Leon County Employee Performance Appraisal Form

APPRAISAL PERIOD		OVERALL APPRAISAL RATING
Beginning Date:		#DIV/0!
Ending Date:		#DIV/0!

Please complete boxed areas only. *Questions?* *Call HR (487-2220) or review handbook.*

EMPLOYEE INFORMATION

Last Name _____ First Name _____ M.I. _____ POSITION # _____

Title _____ ID # _____

WORKPLACE INFORMATION

Department _____ Division _____ Program _____

REVIEW TYPE

New Standards _____ Probationary/Trial _____ Midpoint _____ Annual _____ Classification Change _____

Special _____ Separation _____

Standards were last modified: _____ date

Immediate Supervisor Signature: _____

Other Supervisor Signature: _____

Division Director Signature: _____

Department Director (or designee) Signature: _____

Employee Signature: _____

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COMMENTS BY REVIEWERS
(Required for all Unacceptable (0) ratings. May be used for other rating also.)

COMMENTS BY EMPLOYEE
(Optional)

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EMPLOYEE ACTION PLAN

Include specific projects, performance objectives or training development plans for the next review period. They may be based on new assignments and/or substandard performance.

Goal to be Achieved/Substandard Performance Addressed (describe)	Action to be Taken	Due Date	Date Completed

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EMPLOYEE PERFORMANCE COMMON RATING FACTORS

I. All Employees

The factors below are to be rated for all employees. More detailed descriptions of each factor are included in the appraisal handbook.

	EXCELLING 3	FULLY COMPETENT 2	DEVELOPMENT NEEDED 1	UNACCEPTABLE 0	WEIGHT 5=highest 1=lowest	SCORE	TOTAL W X S	Not Rated
A. Communications								
The ability to convey knowledge, information and ideas clearly and accurately.	Almost always anticipates need to communicate information. Demonstrates above average communication problem solving skills. Is Always pleasant and helpful even with argumentative persons in challenging and difficult situations. Promotes tension-free work environment. Always treats fellow employees with respect.	Consistently gives and receives information effectively. Clearly presents ideas/tasks to groups/individuals. Actively listens to others, demonstrating respect, attention to, and an understanding of expressed comments and concerns.	Gives and receives information that is at times inaccurate and incomplete. Is occasionally impolite or abrupt. Does not maintain a balance between telling and listening.	Often is abrupt and is disrespectful in communicating with others. Often gives inaccurate or incomplete information.	3		0	
B. Teamwork								
The act of achieving common goals and the ability to organize work in an atmosphere of cooperation and interdependence.	Almost always provides open, constructive, professional and courteous communication at team/work group meetings and in daily interaction with staff and customers. Exhibits courteous and helpful attitude towards customers and team/work group members. Considers the needs of the organization, customers and employees a priority. Demonstrates effective conflict/dispute resolution skills. Promotes good relations; contributes more than "fair share" to team/work group efforts; takes initiative to offer help to others. Willingly shares information others need. Fosters teamwork and group morale.	Consistently provides open, constructive, professional and courteous communication at team/work group meetings and in daily interaction with staff and customers. Uses constructive criticism to assist team in maintaining good order, discipline or morale. Gets along well with others; tolerant of others' point of view; cooperative, offers positive and constructive input to team/work group efforts; willingly assists others when needed. When requested, will share information with others.	Occasionally provides open, constructive, professional and courteous communication at team/work group meetings and in daily interaction with staff and customers. Needs to work to resolve disputes and conflicts with others before they escalate. Needs to improve upon use of constructive criticism to assist in team/work group development and/or morale. Sometimes displays intolerance towards differing point of view, may challenge others inappropriately in public. Sometimes has to be reminded to do "fair share" for the team/work group effort. Reluctantly releases information others need.	Does not attempt to work well in groups. Rarely communicates at team/work group meetings and in daily interaction with staff and customers. Uncooperative and/or antagonistic. Displays a lack of objectivity in work situations. Puts personal interest above the team/work unit/organization. Uses conduct or speech that is detrimental to teamwork or morale. Disruptive, argumentative, or uncooperative; may exhibit insubordinate behavior; subject of major or frequent complaints. Refuses to share vital information.	3		0	
C. Customer Service								
The ability to identify customers, determine their need(s), and provide appropriate service.	Almost always makes attempts to meet customer needs, sometimes using creative approaches; is Always courteous, timely and professional in interactions with customers even in difficult situations. Takes the extra step to assure that customer service action plans are followed	Is consistently courteous, timely and professional in interactions with customers; usually follows established processes for meeting customers' needs.	Occasionally projects indifferent attitude; marginal delivery of service; inconsistent in delivering satisfactory service.	Discourteous; shows little interest in meeting the needs of customers; service is untimely and unprofessional; frequent customer complaints about the level and/or quality of service.	3		0	

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	EXCELLING 3	FULLY COMPETENT 2	DEVELOPMENT NEEDED 1	UNACCEPTABLE 0		WEIGHT 5=highest 1=lowest	SCORE	TOTAL w x s	Not Rated
D. Dependability									
Can be relied upon to perform job duties in a timely and professional manner.	Almost always follows procedures; completes assignments as directed under pressure/time constraints. Can be relied on to handle non-routine situations without supervisory assistance; often anticipates and reacts to needs without direction.	Consistently follows routine procedures and completes assignments as directed. Needs only limited assistance in resolving procedural questions. Handles routine situations without supervisory assistance. Refers non-routine decision to appropriate persons in a timely manner. Makes good use of time.	Does not always follow procedures and work as assigned. Shows improvement after correct procedures are explained. Requires assistance to handle routine situations. Requires close supervision on use of work time. Somewhat unreliable.	Rarely follows specific procedures. Unreliable, requires frequent follow-up, creates significant gaps in service delivery and/or places undue burden on other employees to get the work done.		3		0	
E. Initiative									
Shows eagerness in seeking new challenges	Almost always pursues assignments with enthusiasm. Offers implementable suggestions or asks questions concerning ways to improve service or efficiency. Promotes teamwork by assisting others. Always contributes to the effectiveness of the work unit and the County. Completes work with minimal supervisory input; accepts new ideas and change; takes calculated risks.	Consistently demonstrates willingness to perform job tasks. Works with minimal supervision. Is cooperative with public, co-workers and supervisor. Contributes to the effectiveness of the work unit and the County. Completes work with a minimum of supervisory involvement; often receptive to new ideas and change with minimum encouragement; avoids risk.	Occasionally demonstrates willingness to perform job tasks. Supervision occasionally needed to prevent inefficient use of time or resources. Minimally contributes to the effectiveness of the work unit or the County. Requires frequent intervention of supervisor; usually not receptive new ideas; resists change.	Complains frequently about issues, work procedures, even after the rationale has been explained. Rarely attempts to correct errors or resolve problems. Assists others only when specifically directed. Supervisor is required to be frequently involved to assure that work is completed satisfactorily; not receptive to new ideas; does not cope with change.		3		0	
F. Safety/Safeguarding									
Demonstrates a high degree of care in protecting people, equipment, tools, and other County assets.	Works in a very safe manner and almost always follows safety procedures and guidelines. Not involved in any accidents and/or incidents involving the operation/use of County property. Always shows a high degree of care in the handling of monies, records, files, transactions, reports, confidential information, etc.	Consistently works in a reasonably safe manner and generally follows safety procedures and guidelines. Shows care in the use, operation, and maintenance of County property. Demonstrates care in the handling of monies, recording financial transactions, record keeping, file maintenance, etc. Does not cause accidents/incidents.	Attempts to follow safety procedures and guidelines most of the time; may occasionally appear lax and inattentive about safety and/or caring for and safeguarding County property. Responds well to criticism in this regard. May have been involved in accident/incidents in which he/she was at fault.	Careless and possibly even reckless. Does not appear to learn from mistakes in safety. Has not shown responsibility in handling monies, financial records, or sensitive information.		3		0	

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II. Supervisors/Managers Only

The factors below are to be rated for supervisory and program managers. More detailed descriptions of each factor are included in the appraisal handbook.

	EXCELLING 3	FULLY COMPETENT 2	DEVELOPMENT NEEDED 1	UNACCEPTABLE 0		WEIGHT 5=highest 1=lowest	SCORE	TOTAL W X S	Not Rated
A. People Management									
Demonstrates the ability to achieve departmental goals through the management, motivation and empowerment of other County employees.	Almost always provides a work climate that encourages employee development, customer focus and teamwork. Always assesses and communicates employee performance; provides adequate direction to increase employee performance. Always communicates/reinforces values and performance expectation and encourages innovation. Delegates responsibility appropriately and invites staff input. Assigned staff function well together in pursuit of work unit/division goals.	Consistently provides a work climate that encourages employee development, customer focus and teamwork. Gets the basic management processes done according to County policies and procedures and timetables (e.g. performance appraisals are done on time). No significant concerns or criticisms about management style. Regularly delegates responsibility appropriately. Assigned staff generally work well together, experiencing few, if any, problems in pursuit of work unit/division goals.	Struggling in the role of manager/supervisor of other people. Generally a good employee but experiencing difficulty in administration and/or overseeing the work of others. Seldom delegates responsibility appropriately. Frequent problems occur within the work group when in pursuit of work unit/division goals.	Ineffective supervisor. Personal goals are at odds with unit and/or County goals. Blocks innovation and communication. Does not delegate responsibility or delegates inappropriately. Serious problems exist within the work group when in pursuit of work unit/division goals.		3		0	
C. Customer Focus									
Represents the County in a positive manner and involves customers in long term planning and/or initiatives.	Almost always represents the organization in a positive and professional manner. Anticipates customer concern about current services and operations and addresses those concerns proactively. Involves customers in planning services and operations, as appropriate.	Consistently projects a positive professional image to customers/citizens. Responds to others in a balanced, concerned manner. Focuses on the needs of key stakeholders as appropriate.	Occasionally projects indifferent attitude/image. Marginal and/or inconsistent in representing the County.	Negative image/role model. Discourteous; shows little interest in meeting the needs of the customer/community; poor follow-up; does not return calls; untimely service, or frequent customer/citizen complaints.		3		0	
D. Planning and Organizing									
Establishes and meets short and long term goals in a flexible manner.	Almost always sets direction within area of influence, aligned with unit/department/organization objectives. Always meets goals. Always reacts to changes in goals/directives with flexibility and responsiveness. Frequently develops plans to assure timely completion of assignments; organizes and coordinates assignments to avoid delays and repetitious work.	Consistently establishes and meets short and long term goals within reasonable time frames. Shows flexibility when plan fails; identifies/addresses challenges. Plans and organizes assignments. Solves problems. Generally develops plans to assure timely completion of assignments.	Struggling in establishing and meeting short and long term goals. Needs guidance in the elements of planning/execution. Needs help with scheduling tasks. Infrequently develops effective plans and assignments are usually late.	Exhibits a lack of willingness to be guided or guide themselves within any planning framework. Cannot respond effectively to unpredictable work events. Does not plan or organize and work is usually late as a result.		3		0	

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E. Problem Solving and Policy Application									
When solving work problems, considers alternative, develops effective strategies and makes effective decisions.	Almost always anticipates problems and collects needed information in advance to make decisions. Makes correct decisions on important issues; not afraid to act independently when a decision must be made. Develops alternatives.	Consistently solves problems as they arise. Gathers facts when readily available before making key decisions. Makes timely decisions with good judgment. Weighs obvious alternatives.	Occasionally bases key decisions on irrelevant information; does not always act timely; is generally able to define the symptoms but not the problem; procrastinates on difficult decisions; does not always evaluate alternatives.	Makes decisions without proper knowledge of facts or situations; delays decisions unnecessarily; does not handle routine problems independently; difficult decisions show poor judgment; does not identify alternatives.		3		0	
F. Technical Knowledge and Expertise									
Demonstrates extensive overall technical knowledge/expertise and uses them to produce good work products and/or services.	Almost always has extensive knowledge/expertise in the areas of assigned work; uses expertise to provide a high quality level of work products and/or services.	Consistently uses knowledge/expertise required for the areas of assigned work; uses knowledge/expertise as assigned to meet work goals; produces acceptable work products and/or services.	Is inconsistent in the application of present technical knowledge/expertise; needs to improve technical knowledge/expertise to be equipped to consistently provide required products and/or services.	Has very limited technical knowledge/expertise; usually does not attempt to improve knowledge or skills.		3		0	

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III. Major Functions (Use Job Description Questionnaire.)
List major functions from the Job Description Questionnaire. For each *major function*, list the tasks in the adjoining box. Assign weights. Rate performance on each function using the scale below.

	EXCELLING	FULLY COMPETENT	DEVELOPMENT NEEDED	UNACCEPTABLE
	3	2	1	0
Use this scale for all Section III objectives or work projects.	Employee almost always exceeds stated expectations, showing good initiative and requiring little supervision	Employee consistently meets expectations showing initiative and requiring little supervision	Employee has accomplished some but not all expectations; requires significant amount of supervision and/or shows only limited initiative	Employee has accomplished little or none of the stated expectations

	WEIGHT 5=highest 1=lowest	SCORE	TOTAL w x s	Not Rated
A. Major Function (from JDQ)			0	
Below, list tasks for the above function.				

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