) (2) (1) A. Works as scheduled and is prompt and punctual B. Makes good use of time and uses time properly C. Notifies department prior to absences and schedules vacation in Advance D. Abides by County leave policies and avoids patterns of obvious Absences	<b>SAFETY PRACTICES AND CARE OF COUNTY EQUIPMENT/PROPERTY:</b> (5) (4) (3) (2) (1) A. Follows County and departmental safety practices and procedures to protect themselves and others. B. Appropriate use/operation and maintenance of County tools and Equipment C. Safe driving habits D. Does not needlessly endanger themselves, fellow employees, and/or the public
<b>COMMUNICATION:</b> (5) (4) (3) (2) (1) A. Verbally expresses ideas, concepts, and directions clearly and Concisely B. Expresses written thoughts logically and professionally C. Applies themselves to their responsibilities	<b>JOB KNOWLEDGE, UNDERSTANDING AND SKILLS:</b> (5) (4) (3) (2) (1) A. The degree to which the employee demonstrates the above B. Demonstration of work practices, methods, procedures and techniques C. Possesses knowledge of work standards, rules and requirements
<b>ACCEPTANCE OF RESPONSIBILITY:</b> (5) (4) (3) (2) (1) A. Perform with the appropriate level of supervision B. Acceptance of responsibility and supervision C. Applies themselves to their responsibilities	<b>INITIATIVE:</b> (5) (4) (3) (2) (1) A. Problem solving ability and resourcefulness B. Willingness to be a "self-starter" C. Suggest methods to improve work procedures or production.
<b>QUANTITY (AMOUNT) OF WORK:</b> (5) (4) (3) (2) (1) A. Amount of acceptable work performed B. Ability to meet deadlines C. Works to full capacity	<b>OTHER:</b> (5) (4) (3) (2) (1) A. B.

<b>EMPLOYEES WHO SUPERVISE OTHERS</b>	
<b>ABILITY TO PLAN AND ORGANIZE BUDGET:</b> (5) (4) (3) (2) (1) A. Assigns work in a fair and equitable manner B. Plans department schedule to always provide coverage C. Budget effectively and adhere to budget allocation	<b>ABILITY TO MOTIVATE AND TEACH:</b> (5) (4) (3) (2) (1) A. To effectively express thought verbally and/or in writing B. Offer subordinates advice and guidance in regard to work performance C. Provide proper and complete instructions to subordinates
<b>ABILITY TO EVALUATE &amp; PROVIDE EMPLOYEE RELATIONS:</b> (5) (4) (3) (2) (1) A. To use individual judgment on subordinates B. Successfully resolve complaints and/or grievances C. To maintain accurate documentation to complete subordinates Evaluations	<b>ABILITY TO DELEGATE:</b> (5) (4) (3) (2) (1) A. To depend on subordinates to complete challenging assignments B. Assign appropriate work assignments to subordinates
<b>LEADERSHIP ABILITY:</b> (5) (4) (3) (2) (1) A. Set an example for subordinates B. Inspire confidence, loyalty and willing cooperation in subordinates working performance C. Ability to be a mediator D. Ability to consider and interpret facts before making a decision E. To maintain a consistent and impartial standard of acceptable conduct performance	<b>OTHER: SUPERVISORY CRITERIA:</b> (5) (4) (3) (2) (1) A. B. C.

## **PART II**

**1. SPECIFIC PROGRESS ACHIEVED IN OBTAINING GOALS STATED IN PREVIOUS EVALUATION:**

see attached

**2. SPECIFIC JOB STRENGTHS WHICH EXCEED JOB STANDARDS ("5's, 4's"):**

see attached

**3. SPECIFIC JOB AREAS NOT MEETING JOB STANDARDS ("2's, 1's"):**

see attached

**4. SPECIFIC AGREED UPON GOALS FOR NEXT EVALUATION PERIOD (with measurable criteria):**

see attached

**5. RECOMMENDATIONS FOR ACHIEVING THE GOALS NEEDED FOR JOB IMPROVEMENTS:**

see attached

**OVERALL PERFORMANCE EVALUATION RATING:** *Indicates the appropriate overall rating for this period.*

- (5) Outstanding Performance       (4) Exceeds Standards       (3) Meets Standards       (2) Below Standards       (1) Far Below Standards

**PART III - EVALUATION SUMMARY**

- This employee meets job standards on their annual review.
- Probationary — (CHECK ONE: 1<sup>st</sup>      2<sup>nd</sup>      or 3<sup>rd</sup>      evaluation)
- I recommend regular appointment from probationary appointment.
- A step increase is justified.
- I recommend the evaluation period be extended until \_\_\_\_\_  
*(for this evaluation period, the step increase will be delayed).*
- Other: \_\_\_\_\_

Was the job description reviewed and discussed prior to completing this evaluation?  Yes  No

**I, the supervisor, based this evaluation on my observation and/or knowledge, it represents my best judgment of the employee's job performance.**

\_\_\_\_\_  
*Supervisor Signature*

\_\_\_\_\_  
*Date*

**TO BE COMPLETED BY EMPLOYEE**

**EMPLOYEE'S RECOMMENDATIONS ON HOW THEIR SUPERVISOR CAN ASSIST THEIR JOB PERFORMANCE:**

see attached

**ADDITIONAL COMMENTS:**  see attached

**I, the employee, have reviewed this report with my supervisor.** *(The employee's signature indicates that they have reviewed this report, however, it does not necessarily mean they are in agreement with the remarks or ratings.)*

*Employee Signature:* \_\_\_\_\_

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

**DEPARTMENT HEAD'S/COUNTY ADMINISTRATIVE OFFICER'S COMMENTS:**  see attached

**Mid-Manager** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Department Director** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Human Resource Mgr.** \_\_\_\_\_ **Date:** \_\_\_\_\_

**County Administrative Officer** \_\_\_\_\_ **Date:** \_\_\_\_\_

## EMPLOYEE PERFORMANCE PLAN WORKSHEET INSTRUCTIONS

The purposes of the Employee Performance Plan are to: set new or additional performance objectives for the next rating period; acknowledge employee goals and needs for successful job performance and advancement; help the employee recognize where performance improvement is needed; promote awareness of the goals of the County and department; and take advantage of methods and training that are available.

Performance Objectives are measures which will contribute to effective performance in the employee=s present job and/or develop an employee=s capabilities for additional responsibilities.

Plans for Achieving Objectives are specific and measurable statements of the methods by which the employee may work toward accomplishing the stated performance objective.

### EXAMPLE

#### Performance Objectives

Improve job preparation and operation of equipment in a safe manner.

Increase job knowledge.

Develop a new policy/procedure for xyz process.

#### Action Plan for Achievement

Study service manuals and procedure guidelines; review progress with supervisor at two-week intervals for two months.

Study files and background cases; attend one professional training session in this subject as identified in the Employee Development Plan.

Submit an outline for the policy to supervisor for approval within sixty days. Complete first draft of policy by the end of six months.

## EMPLOYEE PERFORMANCE PLAN — OPTIONAL WORKSHEET

*(To be completed by the employee and supervisor for discussion of the Performance Plan for the next evaluation period)*

Employee Name: \_\_\_\_\_ Performance Period From: \_\_\_\_\_ to \_\_\_\_\_

### **Future Performance Objectives**

Define some objectives for accomplishments during the next rating period. Performance objective should be specific and measurable.

### **Action Plan for Achieving Objectives**

State specific methods by which this employee can work toward accomplishing his or her performance objectives.