



# Monroe County



## Department Head Performance Appiasal

Appraisal Score

Overall Score:  / 5.0

### Employee Information

Name:

Job Title:

Manager Name:

Department:

Hire Date:

### Rating Scale Definition

**(5) EXCEPTIONAL:** Consistently exceeds all relevant performance standards. Highly productive, innovative, responsive and generates top quality work.

**(4) EXCEEDS EXPECTATIONS:** Consistently meets and often exceeds all relevant performance standards. Shows initiative and versatility, works collaboratively, shows high degree of skill and knowledge in these areas.

**(3) MEETS EXPECTATIONS:** Meets all relevant performance standards.

**(2) BELOW EXPECTATIONS:** Sometimes meets the performance standards. Seldom exceeds and often falls short of desired results. Performance has not shown adequate improvement over evaluation period.

**(1) NEEDS IMPROVEMENT:** Consistently falls short of performance standards.

**NOT APPLICABLE (N/A):** Reviewer has no direct knowledge of employee's behavior in this area.

Core Competencies consist of: Job Knowledge, Quality of Work, Productivity, Time Management, Dependability, Attendance, Communication, Teamwork, Judgment/Decision Making, Attitude, Managing Employee Performance, Defining Roles and Responsibilities, Fiscal Management, Analytical Thinking, and Organizing Ability

## Core Competencies

Score:  / 5.0

### Job Knowledge

Score:  / 5.0

How well employee gets to the root of normal problems. Employee's understanding of related job functions, pertinent policies and procedures, and of the full job requirements

- Displays excellent departmental knowledge, and uses knowledge to meet the needs of the county.
- Displays very good departmental knowledge, and uses knowledge to meet the needs of the county.
- Displays good departmental knowledge, and has been able to use knowledge to meet the needs of the county.
- Still learning about the departmental functions, which limits ability to meet the needs of the county.
- Does not understand the departmental functions. Unable to use knowledge to meet the needs of the county.
- Not Applicable

Comments:



Add Development Plan

### Quality of Work

Score:  / 5.0

Has established a track record of producing work that is highly accurate, demonstrates attention to detail and reflects well on the organization.

- Far exceeds expectations in terms of producing high quality work. Excellent attention to detail.
- Exceeds expectations in terms of producing high quality work. Very good attention to detail.
- Meets expectations in terms of producing high quality work. Good attention to detail.
- Slightly below expectations in terms of producing high quality work. Occasionally lacking in attention to detail.
- Below expectations in terms of producing high quality work. Lacks attention to detail.
- Not Applicable

Comments:



Add Development Plan

### Productivity

Score:  / 5.0

Achieves productivity standards that have been established for his/her organizational level or position.

- Far exceeds standards of productivity.

- Exceeds standards of productivity.
- Meets standards of productivity.
- Slightly below standards of productivity.
- Far below standards of productivity.
- Not Applicable

Comments:



Add Development Plan

### Time Management

Score:  / 5.0

Prioritizes tasks and manages time to ensure that deadlines are met.

- Extremely efficient in terms of prioritizing tasks and managing time.
- Very efficient in terms of prioritizing tasks and managing time.
- Efficient in terms of prioritizing tasks and managing time.
- With experience, becoming more efficient in terms of prioritizing tasks and managing time.
- Needs to become more efficient in terms of prioritizing tasks and managing time.
- Not Applicable

Comments:



Add Development Plan

### Dependability

Score:  / 5.0

Makes and fulfills commitments. Has established a pattern of working independently, meeting reasonable deadlines, and accepting responsibility for his or her actions.

- Exceeds expectations in terms of workload, meeting deadlines and accepting responsibility for actions. Excellent ability to work independently.
- Slightly above expectations in terms of workload, meeting deadlines, and accepting responsibility for actions. Very good ability to work independently.
- Meets expectations in terms of workload, meeting deadlines, and accepting responsibility for actions. Good ability to work independently.
- Slightly below expectations in terms of workload, meeting deadlines, and accepting responsibility for actions. Not always able to work independently.
- Below expectations in terms of workload, meeting deadlines, and accepting responsibility for actions. Not able to work independently.

Not Applicable

Comments:



Add Development Plan

**Attendance**

Score:  / 5.0

Demonstrates reliability with timeliness and attendance for dates scheduled to work. Meets the established attendance standard for the department the employee is working in.

- Exceeds expectations concerning punctuality and attendance. Gives appropriate notice when taking leave.
- Slightly above expectations for punctuality and attendance. Gives appropriate notice when taking leave.
- Meets expectations for punctuality and attendance. Gives appropriate notice when taking leave.
- Slightly below expectations for punctuality and attendance. Has had instances where appropriate notice was not given in lieu of absence or tardiness.
- Below expectations for punctuality and attendance. Failed to give notice on multiple occasions regarding time off.
- Not Applicable

Comments:



Add Development Plan

**Communication**

Score:  / 5.0

Communicates effectively and appropriately. Uses good judgment as to what to communicate to whom.

- Always expresses facts and ideas clearly, in a credible manner. Always uses an appropriate tone. Displays excellent judgment as to what information should be communicated. Listens to others and elicits feedback.
- Usually expresses facts and ideas clearly, in a credible manner. Uses an appropriate tone. Displays very good judgment as to what information should be communicated. Listens to others and often elicits feedback.
- Able to express facts and ideas clearly, in a credible manner. Usually uses an appropriate tone. Displays good judgment as to what information should be communicated. Listens to others, but does not always elicit feedback.
- Rarely able to express facts and ideas clearly, in a credible manner. Does not always use an appropriate tone. Has difficulty judging what information should be communicated. Does not always listen to others. Rarely elicits feedback.
- Unable to express facts and ideas clearly. This limits credibility. Often uses an inappropriate tone. Exercises poor judgment in determining information to share with others. Unwilling to listen to others or accept feedback.
- Not Applicable

Comments:



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### Teamwork

Score:  / 5.0

Is an effective team player who adds complementary skills and contributes valuable ideas, opinions and feedback.

- Strong team player. Regularly conveys good ideas and opinions to the team. Has a positive impact on the team dynamics. Adds many complementary skills to the team.
- Very good team player. Sometimes conveys good ideas and opinions to the team. Has potential to have a positive impact on team dynamics. Adds several complementary skills to the team.
- Works well with others, but at times lacks confidence to contribute ideas and opinions. Has limited impact on team dynamics. Adds a complementary skill to the team.
- Does not work well in a team environment. Prefers to work independently. Lacks confidence to contribute ideas and opinions and does not have a positive impact on team dynamics. Does not add a complementary skill to the team.
- Does not work well in a team environment and has a negative impact on the exchange of ideas and opinions. Does not make a positive contribution to the team.
- Not Applicable

Comments:



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### Judgment/Decision Making

Score:  / 5.0

Employee's display of well-balanced thinking. Employee's thinking through of a problem. Employee's capacity to reach decisions quickly and accurately when necessary.

- Actions far exceed expectations for Decision making. Consistently makes timely, effective decisions that hold up well over time. Includes input from other stakeholders whenever it is practical to do so.
- Actions exceed expectations for Decision making. Usually makes timely, effective decisions that hold up well over time. Includes input from other stakeholders whenever it is practical to do so.
- On balance, actions meet expectations for the various elements of Decision Making.
- Often takes too long to make decisions and/or misses opportunities to get more input from others before deciding what to do. Decisions often create unforeseen ripple effects or fail to stand the test of time.
- Usually takes too long to make decisions and/or misses opportunities to get more input from others before deciding what to do. Decisions frequently create unforeseen ripple effects or fail to stand the test of time.
- Not Applicable

Comments:



Add Development Plan



## Attitude

Score:  / 5.0

The interest and enthusiasm employee shows to job. Employee's sustained efforts to achieve county administration, operational, and fiscal objectives. Employee's respect for confidences.

- Always remains positive, even when others sound negative or struggle to remain upbeat. Always identifies and provides others with concrete reasons to believe that things will work out well. Always notices and points out things that are going well, especially during stressful times.
- Usually remains positive, even when others sound negative or struggle to remain upbeat. Usually identifies and provides others with concrete reasons to believe that things will work out well. Tends to notice and point out things that are going well, especially during stressful times.
- Generally remains positive, even when others sound negative or struggle to remain upbeat. Sometimes identifies and provides others with concrete reasons to believe that things will work out well. Sometimes notices and points out things that are going well, even during stressful times.
- Frequently comes across as negative, especially when others sound negative or struggle to remain upbeat. Seldom identifies and provides others with concrete reasons to believe that things will work out well. Seldom notices and points out things that are going well, especially during stressful times.
- Usually comes across as negative, especially when others sound negative or struggle to remain upbeat. Rarely identifies and provides others with concrete reasons to believe that things will work out well. Rarely notices and points out things that are going well, even during stressful times.
- Not Applicable

Comments:



[Add Development Plan](#)

## Managing Employee Performance

Score:  / 5.0

Takes action to ensure that employees fully understand their roles, responsibilities and performance standards/expectations and provides ongoing feedback and support as employees strive to achieve expectations.

- Always works closely with employees to ensure that they understand their roles and responsibilities. Maintains an excellent working relationship with employees, and works with them to resolve performance issues.
- Usually works closely with employees to ensure that they understand their roles and responsibilities. Maintains a very good working relationship with employees, and works with them to resolve performance issues.
- Meets regularly with employees to ensure that they understand their roles and responsibilities. Maintains a good working relationship with employees, and works with them to resolve performance issues.
- Does not always maintain regular communication with employees. At times, employees are unclear about their responsibilities and the standards expected of them.
- Does not maintain good communication with employees. Employees are unclear about their responsibilities and the standards expected of them.
- Not Applicable

Comments:



**Defining Roles and Responsibilities**

Score:  / 5.0

Takes action to resolve conflicts in a manner that is best for both the organization and the individuals involved.

- Always takes steps to clearly define roles and responsibilities. Always communicates roles and responsibilities to staff members, ensuring that they are clearly understood.
- Frequently takes steps to define roles and responsibilities. Communicates roles and responsibilities to staff members, ensuring that they are clearly understood.
- Has some involvement in defining roles and responsibilities. Able to communicate roles and responsibilities to staff members.
- Has limited involvement in defining roles and responsibilities. Does not clearly communicate roles and responsibilities.
- Does not take steps to define or communicate roles and responsibilities.
- Not Applicable

Comments:



**Fiscal Management**

Score:  / 5.0

Administers adopted dept. budget within approved limits. Plans, organizes & supervises economic utilization of County resources.

- Extremely conscientious about adhering to budgets and keeping costs down.
- Very conscientious about adhering to budgets and keeping costs down.
- Conscientious about adhering to budgets and keeping costs down.
- Occasionally, has lost sight of budget restrictions.
- Has not displayed concern for adhering to budgets and keeping costs down.
- Not Applicable

Comments:



**Analytical Thinking**

Score:  / 5.0

Breaks down problems and issues into sub-components and then assesses the costs, benefits and risks of various options prior to selecting a particular approach.

- Excellent analytical skills. Thoroughly analyzes the costs, benefits, opportunities and risks of each potential solution.
- Very good analytical skills. Analyzes the costs, benefits, opportunities and risks of each potential solution.
- Good analytical skills. Takes a role in analyzing the costs, benefits, opportunities and risks of each potential solution.
- Developing analytical skills. Needs to take more time to analyze the costs, benefits, opportunities and risks of each potential solution.
- Poor analytical skills. Does not take time to analyze the costs, benefits, opportunities and risks of each potential solution.
- Not Applicable

Comments:



Add Development Plan

**Organizing Ability**

Score:  / 5.0

Employee's establishment of effective job priorities. Employee's performance within time limits. The efficient use of time. The simultaneous handling of several assignments. Employee's use of a planned, thorough approach to problems.

- Keeps excellent records and makes very efficient use of resources.
- Keeps very good records and makes efficient use of resources.
- Keeps records and makes use of resources.
- Does not keep track of all activity. Has not always made efficient use of resources.
- Does not keep acceptable records. Has made inappropriate or inefficient use of resources.
- Not Applicable

Comments:



Add Development Plan



Overall Score

Score:  / 5.0

Core Competencies Summary Score

Core Competencies	Score:	0.00	1.25	2.50	3.75	5.00
Score:	<input type="text"/>					
Job Knowledge	<input type="text"/>					
Quality of Work	<input type="text"/>					
Productivity	<input type="text"/>					
Time Management	<input type="text"/>					
Dependability	<input type="text"/>					
Attendance	<input type="text"/>					
Communication	<input type="text"/>					
Teamwork	<input type="text"/>					
Judgment/Decision Making	<input type="text"/>					
Attitude	<input type="text"/>					
Managing Employee Performance	<input type="text"/>					
Defining Roles and Responsibilities	<input type="text"/>					
Fiscal Management	<input type="text"/>					
Analytical Thinking	<input type="text"/>					
Organizing Ability	<input type="text"/>					

## Technology Security Compliance

### Technology Security Compliance

Employee has complied with Monroe County Network and Computer Use Policy by completing mandatory training sessions by the designated deadlines and by demonstrating awareness of potential threats by not clicking on potential threatening emails and other forms of potential fraud.

- Yes
- No
- Not Applicable

Comments:



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## Safety/Energy Conservation

### Safety/Energy Conservation

Follows every safety practice as designated for the employee's position and is conscientious of energy conservation within the organization.

- Yes
- No
- Not Applicable

Comments:



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## Employee Comments



By clicking yes, I acknowledge I have reviewed my evaluation with my supervisor:

- Yes  
 No

Date Evaluation Reviewed (mm/dd/yyyy):

## County Administrator Comments



Manager approves  
current job  
description:  Yes  
 No

If no, please provide suggested changes



## Goal Setting Instructions

Identify a minimum of three and a maximum of five new goals & objectives. Use the "Copy & Link" button to view, copy, and align employee goals to organizational goals. Goals should be **SMART**

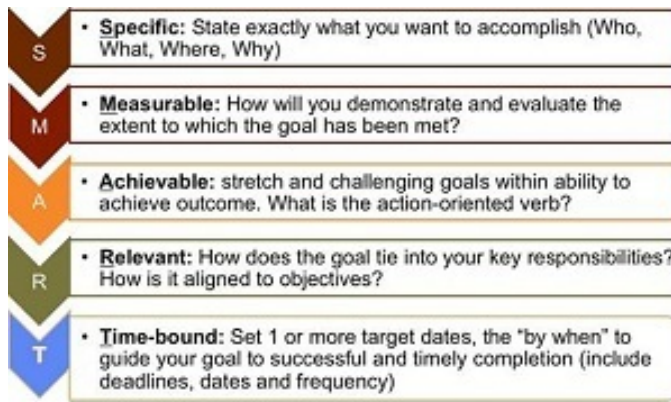
**S** - specific, significant, stretching

**M** - measurable, meaningful, motivational

**A** - agreed upon, attainable, achievable, acceptable, action-oriented

**R** - realistic, relevant, reasonable, rewarding, results-oriented


**T** - time-based, timely, tangible, trackable



Please consider these guidelines when you are developing your SMART goals  
Goal Objectives

Title:



Due:  

Title:



Due:  

Title:



Due:  

 [Add New Goal](#)

### Electronic Signature Disclaimer

*You are required to electronically sign-off on this document. Signatures indicate that both the employee and manager have discussed the Performance Appraisal but does not necessarily imply agreement by the employee*

*By electronically signing this document, I indicate only that I am acknowledging receipt of the document and have met with my supervisor to review this evaluation. I commit to follow the organization's standards of performance and conduct, and all policies and procedures. This document must be signed, with or without comments, no later than 72 hours from the date it is reviewed with the employee and will become a permanent part of the employees personnel record.*