

MONTGOMERY COUNTY

EMPLOYEE PERFORMANCE APPRAISAL FORM (Dept Head)

Name:	Employee ID:	Review Date:
Position Title:	Department Name:	Department/Location Number:

Principal Function(s) of Position:

Instructions: This performance rating form is to be used to document an employee's annual performance. It is intended to accurately and objectively rate performance through observation of behaviors, efficiency, and quality of work performed. Please read the rating definitions below carefully before moving to Section 1. If you have any questions, or need clarification regarding the definitions for ratings and/or behaviors or how to complete this form, please contact Human Resources.

Rating Definitions		
Rating	Meaning	Definition
5	<i>Distinguished</i>	Consistently exhibits the highest level of competency, far exceeding the job requirements for this position; always demonstrates positive behaviors associated with success, providing very worthwhile contributions that exhibit imagination and thought processes beyond just the position they are filling, and are highly regarded both within and outside the department. More than capable of promoting to another position within the County if higher position was available.
4	<i>Outstanding</i>	Consistently performs job tasks/responsibilities above the department standards, providing example to others within the department; exhibits a very high level of competency, continuously demonstrates positive behaviors; meets job requirements in a highly proficient manner, achieving results of a very high quantity and quality.
3	<i>Fully Competent/ Performing Well</i>	Exhibits complete competency in current role, consistently demonstrates overall positive behaviors, with no major weaknesses observed.
2	<i>Needs Improvement</i>	Exhibits a marginal level of competency, sometimes performing in a competent, positive manner and other times falling short of acceptable standards (this is not an uncommon rating for inexperienced or developing employees).
1	<i>Unacceptable</i>	Exhibits a low level of competency, rarely demonstrating positive behaviors associated with meeting performance standards; needs considerable development with a documented development plan and timeline for improvement expectations.

Section I: Key Elements of Success

Below are a list of 8 key elements which are required by all employees to achieve the County's overall goals - meeting the needs of the County residents and other visitors.

Using a Rating Scale of 1 to 5 (1 = *Unacceptable* , 2 = *Needs Improvement* , 3 = *Fully Competent/Performing Well* , 4 = *Outstanding* , 5 = *Distinguished*) assess the employee's current contribution towards each of these baseline factors. For a more complete description of performance rating, please refer to Performance Rating Definitions Page 1.

Be sure to consider contributions for the entire rating period, and provide specific comments/examples regarding performance ratings lower or higher than "3", or for any element rating needing further explanation or clarification. Please use the SMART (Specific, Measurable, Attainable, Relevant, Time Framed) technique when providing explanations details.

Key Element	Behavior Example	Rating (1-5)
Budget Management	Ensures that department budget is thoroughly planned and executed in an efficient manner; adheres to the budget set forth at the beginning of each fiscal year; fairly and equitably distributes payroll dollars to employees that have consistently exhibited good performance.	
Comments		
Interaction with Others	Ensures that department initiates actions to meet the expectations of those within and outside county government; reinforces a positive image of county government with the public; integrates his/her focus on the public into daily and long-term activities; as a department head, works with employees to deal with identified issues in a timely and appropriate manner. (This includes both internal and external contacts.)	
Comments		
Communication	Initiates new solutions for department and/or County on daily and long-term activities and seeks out input from outside contacts and other departments, makes effort to assure lines of communication are kept open; conveys both written and oral information effectively; and actively listens to others while offering appropriate feedback.	
Comments		
Initiative	Initiates new solutions for department and/or County on daily and long-term activities and seeks out input from customers and/or other employees and department heads in developing new ways of looking at opportunities; empowers subordinates by delegating work with authority and accountability to get the job done.	
Comments		
Judgment	Analyzes problems to determine causes, then develops solutions; follows through to ensure solutions are executed and solve problems; creates and models a shared vision of the County's goals and how they impact individual goals.	
Comments		
Teamwork	Encourages teamwork; asks for involvement from others; contributes as a team member effectively and manages interpersonal conflicts to resolution; respects County team members by being at work as scheduled and observing the appropriate meal and/or break periods; works with team to set goals for continuous improvement and monitors performance.	
Comments		

Job Knowledge	Knowledgeable in all aspects of the position and possesses the essential skills to teach employees how to complete assigned tasks; is aware of changes affecting the position and consistently works to expand knowledge of the position and County services; continuously works to ensure department employee are kept up to date regarding position and/or County changes.	
Comments		
Work Quality	Reinforces positive performance, using appropriate rewards and recognition; understands and works with employees to complete assigned job duties in a timely and accurate manner; identifies specific actions and reasonable timeframes to execute work plans and meet objectives.	
Comments		
<i>For a complete explanation of the ratings, please refer to page 1</i>		Overall Performance Rating: <i>(Total Rating Points divided by 8)</i>

Section II: Developmental Plan

Please complete Section II for each area in Section I that was rated below "3" and/or any developmental goals, providing a list of agreed upon expectations for the upcoming rating period. Remember to be specific, providing details and expected completion dates.

Note: A rating below 3 (Fully Competent/Performing Well) requires that this section be completed and discussed with the employee. The employee will be reviewed again after sixty (60) days to determine developmental progress and/or need for further action.

Expectation/Goal:

Actions Required:

Expectation/Goal:

Actions Required:

Expectation/Goal:

Actions Required:

Expectation/Goal:

Actions Required:

Supervisor Comments and summary of overall performance:

Employee Comments:

Employee Signature: _____

Date: _____

Elected Official Signature: _____

Date: _____