PERFORMANCE EVALUATION HANDBOOK

CHAMBERS COUNTY

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CHAMBERS COUNTY

EMPLOYEE PERFORMANCE EVALUATION SYSTEM

OVERALL PURPOSE AND OBJECTIVES

The primary purpose of Chambers County's employee performance evaluation system is to improve the employee's understanding of how well his or her progress on the job meets the supervisor's and the organization's expectations, and to ensure the supervisor's understanding of the employee's viewpoints about factors that affected his or her performance during the period covered by the evaluation. Scheduled evaluations provide an opportunity to assess progress and to plan for the employee's professional development and for future performance improvements, but evaluations should never replace day-to-day communication between the supervisor and employee regarding performance expectations and actual performance.

Performance evaluation systems are designed to serve two primary purposes:

- **They help the supervisor recognize the value of the organization's employees.** ***Employees are the county's most valuable asset.*** Performance evaluation is a systematic effort designed to improve employee-supervisor relations and to help employees improve performance. The aim is to achieve a mutual understanding and appreciation of both organization and individual objectives and to develop action plans for self-improvement. By evaluating employees' performance on a regular annual basis, managers have a good idea of where their employees stand in terms of job satisfaction, career goals, training needs, and other vital personnel issues at all times.

- **They motivate employees to improve their performance.** Employees want to know what is expected of them and how well they are performing their work. Performance evaluations clearly serve this purpose, as well as demonstrating that the county is interested in employees' accomplishments, is willing to give praise when it is deserved, and cares enough about their success in the organization to point out shortcomings and help them overcome obstacles to improving their performance.

OBJECTIVES OF CHAMBERS COUNTY'S PERFORMANCE EVALUATION SYSTEM

Specific objectives of the county's performance evaluation system are as follows:

- **To improve communication between employees and supervisors** regarding expectations of performance and how performance is evaluated. Performance evaluations are especially valuable in providing a formalized means of improving upward communication, through which the manager can learn how employees view their work situation and what their concerns are.

- **To identify individual employee strengths and areas needing improvement** in job performance. Almost every employee has some area(s) in which he or she really excels and performs in an outstanding manner. Each of us also has some area(s) in which we could improve our performance. Employee and evaluator must identify strengths and weaknesses in a candid manner and deal with both in a positive manner for an effective performance evaluation. In addition, once and employee's strengths and weaknesses have been identified, the supervisor can more effectively assign special projects to employees whose strengths lie in those areas, when possible.

- **To serve as a basis for planning and motivating employees** toward improved job performance. Coaching or counseling is a necessary factor in enabling employees to improve their performance, and the annual evaluation provides a perfect opportunity. There are actually two types of counseling that take place during performance evaluation. The first is *reactive*: The employee is praised for a job well done, or else the reasons for past performance problems are discussed and solutions explored. The second type is aimed at the *future*: It follows up on successes or promises, helps prevent performance problems, and outlines steps which with the employee and/or supervisor could take to help the employee achieve improved performance.

- **To assist supervisors in judging their own job performance**. ***Many managers and supervisors find annual performance reviews a trying task, and one of the most prevalent reasons for feeling this way is that they have not spent enough time coaching, discussing performance problems, and giving their employees feedback throughout the year.*** Employees' reactions to the evaluation interview are another tip-off that supervisory skills could be tuned up- if the general reaction is angry and defensive, it may be an indication that employees resent this "sudden" interest in their performance.

- **To determine training needs**. Sometimes an employee would be able to meet the supervisor's expectations if the employee were provided the opportunity to enroll in a particular seminar or training course related to the job. The performance evaluation process is the perfect mechanism for identifying the need for training whether the training is needed for the employee to continue to function in the existing job or is needed to prepare the employee for a potential promotion.

- **To identify changes in the jobs and/or organizational problems**. This requires continuous analysis of the jobs being performed by each employee through observation, verbal communication, and documentation. The performance evaluation process includes a review by the supervisor and the employee of the employee's assigned job duties and responsibilities and any related goals and objectives set for the evaluation period.

- **To assist administrators in making overall and individual personnel decisions**. Information on which judgments about employee potential are based comes from performance evaluations. They help managers make decisions regarding transfers, promotions, and some disciplinary actions, and are a factor in making other pay decisions when appropriate and when funds are available.

- **To meet equal employment opportunity standards** for personnel decisions in an objective manner. These decisions must be supported by documentation through a carefully planned and administered performance evaluation system.

- **To improve the quality of public services**. The county's results-oriented performance evaluation system complements the organization's goals and objectives.

USES

Evaluations provide information to assist both supervisors and employees in improving their performance and also provide <u>part</u> of the information necessary for decisions to promote, demote, discharge, initiate training, or recommend performance increases.

Evaluations are directly related to the county's job descriptions and, thus, provide an annual review of the accuracy of each job description and an opportunity to update job descriptions and/or initiate requests for reclassification if appropriate. This type of system makes it possible to use one basic form or format, of which one section addresses each individual job description.

FORMS

Chambers County uses three forms (See Appendix B) to assist supervisors in their evaluations:

1. The Employee Performance Self-Evaluation Form – for employees to complete prior to the evaluation conference;

2. The Short Form – for non-supervisory technical, secretarial, clerical, and maintenance personnel; and

3. The Long Form – for supervisors and non-supervisory professional personnel.

The self-evaluation form allows employees to briefly evaluate their own performance during the time covered by the evaluation period.

The short form deals with specific job performance factors and requires that the supervisor (evaluator) simply check an appropriate rating for each. Space is also provided for an overall evaluation and comments. (A sample is included in Appendix B.)

The long form involves in a 10-step evaluation procedure that is explained step-by-step on the evaluation form (see sample in Appendix B). The procedure and form are based primarily on the employee's job (class) description, with additional ratings for other performance indicators such as reliability, punctuality, neatness, and commitment to equal employment opportunity policies.

On both the short and long forms, provision is made for review of the evaluation with the employee and for developing performance improvement plans. A by-product of each evaluation is new information for the appropriate elected official or department head to use to update the job (class) description.

RATINGS

Each of the forms requires the supervisor to choose a rating for each aspect of the employee's performance that is being reviewed. The choices of evaluation categories are as follows:

Outstanding (O): Performance is consistently highly exceptional in scope, quality, and quantity. This employee is a pacesetter and recognized as such by co-workers (normally occurs in fewer than five percent of the work force). **Comments required on evaluation form - list a specific instance or situation that occurred to warrant this rating.**

Exceeds Expectations (EE): Performance is always good and frequently outstanding, exceeding the supervisor's expectations on nearly all performance factors.

Meets Expectations (ME): Good performance, generally meeting supervisor's expectations on most performance factors.

Needs Improvement (NI): Experienced employee who requires more than normal counsel, guidance, and supervision. Improvement must be demonstrated for the employee to continue at this level and in this position. **Comments required on evaluation form - list a specific instance or situation that occurred to warrant this rating.**

Unsatisfactory (U): The employee is unable or unwilling to perform at an acceptable standard and should not continue at this level in this position.
Comments required on evaluation form - list a specific instance or situation that occurred to warrant this rating.

SCHEDULING AND PROCESS

Evaluator: Employee's immediate supervisor

Reviewer: Designated Department Head or Elected Official

Rater: Commissioner Liasion (Long form only)

The evaluations will involve two individuals in addition to the employee: the **evaluator** and the reviewer. The **evaluator is the employee's immediate supervisor** and the individual who will conduct the actual evaluation conference with the employee. The **reviewer will be the designated department head/ elected official** who will review the evaluation after it has been completed and before the supervisor conducts the evaluation conference with the employee. The reviewer ensures consistency between and among evaluations.

All regular employees should receive formal, written performance evaluations at least once each year approximately on the employee's anniversary date or whenever dates the rater and the reviewer have predetermined.

At the beginning of each calendar year, each reviewer is responsible for developing a performance evaluation schedule with their commissioner liaison for the upcoming year, listing when each of his or her employees is to be evaluated. The rater is responsible for notifying each of his or her employees at least two weeks in advance of when the evaluation conference is to occur. The following table sets forth the evaluation process and time frame used by Chambers County:

Performance Evaluation Schedule for Evaluator

	Date	Initials
Employee Name:		
The following are duties to be performed at least two weeks prior to the actual Evaluation conference:		
1. Set the date for the Evaluation conference		
2. Job Description Reviewed for changes /document changes		
3. Notify Employee of Evaluation conference		
4. Provide copy of employee's job description, blank evaluation form, and self-evaluation form to employee, asking for its return in one week		
Duties to be performed one week prior to the Evaluation conference:		
1. Remind employee of conference date and time.		
2. Review employees self-evaluation form		
3. Review any prior incident reports or written warnings.		
4. Complete the evaluation report. Take the week to think about what you wrote and make changes if necessary.		
5. Review evaluation with reviewer for input.		
Day of Evaluation conference:		
1. Give evaluation to employee to review and make comments.		
2. Discuss evaluation and both of you sign it.		
3. Send signed evaluation to reviewer		
Reviewer signs completed evaluation, adds comment, and returns to evaluator		
Completed evaluation is filed in personnel file		

Using this form, attach the completed form to each employee's evaluation.

NEW EMPLOYEES/SUPERVISORS

New employees **must** be evaluated after their 90 day probation period. If their employment is continued after the 90 day evaluation they may be reevaluated after six months of employment. Thereafter, they should be evaluated on the same schedule as the other employees. Any supervisor resigning, retiring, transferring, or otherwise leaving the supervisory position should evaluate those employees he or she supervises prior to leaving or changing jobs. The employee's new supervisor should complete an evaluation on the employee at the next regularly scheduled evaluation date.

PAY FOR PERFORMANCE CONSIDERATION

In any fiscal year in which the Commissioners Court authorizes and appropriates funds for performance pay increases, each employee's performance evaluation record will be reviewed by the employee's supervisor and will be **a factor** in making recommendations for pay increases. Other factors will include availability of funds, overall economic conditions, level of performance since the evaluation was completed, and other relevant factors.

In no instance will an employee be awarded a performance increase which would take the employee's salary beyond the established maximum for the position.

BUDGET AMENDMENTS

The Commissioners Court requires a history of completed performance evaluations on each employee affected by a proposed budget amendment that would increase or decrease the employee's pay.

APPENDIX A

SUPERVISOR'S GUIDE FOR

EVALUATION PROCEDURES AND CONFERENCES

SUPERVISOR'S GUIDE FOR

EVALUATION PROCEDURES AND CONFERENCES

Commissioner liaisons will not be assigned to elected officials, however, elected officials are more than welcome to request one for assistance and or guidance in completing evaluations on supervisors and/or employees.

Evaluations provide information to assist both supervisors and employees in improving their performance and also provide part of the information necessary for decisions to promote, demote, discharge, initiate training, or recommend performance increases **No performance increases will be considered without a history of performance evaluations on the employee.**

RATINGS

Each of the forms requires the supervisor to choose a rating for each aspect of the employee's performance that is being reviewed. The choices of evaluation categories are as follows:

Outstanding (O): Performance is consistently highly exceptional in scope, quality, and quantity. This employee is a pacesetter and recognized as such by co-workers (normally occurs in fewer than five percent of the work force). **Comments required on evaluation form - list a specific instance or situation that occurred to warrant this rating.**

Exceeds Expectations: Good performance, generally meeting supervisor's expectations on most performance factors.

Needs Improvement (NI): Experienced employee who requires more than normal counsel, guidance, and supervision. Improvement must be demonstrated for the employee to continue at this level and in this position. **Comments required on evaluation form - list a specific instance or situation that occurred to warrant this rating.**

Unsatisfactory (U): The employee is unable or unwilling to perform at an acceptable standard and should not continue at this level in this position. **Comments required on evaluation form - list a specific instance or situation that occurred to warrant this rating.**

In addition, in each individual evaluation category, provision is made for rating a particular category or factor as being not applicable to the specific employee's job or performance.

Evaluator: Employee's immediate supervisor

Reviewer: Designated Department Head or Elected Official

Rater: Commissioner Liasion (Long form only)

VALUE OF EVALUATION TO THE SUPERVISOR

The employee evaluation process is valuable to the supervisor in that it:

1. Provides a means of measuring and supporting the progress of each employee in relation to his or her developmental goals;

2. Provides a valuable tool to assist in assigning work appropriate to each employee's strengths and identifying areas which need improvement;

3. Gives the supervisor an opportunity to solicit the employee's observations as to the impact of the working environment on the employee's performance, including ways in which the supervisor can help the employee improve his or her performance;

4. Assures that any misunderstandings regarding performance expectations can be identified and resolved;

5. Focuses attention on an employee's strengths as well as areas needing improvement, thus providing a basis for determining where development may be possible and where supervision, training, or counseling is advisable; and

6. Provides a systematic review of the absolute and relative performance of each employee.

VALUE OF EVALUATION TO THE EMPLOYEE

Regular performance evaluations are a valuable experience for the employee also because they:

1. Let the employee know where the supervisor rates his or her job performance on the rating scale;

2. Provides an opportunity for a serious exchange of views in an atmosphere of privacy and confidence;

3. Assures that the employee has the opportunity to have his or her supervisor explain and clarify performance expectations;

4. Encourages discussion of the employee's strong points and areas needing improving;

5. Provides the employee an opportunity to self-evaluate his or her performance and to respond to the supervisor's expectations and comments;

6. Gives the employee an opportunity to comment on the impact of the working environment on the employee's performance, including the ways in which the supervisor can help the employee improve his or her performance.

7. Allows the employee to express his or her goals for advancement within the county.

BASIC GUIDELINES FOR EVALUATION

The following guidelines should be helpful in preparing for and conducting the performance planning and evaluation process:

1. Familiarity with the Evaluation Form. The supervisor and the employee should study carefully the various categories within the evaluation forms and understand the purpose of each one in relation to the overall purpose of employee improvement.

2. Rating Standard. Each supervisor should be thoroughly familiar with the duties and requirements of the employee's job description. The employee should be rated against an objective standard of performance derived from those duties

and requirements and not against other employees. Supervisors should communicate performance standards to their employees at the beginning of the evaluation period.

3. Objective Reasoning. Every effort should be made to ignore personal feelings of bias, favoritism, or prejudice toward an individual. Personal likes or dislikes of an individual's mannerisms, personality, or physical characteristics have no place in rating an employee's effectiveness in or fitness for a position. If statements are judgmental or personal, the employee will probably act defensively.

4. Avoidance of Halo Effect. Assuming that an employee excels in all areas because he or she excels in one or several areas is unsound. Nobody is perfect; all employees have strong and weak points. Both should be recognized by the supervisor. Consider each task separately; do not be influenced by your general opinion of the employee's overall performance.

5. Demonstrated Performance. Base the evaluation on what has already happened, not upon what might develop or what you may expect of the employee in the future. The evaluation is concerned with past, not anticipated future performance. Opinions as to an employee's potential should be limited to the comments section. The evaluation should reflect the supervisor's own judgment of the employee's performance, not the opinions of others.

6. Covering Entire Rating Period. Evaluations of the employee's performance should be based upon the full period of time encompassed by the evaluation. Do not base the evaluation on single accomplishments or failures, or the most recent performance; but do not ignore single instances of faulty or brilliant performance. The supervisor should keep track of important items as they occur (using the employee incident performance form) in preparing for the rating over the entire period rather than relying on memory at the time the form is to be completed.

7. Consider Matters Outside the Employee's Control. Before making an evaluation, consider the factors over which the employee had little or no control which may have affected the employee performance. Typical factors to be considered include: organizational changes; job duty changes; staffing changes; budget changes; unavailability of training; lack of or inadequacy of tools or equipment; overloads of work in one or more areas of the employee's duties; physical location or layout inefficiencies; and incomplete communication of performance expectations or proper training technics by the supervisor.

8. Seniority. Seniority is not indicative of superior ability in an employee and should not affect an evaluation of performance. Likewise, a short time on the job need not be synonymous with a lesser degree of effectiveness.

9. Importance of Comments. **Outstanding (O), Needs Improvement (NI), and Unsatisfactory (U) comments must be explained and justified in the comments sections on the evaluation form and should be thoroughly discussed during the evaluation conference.** Specific examples of performance are helpful and are encouraged regardless of the rating given the employee. In the case of low ratings, the discussion should center on means and method of performance improvement. The conference provides the opportunity for open communication between employee and supervisor regarding the need for improvement or maintenance of the high level of performance already exhibited by the employee.

10. **Employee's first evaluation must be at the end of their first 90 days of employment.**

THE EVALUATION CONFERENCE

Preparation and attention to detail by the supervisor will contribute to the effectiveness of the evaluation conference. Supervisors should:

1. Review employee incident/performance reports and any written warnings for the entire period.

2. Review employee's job description, noting any amendments or recent changes, duties, responsibilities, or goals. Any job description changes must be submitted in advance through the chain of command and must be reviewed and evaluated by the department head/elected official.

3. Prepare and review initial evaluation of the employee's performance in advance of the conference and meet with the department head/elected official (reviewer) to discuss the completed evaluation form.

4. Assure that the employee is given the self-evaluation material enough in advance of the conference that he or she has time to give serious consideration to his or her input. The supervisor should review with the reviewer any differences between the employee's self-evaluation and the evaluator's evaluation to ensure a positive employee conference.

5. Determine what you want to accomplish in the conference and plan your discussion accordingly. Normally, you should have improvements in performance and motivation as your main objectives. If these are already superior, the objectives shift to commendation and maintenance of excellence. Do not be hasty. Be fair and objective.

6. Plan to meet in private and in an uninterrupted setting. If it is necessary to leave the office in order to ensure privacy and confidentiality, do so. If this is the first evaluation conference for either party, anticipate curiosity, tension, or anxiety, and be prepared to minimize these.

7. Set aside ample time for the conference, recognizing that it is highly important in motivating, redirecting, or maintaining the excellent performance of employees. <u>It is strongly advised that the date or time not be changed once the conference is scheduled.</u>

8. Make the conference a constructive, cooperative one by placing primary interest upon employee development and growth. Where possible, avoid using the meeting for warnings, reprimands, and threats intended to force resignation, or other abrupt actions.

9. Be open-minded to the opinions and facts presented. Be willing to learn. Do not dominate or cross-examine. Avoid argument, if possible. If you and the employee cannot agree on some point, get all the information you can get and make the decision you need to make. The employee has the option of noting disagreement in the “Employee’s Comments” section. Remember that the employee may do most of the talking, such as in the following situations:

    a. In bringing opinions and feelings to the surface and to the supervisor’s attention;

    b. In gaining a better understanding of himself or herself;

    c. In identifying areas of necessary or desirable performance improvement; and

    d. In making plans for the future accomplishments or improvements.

10. If possible, pick the right day, time, and place. Do not conduct the interview too soon after a disciplinary action or reprimand. Pick a time when you are in a good mood and when you have reason to believe the other party feels likewise.

11. Begin the conference by discussing the employee's written or verbal comments regarding his or her own evaluation of job performance. This is not a negotiating session or one designed necessarily to reach a consensus. The supervisor remains responsible for completing the final evaluation form which becomes a part of the employee's personnel file.

12. Focus on strengths, wherever possible, covering each point in some detail. This helps start the conference off on the right foot. Remember that the aim in most cases is to encourage or sustain high quality performance (positive reinforcement of desired behavior).

13. While building upon strengths, do not fail to discuss weaknesses or failures and how to prevent or curtail them in the future. Introduce and/or elicit from the employee suggestions for a specific improvement program. Try to <u>limit discussion of specifics to a few of the most important points</u> to avoid overwhelming the employee with either positive or negative reactions.

14. The conference should close when both persons have made clear whatever points they intended to cover; when there has been a chance to review problems and release any emotional tensions that may exist; when plans of action have been developed cooperatively; and when a natural stopping point is reached. (If it is necessary to do this in two sessions, schedule the second session as quickly as possible.)

15. At the conclusion of the evaluation conference, explain that the original will be transmitted to the department head/elected official and then to the employees' personnel file and the employee will receive a final copy within the new two weeks after the evaluation has been reviewed and signed by the department head/elected official.

In addition to the periodic formal conference as a part of the system, there should be regular informal counseling aimed at improving supervisory and employee performance, reviewing progress, and analyzing training and development needs.

APPENDIX B

EMPLOYEE EVALUATION FORMS

CHAMBERS COUNTY **EMPLOYEE PERFORMANCE**

SELF-EV**A**LUATION FORM **Page 1 of 2**

Name _____ Date _____

Supervisor _____

INSTRUCTIONS: Before completing this form, review your job description and a blank evaluation form for your job. Then, please complete the following questions. This information will be used to discuss your job performance with your supervisor.

1. List and explain your **strengths** and **abilities** in performing your job.

2. List and explain the significant **accomplishments** you achieved during the past year.

3. List any conditions or situations which may have hindered your job performance during the past year.

4. Describe those areas that you could **improve** to increase job effectiveness and specific **actions** you plan to enable you to perform your job better.

5. What motivates you?

6. What do you expect from your supervisor?

7. What part of your job is most interesting to you?

This self-evaluation has been read and reviewed by the Employee, Evaluator, and Reviewer:

_____

Employee **Date**

_____

Evaluator **Date**

_____

Reviewer **Date**

CHAMBERS COUNTY

EMPLOYEE PERFORMANCE EVALUATION SHORT FORM (9-11)

EMPLOYEE'S NAME _____ DEPARTMENT _____

JOB TITLE _____ Type of Review ☐ ANNUAL ☐ OTHER

Time in Current Job _____ Time with Chambers County _____

DATE _____ PERIOD OF REVIEW From _____ TO _____

Evaluator _____ Time Evaluator has Supervised Employee _____

Has Evaluator reviewed Job Description for this position? ☐ ***YES*** ☐ ***NO***

Has Evaluator reviewed previous performance evaluation on this employee? ☐ ***YES*** ☐ ***NO***

Has Evaluator reviewed Self-Evaluation on this employee? ☐ ***YES*** ☐ ***NO***

PERFORMANCE RATING
(Check the appropriate box)

SPECIFIC JOB PERFORMANCE FACTORS	U	NI	ME	EE	O	NA	COMMENTS
1. Observes regular attendance guidelines and work hours	☐	☐	☐	☐	☐	☐	
2. Accepts responsibility willingly	☐	☐	☐	☐	☐	☐	
3. Adapts well to new assignments	☐	☐	☐	☐	☐	☐	
4. Communicates well orally	☐	☐	☐	☐	☐	☐	
5. Completes acceptable volume of work	☐	☐	☐	☐	☐	☐	
6. Completes work assignments on time, accurately, neatly, and thoroughly	☐	☐	☐	☐	☐	☐	
7. Responds courteously to the public	☐	☐	☐	☐	☐	☐	
8. Communicates effectively in writing	☐	☐	☐	☐	☐	☐	
9. Identifies and resolves problems	☐	☐	☐	☐	☐	☐	
10. Keeps supervisor informed of work status	☐	☐	☐	☐	☐	☐	
11. Keeps work area neat	☐	☐	☐	☐	☐	☐	
12. Makes sound decisions and judgments	☐	☐	☐	☐	☐	☐	
13. Accepts and responds to supervisor's instructions	☐	☐	☐	☐	☐	☐	
14. Observes safety rules and procedures	☐	☐	☐	☐	☐	☐	

U- Unsatisfactory NI – needs Improvement ME – Meets Expectations EE – Exceeds Expectations O – Outstanding NA – Not applicable

SPECIFIC JOB PERFORMANCE FACTORS	U	NI	ME	EE	O	NA	COMMENTS
15. Performs well under stress	☐	☐	☐	☐	☐	☐	
16. Relates to and works well with co-workers	☐	☐	☐	☐	☐	☐	
17. Responds well to feedback and constructive criticism	☐	☐	☐	☐	☐	☐	
18. Uses time and materials resourcefully	☐	☐	☐	☐	☐	☐	
19. Performs job duties in compliance with standard departmental procedures	☐	☐	☐	☐	☐	☐	
20. Operates equipment furnished efficiently and effectively	☐	☐	☐	☐	☐	☐	

U- Unsatisfactory NI – Needs Improvement ME – Meets Expectations EE – Exceeds Expectations O – Outstanding NA – Not applicable

Specific comments on this employee's performance of the job duties listed on the attached job description:

_____

_____

EVALUATION REVIEWED WITH EMPLOYEE? ☐ YES ☐ NO

Employee's Comments: _____

_____

_____

Employee's Signature: _____ Date: _____

Evaluator's Comments: _____

_____

_____

_____

Evaluator's Signature: _____ Date: _____

Reviewer's Comments on any Outstanding or Unsatisfactory Ratings: _____

_____

_____

_____

Reviewer's Signature: Date:

Performance Improvement Plans: _____

_____

_____

_____

Comments
(Please note which **Specific Job Performance Factor** you are commenting on)

CHAMBERS COUNTY

EMPLOYEE PERFORMANCE EVALUATION LONG FORM (9-11)

EMPLOYEE'S NAME_____DEPARTMENT _____

JOB TITLE _____ Type of Review ☐ ANNUAL ☐ OTHER

Time in Current Job _____ Time with Chambers County _____

DATE _____PERIOD OF REVIEW From _____ TO _____

RATER _____ Time Rater has Supervised Employee _____

Has Evaluator reviewed Job Description for this position? ☐ ***YES*** ☐ ***NO***

Has Evaluator reviewed previous performance evaluation on this employee? ☐ ***YES*** ☐ ***NO***

Has Evaluator reviewed Self-Evaluation on this employee? ☐ ***YES*** ☐ ***NO***

List the Essential Duties from the EXAMPLES OF WORK section of the JOB DESCRIPTION.

Examples of Work	Rating
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	
13.	
14.	
15.	

U- Unsatisfactory NI – Needs Improvement ME – Meets Expectations EE – Exceeds Expectations O – Outstanding NA – Not applicable

O Outstanding: Performance is consistently highly exceptional in scope, quality, and Quantity. This employee is a pacesetter and recognized as such by co-workers (fewer than five percent of the work force). Comments required on evaluation form.

EE Exceeds Expectations: Performance is always good and frequently outstanding, exceeding the supervisor's expectations on nearly all performance factors.

ME Meets Expectations: Good performance, generally meeting supervisor's expectations on most performance factors.

NI Needs Improvement: Experienced employee who requires more than normal counsel, guidance, and supervision. Improvement must be demonstrated for the employee to continue at this level and in this position. Comments required on evaluation form.

U Unsatisfactory: The employee is unable or unwilling to perform at an acceptable standard and should not continue at this level in this position. Comments required on evaluation form.

NA Not Applicable: Evaluation of this factor or criterion is inappropriate for this period for the employee being rated.

PERFORMANCE RATING
(Check the appropriate box)

SPECIFIC JOB PERFORMANCE FACTORS	U	NI	ME	EE	O	NA	COMMENTS
1. Observes regular attendance guidelines and work hours							
2. Accepts responsibility willingly							
3. Adapts well to new assignments							
4. Communicates well orally							
5. Completes acceptable volume of work							
6. Completes work assignments on time,accurately, neatly, and thoroughly							
7. Responds courteously to the public							
8. Communicates effectively in writing							
9. Identifies and resolves problems							
10. Keeps supervisor informed of work status							
11. Keeps work area neat							
12. Makes sound decisions and judgments							
13. Accepts and responds to supervisor's instructions							
14. Observes safety rules and procedures							

SPECIFIC JOB PERFORMANCE FACTORS	U	NI	ME	EE	O	NA	COMMENTS
15. Performs well under stress							
16. Relates to and works well with co-workers							
17. Responds well to feedback and constructive criticism							
18. Uses time and materials resourcefully							
19. Performs job duties in compliance with standard departmental procedures							
20. Operates equipment furnished efficiently and effectively							
SUPERVISORY FACTORS							
1. Communicates effectively with staff							
2. Delegates effectively							
3. Ensures appropriate training and instruction							
4. Evaluates subordinates fairly and accurately							
5. Demonstrates effective supervisory control							
6. Fosters positive attitudes and work environment; leads by example							
7. Organizes, plans, and carries out all tasks to completion, successfully utilizing personnel and materials.							
8. Enforces all policies and procedures fairly							
9. Supports equal employment opportunity policy							
10. Maintains and respects county property							

U- Unsatisfactory NI – Needs Improvement ME – Meets Expectations EE – Exceeds Expectations O – Outstanding NA – Not applicable

EVALUATION REVIEWED WITH EMPLOYEE? ☐ **YES** ☐ **NO** If No, explain why: _____

Employee's Comments: _____

Employee's Signature: _____ Date: _____

Evaluator's Comments: _____

Evaluator's Signature: _____ Date: _____

Reviewer's Comments on any Outstanding or Unsatisfactory Ratings: _____

Reviewer's Signature: Date:

Rater's Comments (if applicable): _____

Rater's Signature: Date:

Performance Improvement Plans: _____

Comments
(Please note which **Specific Job Performance Factor** you are commenting on)

DOCUMENTATION OF EMPLOYEE INCIDENT/PERFORMANCE

Date _____

Employee_____

Supervisor documenting the incident: _____

Description and date of the incident: _____

_____

_____

_____

Corrective measures needed or offered IF ANY:_____

_____

_____

_____ _____

Employees signature Supervisor's signature

_____

Witness signature (if necessary)

DOCUMENTATION OF EMPLOYEE INCIDENT/PERFORMANCE

Date_____

Employee: _____

Manager documenting the incident: _____

Description and date of incident:_____

_____

_____

Corrective measures needed or offered if any:_____

_____

_____

_____

_____ _____

Employee's signature Supervisor's signature

_____

Witness signature (if necessary)

REPRIMAND NOTICE

The following REPRIMAND was issued today and it is to be made a part of your official record.

NAME DATE

1. ☐ Excessive or unexcused absenteeism
2. ☐ Tardiness
3. ☐ Inability/negligent in the performance of job duties
4. ☐ Insubordination
5. ☐ Improper Conduct
6. ☐ Fighting on Premises
7. ☐ Unauthorized removal, misuse or damage to County owned property
8. ☐ Violations of County/Departmental Policies (Personnel, Computer, etc.)
9. ☐ Endangering the health or safety of employees/public
10. ☐ Other

☐ Verbal Reprimand ☐ Written Reprimand

Explanation of Reprimand:

_____

_____

Supervisor's expectations for future performance:

_____

_____

*If there is not a change in performance, further disciplinary action will be taken.

_____ _____

Signature of Supervisor Signature of Employee

(Employee's signature acknowledges that the employee has seen this Reprimand Notice)