



## MANAGEMENT PERFORMANCE EVALUATION

Employee Information	Department Information	Evaluation Information
Name:  Job Title:  Date of Hire:  Supervisor:	Department:  Division:  Completed By:	Review Period:  Date of Review:

Progress Review

Annual Evaluation

Other

### OVERALL PERFORMANCE RATING

	DEFINITION	RATING
Exceeds Performance	The employee is clearly and obviously one of the top performers of the department in this competency. The employee serves as a recognized role model demonstrating outstanding initiative, significant effort and high quality results. This level of performance marks a consistent and exceptional contribution to the defined job expectation.	2
Meets Expectations	The employee meets expectations of the defined job competency and demonstrates or is learning this competency at the expected level. The employee regularly demonstrates proficiency at the demanding level required by the job.	1
Does Not Meet Expectations	Performance consistently fails to meet the defined job expectations. The employee does not meet the minimum level. The level may include performance that is acceptable at times; but is inconsistent across the rating period. The employee is expected to improve their performance.	0

This is an evaluation to document the performance of the employee throughout the prior fiscal year. This form should be completed independently of any financial bearing consideration or expectation. The intent of the evaluation form is to cite skills and competencies expected of every County employee in Section A and specific to Management in Section B. All of us have opportunities for improvement in our skill development and job performance, Section C will identify three (3) skills for improvement and three (3) measureable performance goals.

Ratings should be exemplified by specific examples in each comment section.

**SECTION A****CORE COMPETENCIES OF ALL EMPLOYEES****COMPETENCY****RATING****I. Customer Orientation**

Views issues from the perspective of the customer. Uses customer information and input in the design and improvement of services and/or products. Puts the needs of the customer before his or her personal needs. Treats customer with respect.

Exceeds

Meets

Does Not Meet

Comments:

**II. Functional Knowledge and Expertise**

Has knowledge, skills and abilities required to be highly effective in the functional area and/or to direct the work in the area. Communicates and applies his/her expertise. Possesses licenses, diplomas and certificates for his/her discipline required by law and/or organizational policy.

Exceeds

Meets

Does Not Meet

Comments:

**III. Integrity**

Keeps his/her word. Is trusted and perceived as direct, open, and truthful. Protects confidential information. Uses organizational resources wisely. Does not ask others to do what he/she is unwilling to do. Makes the necessary effort to fulfill inconvenient commitments. Alerts others in advance if unable to meet an obligation.

Exceeds

Meets

Does Not Meet

Comments:

<p><b>IV. Organizational Identification</b>  Believes in and supports the County’s mission, vision, products and services. Acts in a way that supports the goals and priorities of the organization. Defends the organization from criticism. Feels that his/her interests are linked with those of the organization. Champions the benefits of the organization’s services to others. Takes pride in his/her affiliation with the organization.</p> <p style="text-align: center;">Exceeds                  Meets                  Does Not Meet</p> <p>Comments:</p>	
<p><b>V. Self-Awareness</b>  Recognizes one’s own strengths and limitations. Acknowledges mistakes and takes responsibility for owns actions. Welcomes feedback from others. Uses others’ feedback to improve performance. Learns from his/her mistakes and the mistakes of others. Has a realistic and factual view of himself/herself. Recognizes and accepts coaching and opportunities to develop himself/herself.</p> <p style="text-align: center;">Exceeds                  Meets                  Does Not Meet</p> <p>Comments:</p>	
<p style="text-align: center;"><b>SECTION A – SUMMARY</b></p> <p><b>Performance of Core Competencies Total Points/5</b></p>	<p style="text-align: center;"><b>Total</b></p>

<b>SECTION B</b>	<b>MANAGEMENT SPECIFIC COMPETENCIES</b>
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<b>COMPETENCY</b>	<b>RATING</b>
<p><b>I. Achievement Drive</b>  Works hard and accomplishes many things. Sets high standards and goals for himself/herself and others. Continuously looks for ways to improve self, others, the organization, and the community. Willing to delay and/or sacrifice personal gratification and satisfaction for the good of the organization.</p> <p style="text-align: center;">Exceeds                  Meets                  Does Not Meet</p> <p>Comments:</p>	
<p><b>II. Assess Others</b>  Is objective in his/her evaluation of others. Understands what characteristics and capabilities differentiate exceptional, acceptable, and unacceptable performance. Sees others for what they are. Is not easily fooled or taken advantage of.</p> <p style="text-align: center;">Exceeds                  Meets                  Does Not Meet</p> <p>Comments:</p>	
<p><b>III. Builds and Maintains Relationships</b>  Establishes relationships that cross internal and external organizational boundaries. Builds alliances, networks, coalitions and teams. Brings people to consensus. Maintains contact with a wide variety of people. Establishes rapport with and among group members.</p> <p style="text-align: center;">Exceeds                  Meets                  Does Not Meet</p> <p>Comments:</p>	

<p><b>IV. Influence and Persuasion</b>          Brings others around to his/her viewpoint. Others trust and respect his/her point of view. Is looked to for advice and direction. Understands others' needs, drives, and concerns. Demonstrates the benefits that others will receive from a desired course of action. Seeks win-win alternatives.</p> <p>Exceeds                  Meets                  Does Not Meet</p> <p>Comments:</p>	
<p><b>V. Organizational Savvy</b>          Understands and handles organizational politics in a positive manner. Understands how decisions are made, priorities established and resources allocated. Uses hidden systems and unwritten policies and procedures to accomplish objectives. Uses formal and informal structures and networks to accomplish his/her work. Recognizes and knows how to respond to power relationships, political workings and potential issues.</p> <p>Exceeds                  Meets                  Does Not Meet</p> <p>Comments:</p>	
<p><b>VI. Oral Presentation</b>          Speaks clearly and distinctly. Is comfortable speaking one-to-one, to a group, and all levels of the organization. Adapts message and style to his/her audience. Clearly presents ideas in an informative and convincing manner. Is not easily rattled by challenges or questions from the audience. Impresses others with the sincerity and directness of his/her response to questions. Uses audio-visual tools effectively. Mannerisms and non-verbal do not detract from the message.</p> <p>Exceeds                  Meets                  Does Not Meet</p> <p>Comments:</p>	

<p><b>VII. Self-Discipline</b>  Exercises restraint and conforms to stated values. Behaves in a consistent manner to attain desired goals. Responds in a mature and proper fashion, rather than losing his/her composure, patience or temper. Makes decisions in a purposeful manner.</p> <p style="text-align: center;">Exceeds                  Meets                  Does Not Meet</p> <p>Comments:</p>		
<p><b>VIII. Written Communication</b>  Understands how to analyze, interpret and display information in written and graphic formats. Expresses ideas with clarity and language appropriate for the audience. Others understand his/her message.</p> <p style="text-align: center;">Exceeds                  Meets                  Does Not Meet</p> <p>Comments:</p>		
<p><b>SECTION B – SUMMARY</b></p> <p><b>Performance of Management Competencies Total Points/8</b></p>		<p><b>Total</b></p>

SECTION C	ACTION PLAN FOR PREVIOUS YEAR SKILL DEVELOPMENT & GOALS	
Identify specific skills or knowledge needing further development and outline potential actions to be taken to improve/enhance employee's skills/knowledge, during review year, in each of these areas:		
	ACTIONS (previous evaluation year)	RATING
<b>SKILL BASED ACTIONS</b>		
1.		
2.		
3.		
<b>PERFORMANCE BASED ACTIONS</b>		
4.		
5.		
6.		

SECTION C - SUMMARY Completion Action Plan Total Points/number of actions stated	Total
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Rating Schedule based on percentage of action completed	Met = 1 Not Met = 0
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SECTION D	ACTION PLAN FOR SKILL DEVELOPMENT (Upcoming Year)	
Identify specific skills or knowledge needing further development and outline potential actions to be taken to improve/enhance employees' skill/knowledge, during review year, in each of these areas:		
SKILL BASED ACTIONS	STEPS TO ACCOMPLISH	
1.		
2.		
3.		
PERFORMANCE BASED ACTIONS	STEPS TO ACCOMPLISH	
4.		
5.		
6.		



**OVERALL SUMMARY**

Section A (Core Competencies Average Score)	=	_____
Section B (Management Competencies Average Score)	=	_____
Section C (Action Plan For Skill Development)	=	_____
Overall Average Score	=	_____

I certify that the employee has exemplified the skills and competencies as documented during the last year.

\_\_\_\_\_ (Supervisor, if applicable)      Date

I certify that the employee has exemplified the skills and competencies as documented during the last year.

\_\_\_\_\_ (Department Director)      Date

I certify that I have reviewed the employee's performance evaluation with his/her Department Director and I concur with the statements and ratings.

\_\_\_\_\_ (County Manager)      Date

I certify that this performance evaluation has been discussed with me. I understand that my signature does not necessarily indicate my agreement.

\_\_\_\_\_ (Employee)      Date