

363L (Rev. 8/2005)

GENERAL INFORMATION	TYPE REPORT <input type="checkbox"/> PROBATIONARY (CS/NCS union covered) <input type="checkbox"/> INTERIM <input checked="" type="checkbox"/> ANNUAL		
	<input type="checkbox"/> PROBATIONARY (CS non-union covered) <input type="checkbox"/> INTERIM (6 month NCS/NUC/SMS)		
EMPLOYEE NAME Jane	AGENCY County CYS		EMPLOYEE NUMBER 12345
CLASS TITLE County Caseworker II	<input type="checkbox"/> SUPERVISOR <input checked="" type="checkbox"/> NON-SUPERVISOR	STATUS <input checked="" type="checkbox"/> CIVIL SERVICE <input type="checkbox"/> NCS <input type="checkbox"/> SMS	
ORGANIZATION CYS	RATING PERIOD FROM June 2011 TO June 2012		
SUPERVISOR NAME Michael	SUPERVISOR POSITION NUMBER 67890		

GENERAL INSTRUCTIONS

- ☒ ***Verify/complete General Information.*** Indicate whether employee is a supervisor or non-supervisor.
- ☒ ***Review with the employee the employee's job description, job standards (expectations/objectives/duties) for the rating cycle*** to ensure the appraisal relates to the specific responsibilities, job assignments, and standards that were conveyed to the employee for the rating cycle.

(On-line Position Description Application)
- ☒ ***Base the appraisal on the employee's performance during the entire review period, not isolated incidents or performance prior to the current review period.*** Obtain/review necessary input and supporting data.
- ☒ ***Rate each factor in relation to the standards established and the guidelines listed on the form for each rating.***
- ☒ ***Provide an overall rating based on the rating of the individual factors, adherence to significant performance standards, and accomplishment of essential functions.*** Each factor need not be of equal weight but comments should justify significant differences impacting on the overall rating.
- ☒ ***Assess employee strengths and identify opportunities where the employee could improve or requires additional knowledge or skill.*** Include projected development needs to meet anticipated assignments during the next rating period. Obtain employee input regarding their training needs. When rating employees, consider their participation and willingness to participate in employee development opportunities.
- ☒ ***The comments sections should be used to: support performance ratings, indicate problem areas and provide guidance to employees on how to improve performance. Comments MUST be provided for outstanding, needs improvement, and unsatisfactory ratings, and are highly recommended for all other ratings. Supervisor, reviewing officer, and employee comments are to be relevant and job related. (Additional comments for any sections should be placed on Page 5 of this form if completing the form electronically or by attaching additional 8 ½ by 11 paper in similar format.)***
- ☒ ***Discuss/obtain comments and signature/date of reviewing officer before discussion with employee.***
- ☒ ***Sign/date the form, meet with employee to discuss the rating, and obtain the employee's signature/date/comments. Arrange for reviewing officer discussion if requested.***
- ☒ ***Update with the employee job description, essential job functions, and performance standards/objectives for the next rating cycle.***

COMMUNICATION OF PERFORMANCE STANDARDS

Indicate when you conveyed job standards to the employee and when progress review(s) was conducted:

1. Performance standards (objectives, duties, expectations, etc.) for this rating period were conveyed to employee on June 15, 2011 and November 12, 2011.
date(s)
2. Progress Review(s) was conducted on November 12, 2011 (at least one during rating cycle)
date(s)

EMPLOYEE NAME: Jane

EMPLOYEE NUMBER: 12345

JOB FACTORS

1. **JOB KNOWLEDGE/SKILLS** Measures employee's demonstrated job relevant knowledge and essential skills, such as work practices, policies, procedures, resources, laws, customer service, and technical information, as well as the relationship of work to the organization's mission. Also measured are the employee's self-improvement efforts to enhance skills and knowledge and to stay current with changes impacting the job.

OUTSTANDING <input type="checkbox"/>	COMMENDABLE <input checked="" type="checkbox"/>	SATISFACTORY <input type="checkbox"/>	NEEDS IMPROVEMENT <input type="checkbox"/>	UNSATISFACTORY <input type="checkbox"/>
<ul style="list-style-type: none"> • Possesses superior job skills and knowledge; effectively applies them to work assignments. • Willingly mentors staff; shares knowledge. • Seeks/applies innovative and relevant techniques. 	<ul style="list-style-type: none"> • Work reflects thorough and current knowledge/skill of job and impact on agency activities/related resources. • Uses opportunities to expand knowledge/skills, sharing information with staff. 	<ul style="list-style-type: none"> • Work reflects adequate knowledge/skills for job. • Has some knowledge of related work. • Stays current with major changes impacting on knowledge or skill. • Accepts change. 	<ul style="list-style-type: none"> • Often demonstrates a lack of basic or sufficient job knowledge/skills to perform routine functions of the job. • Occasionally is resistant to changing knowledge and/or skill requirements or processes, including opportunities for knowledge/skill enhancement. 	<ul style="list-style-type: none"> • Consistently demonstrates a lack of basic job knowledge and/or skills to perform job. • Rarely takes advantage of available skill enhancement or training opportunities. • Often is resistant to changing requirements.

Comments: Jane has a thorough and varied level of knowledge of her job duties and demonstrates the skill to reflect that knowledge level. She consistently seeks opportunities to expand her knowledge and skill. She recently mentored an intern with good results and shares her knowledge with other staff. Jane's skills are also reflected in numerous positive comments by clients, community members and staff from other agencies. Jane could improve this rating by continuing (cont'd)

2. **WORK RESULTS** Measures employee's results in meeting established objectives/expectations/standards of quality, quantity, customer service, and timeliness both individually and in a team.

OUTSTANDING <input type="checkbox"/>	COMMENDABLE <input type="checkbox"/>	SATISFACTORY <input type="checkbox"/>	NEEDS IMPROVEMENT <input checked="" type="checkbox"/>	UNSATISFACTORY <input type="checkbox"/>
<ul style="list-style-type: none"> • Work consistently exceeds expectations of quality, quantity, customer service, and timeliness. 	<ul style="list-style-type: none"> • Work frequently exceeds expected quality, quantity, customer service, and timeliness standards. 	<ul style="list-style-type: none"> • Work usually meets expectations of quality, quantity, customer service, and timeliness. 	<ul style="list-style-type: none"> • Often has difficulty meeting expected quality, quantity, customer service, and/or timeliness standards. 	<ul style="list-style-type: none"> • Consistently fails to meet expected quality, quantity, customer service, and/or timeliness standards.

Comments: Jane's results for effective client contact generally exceed expectations for quantity and timeliness. She receives many positive comments from both clients and community agency staff reflecting the quality of her work. However, this rating is negatively impacted by a growing concern over Jane's failure to meet basic documentation requirements (Safety Assessment intervals, Family Service Plan development within 60 days, and case note submission at 3 month intervals). (cont'd)

3. **COMMUNICATIONS** Measures employee's performance in exchanging information with others in an effective, timely, clear, concise, logical, and organized manner. Communications include listening, speaking, and writing, presenting, and sharing of information. Consideration is given to client/data complexity/sensitivity.

OUTSTANDING <input type="checkbox"/>	COMMENDABLE <input type="checkbox"/>	SATISFACTORY <input checked="" type="checkbox"/>	NEEDS IMPROVEMENT <input type="checkbox"/>	UNSATISFACTORY <input type="checkbox"/>
<ul style="list-style-type: none"> • Consistently communicates in clear, effective, timely, concise, and organized manner. • Is articulate and persuasive in presenting, soliciting complex or sensitive data. 	<ul style="list-style-type: none"> • Frequently communicates in an effective, timely, clear, concise, and organized manner. • Proficiently organizes and presents difficult facts and ideas orally and in writing. • Seeks/provides feedback. 	<ul style="list-style-type: none"> • Usually communicates effectively and exchanges relevant information in a timely manner. • Speaks and writes clearly. • Keeps others informed. • Listens with understanding. 	<ul style="list-style-type: none"> • Often fails to communicate effectively or in a timely manner. • Lacks clarity of expression orally or in writing. • Is inconsistent in keeping others informed. • At times, fails to listen effectively. 	<ul style="list-style-type: none"> • Consistently fails to communicate effectively or timely. • Often does not keep others informed. • Is an ineffective listener and/or frequently interrupts.

Comments: Jane communicates orally very effectively. She uses supervisory conferences well in that she is clear, concise and organized in presenting case material. She listens actively and fully participates in discussions. Observation of her communication style with clients reveals a great deal of engagement skill. She testifies well in court. Jane's written documentation is usually clear and well-organized. There is, however, a growing problem with timeliness of documentation. (cont'd below)

4. **INITIATIVE/PROBLEM SOLVING** Measures the extent to which the employee is self-directed, resourceful, and creative in performing job duties individually or in a team. Also measures employee's performance in identifying and resolving problems; following through on assignments; and initiating or modifying ideas, methods, or procedures to provide improved customer service, redesign business processes, and accomplish duties.

OUTSTANDING <input type="checkbox"/>	COMMENDABLE <input type="checkbox"/>	SATISFACTORY <input checked="" type="checkbox"/>	NEEDS IMPROVEMENT <input type="checkbox"/>	UNSATISFACTORY <input type="checkbox"/>
<ul style="list-style-type: none"> • Consistently resolves unit/team problems and promotes improvements. • Maximizes resources, innovation/technology to streamline/improve. • Analyzes full dimension of complex problems. • Requires minimal supervision. 	<ul style="list-style-type: none"> • Prevents/resolves unit/team problems. • Suggests innovations to improve operations or streamline procedures. • Defines and analyzes complex problems. • Develops/implements solutions with moderate supervision. 	<ul style="list-style-type: none"> • Addresses existing and significant potential problems. • Suggest or assists in developing solutions individually or in a team. • Carries through solution implementation with routine supervision or follow-up. 	<ul style="list-style-type: none"> • Resolves routine problems. • Exhibits little initiative in identifying problems, solutions, or improvements and/or working proactively as part of a team to address issues of concern. • Requires more than routine supervision. 	<ul style="list-style-type: none"> • Consistently fails to recognize or seek help in resolving routine problems. • Demonstrates inability to work individually or in a team. • Rarely suggests improvements. • Requires frequent reminders and supervision.

Comments: Jane displays a satisfactory level of initiative and problem-solving skill with her clients. She at times anticipates potential problems and is then able to model solution planning with her families. She is both strength-based and solution focused in her work with families. She occasionally suggests and assists in developing solutions within the unit and agency. Jane requires routine supervision in follow-up for most tasks. She could improve this rating being more (cont'd)

EMPLOYEE NAME:	EMPLOYEE NUMBER:
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5. **INTERPERSONAL RELATIONS/EQUAL EMPLOYMENT OPPORTUNITY (EEO)** Measures employee's development and maintenance of positive and constructive internal/external relationships. Consideration should be given to the employee's demonstrated willingness to function as a team player, give and receive constructive criticism, accept supervision, resolve conflicts, recognize needs and sensitivities of others, and treat others in a fair and equitable manner. Supervisors and team leaders also are to be assessed on their demonstrated commitment to Equal Employment Opportunity, diversity and proactive actions to prevent/address all forms of discrimination.

OUTSTANDING <input type="checkbox"/>	COMMENDABLE <input checked="" type="checkbox"/>	SATISFACTORY <input type="checkbox"/>	NEEDS IMPROVEMENT <input type="checkbox"/>	UNSATISFACTORY <input type="checkbox"/>
<ul style="list-style-type: none"> Consistently promotes and maintains a harmonious/productive work environment. Is respected and trusted and often viewed as a role model. Actively promotes EEO/diversity programs. 	<ul style="list-style-type: none"> Frequently fosters teamwork, cooperation, and positive work relationships. Handles conflict constructively. Promotes and adheres to EEO/diversity program requirements. 	<ul style="list-style-type: none"> Usually interacts in a cooperative manner. Avoids disruptive behavior. Deals with conflict, frustration appropriately. Treats others equitably. Adheres to EEO/diversity program requirements. 	<ul style="list-style-type: none"> Often has difficulty getting along with others. Allows personal bias to affect job relationships. Requires reminders regarding needs and sensitivities of others. Inconsistently adheres to EEO/diversity program requirements. 	<ul style="list-style-type: none"> Interpersonal relationships are counter-productive to work unit or team functions. Often ignores EEO/diversity program requirements.

Comments: Jane reflects positive teamwork and cooperation in work relationships. She often volunteers to assist another caseworker when there is an emergency on their caseload. Her opinion is respected by peers, supervisors, and other professionals. Her strength-based engagement skills result in positive and respectful relationships with her clients. She handles conflict well both within the work unit and in engaging resistant clients. Jane values diversity and the abilities of all team members.

6. **WORK HABITS** Measures employee's performance relative to efficient methods of operation, customer service, proper conduct, speech ethical behavior, and Commonwealth/agency/work unit policies and procedures, such as attendance, punctuality, safety, security, proper care and maintenance of assigned equipment, and economical use of office supplies.

OUTSTANDING <input type="checkbox"/>	COMMENDABLE <input type="checkbox"/>	SATISFACTORY <input type="checkbox"/>	NEEDS IMPROVEMENT <input checked="" type="checkbox"/>	UNSATISFACTORY <input type="checkbox"/>
<ul style="list-style-type: none"> Work reflects maximum innovative use of time and resources to consistently surpass expectations and improve operations. Serves as a role model with regard to work policies and safety standards. 	<ul style="list-style-type: none"> Frequently plans/organizes work to timely and effectively accomplish job duties with appropriate use of resources. Suggests/implements improvements and exceeds organizational work/safety rules and standards. 	<ul style="list-style-type: none"> Work is planned to meet routine volume and timeliness and usually fulfills operational and customer service needs. Adheres to organizational work policies/safety rules and procedures with few exceptions. 	<ul style="list-style-type: none"> Frequently lacks organization and planning of work and does not adequately use available resources. Often does not meet standards in complying with work policies/safety rules and/or care of equipment. 	<ul style="list-style-type: none"> Consistently fails to meet expected standards due to lack of effective organization, use of equipment/resources, or inattention to customer service needs. Resists established work policies/safety rules and procedures.

Comments: Jane is aware of policies and procedures regarding case documentation and has been successful in the past in with timely documentation. Over the course of this evaluation period, Jane has not met standards regarding documentation. She lacks organization in this area of her work and has not developed a system to successfully address this concern. To date, Jane has also not made use of supervisory suggestions to address this concern. An Action Plan to address this concern will be developed with Jane as a part of this evaluation. An Interim Review will be scheduled for December 2012.

7. **SUPERVISION/MANAGEMENT** (Required for all supervisors/managers) Measures leadership, judgment, initiative, and achievement of expectations. Effectively manages program/projects, employees, budget, technology, and organizational change to produce positive results. Engages in strategic planning and measurement, performance management, teamwork, staff development, and recognition of accomplishments. Promotes customer service, diversity, inclusiveness, collaboration, effective communication, and positive labor/management relations. Uses innovation and fulfills administrative requirements.

OUTSTANDING <input type="checkbox"/>	COMMENDABLE <input type="checkbox"/>	SATISFACTORY <input type="checkbox"/>	NEEDS IMPROVEMENT <input type="checkbox"/>	UNSATISFACTORY <input type="checkbox"/>
<ul style="list-style-type: none"> Regularly exceeds expectations. Implements innovative policies, resources, and technology to maximize efficiency and service. Committed to and promotes excellence; leads by example energizing performance and teamwork. Uses and encourages creative decisions and solutions. Acts a positive change agent. 	<ul style="list-style-type: none"> Meets and frequently exceeds expectations. Improves efficiency and customer service. Provides staff with innovative and constructive direction, delegation, feedback, mentoring, and recognition. Adheres to performance management/administrative policies. Makes sound decisions. Promotes and maintains teamwork, inclusiveness, respect, and creativity. 	<ul style="list-style-type: none"> Meets most expectations timely and effectively. Maintains acceptable efficiency and customer service. Provides staff necessary direction, feedback, development, and recognition. Makes decisions that usually reflect sound judgment. Usually adheres to administrative policies. Encourages innovation, teamwork, and inclusiveness. 	<ul style="list-style-type: none"> Often fails to meet expectations timely and effectively. Efficiency and customer service occasionally fall below standards. Inadequately directs, trains, monitors, and recognizes staff. Inadequately fulfills administrative and performance management functions. Often lacks good judgment in decisions. Lacks leadership in promoting innovation, teamwork, and inclusiveness. 	<ul style="list-style-type: none"> Consistently fails to meet expectations timely or effectively. Delivers unacceptable customer service or operational efficiency. Disregards or ineffectively provides staff direction, monitoring, and development. Often ignores performance management or administrative policies. Is indecisive or lacks good judgment. Resists change.

Comments:

EMPLOYEE NAME:	EMPLOYEE NUMBER:			
OVERALL RATING				
<p>INSTRUCTIONS: Provide an overall rating based on the rating of the individual factors, adherence to significant performance standards, and accomplishment of essential functions. This rating provides an overall impression of job performance that is <i>supported</i> by the job factor ratings, not necessarily an <i>average</i> of those ratings. Thus, each factor need not be of equal weight but comments should justify significant differences on the overall rating.</p>				
OUTSTANDING <input type="checkbox"/>	COMMENDABLE <input type="checkbox"/>	SATISFACTORY <input type="checkbox"/>	NEEDS IMPROVEMENT <input checked="" type="checkbox"/>	UNSATISFACTORY <input type="checkbox"/>
<ul style="list-style-type: none"> Employee consistently and significantly exceeds job expectations and standards and demonstrates a high degree of initiative, customer service, and quality of work. 	<ul style="list-style-type: none"> Employee meets and frequently exceeds job expectations and standards and demonstrates a high degree of initiative, customer service, and quality of work. 	<ul style="list-style-type: none"> Employee meets the expectations and standards of the employee's job in a fully adequate way. 	<ul style="list-style-type: none"> Employee meets many of the expectations of the job in a satisfactory manner but often fails to adequately meet some of the expectations or standards. Improvement is required. 	<ul style="list-style-type: none"> Employee fails to meet many job expectations and standards. Performance deficiencies must be corrected.
<p><u>Overall Comments:</u> Jane is a valued employee with a high level of professional knowledge and skill. She meets many expectations of her job in a more than satisfactory manner. At this time, however, her failure to meet standards regarding case documentation causes serious problems with safety assessment, family service planning and adequate assessment in case notes. Improvement in this area is required.</p>				
<p><u>EMPLOYEE STRENGTHS:</u> (Identify strong attributes, abilities, or proficiency in an area, to maximize the employee's contribution to the organization in utilizing these abilities and skills and to identify potential mentor relationships.) <u>Comments:</u> Jane works extremely well with children and families assigned to her caseload. Her skill in engaging them in the change process is notable. She is both strength-based and solution-focused in her work. She has received numerous positive comments from her clients and other professionals. Jane also works cooperatively with her peers as a team to achieve unit goals. She recently mentored an intern and did quite well with that assignment. She consistently seeks new knowledge and works to increase her skill level. Jane values diversity and respects the contributions of all team members.</p>				
<p><u>OPPORTUNITIES FOR DEVELOPMENT:</u> (Identify knowledge, skills, and abilities that may need improvement. Address developmental activities to assist the employee in addressing either areas of concern or opportunities for professional growth.) <u>Comments:</u> Jane needs to develop her organizational skills to balance her direct client work with required documentation. She needs to recognize the value of the formal assessment inherent in documentation whether it is in Safety Assessments, Family Service Plans or Structured Case Notes. As a result of this recognition, supervision will be able to be more valuable to her professional development. The Action Plan developed in conjunction with this evaluation will outline specific activities.</p>				
Rater's Signature:			Date:	

REVIEWER'S COMMENTS	
<u>Comments:</u>	
Reviewer's Signature:	Date:

EMPLOYEE'S COMMENTS	
<input type="checkbox"/> I AGREE WITH THIS RATING <input type="checkbox"/> I DISAGREE WITH THIS RATING <input type="checkbox"/> I WOULD LIKE TO DISCUSS THIS RATING WITH MY REVIEWING OFFICER <input type="checkbox"/> DISCUSSION WITH MY REVIEWING OFFICER OCCURRED _____ (DATE) <input type="checkbox"/> I ACKNOWLEDGE THAT I HAVE READ THIS REPORT AND I HAVE BEEN GIVEN AN OPPORTUNITY TO DISCUSS IT WITH THE EVALUATOR; MY SIGNATURE DOES NOT NECESSARILY MEAN THAT I AGREE WITH THE REPORT.	
<u>Comments:</u>	
Employee's Signature:	Date:

EMPLOYEE NAME:	EMPLOYEE NUMBER:
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ADDITIONAL RATER COMMENTS

(Space will open as you type)

<u>JOB KNOWLEDGE/SKILLS:</u> to develop her mentoring of interns and developing or acquiring additional techniques.
<u>WORK RESULTS:</u> Lack of timely documentation makes full evaluation of the quality of her work difficult. Discussions and planning to improve timeliness of documentation has not been successful to date. An Action Plan will be developed with Jane as a part of this annual evaluation. An Interim Review will be scheduled for December 2012
<u>COMMUNICATIONS:</u> Jane could improve this rating by improving timeliness of her written documentation.
<u>INITIATIVE/PROBLEM SOLVING:</u> self-directed and resourceful in following through with solutions.
<u>INTERPERSONAL RELATIONS/EQUAL EMPLOYMENT OPPORTUNITY:</u>
<u>WORK HABITS:</u>
<u>SUPERVISION:</u>
<u>OVERALL RATING:</u>
<u>EMPLOYEE STRENGTHS:</u>
<u>OPPORTUNITIES FOR DEVELOPMENT:</u>

ADDITIONAL REVIEWER'S COMMENTS

ADDITIONAL EMPLOYEE'S COMMENTS