OURAY COUNTY

Director

PERFORMANCE PLANNING AND APPRAISAL FORM

_____
Date

_____	_____	_____	_____
Empl. No.	**First Name**	**Last Name**	**M.I.**

_____	_____	_____
Employee Job Title	**Employee Job Group**	**Department**

_____	_____
Appraiser Name	**Appraiser Job Title**

From: _____ To: _____
Period Being Reviewed

Type of Review
☐ Annual ☐ Probation
☐ Other

PURPOSE

1. The Performance Planning and Appraisal Form is designed to provide employees of Ouray County with feedback relating to individual strengths and areas requiring growth during each review period.

2. The Performance Planning and Appraisal Form is designed to stimulate dialogue between the employee and the supervisor, and to encourage both parties to commit to goals to be accomplished during the next review period. This form is intended to formalize a feedback process that is continually occurring between the employee and the supervisor.

DID EMPLOYEE COMPLETE A SELF-APPRAISAL FORM? ☐ YES ☐ NO
(If yes, please attach a copy to the Performance Planning and Appraisal Form.)

RATING SCALE

Description	Percentage of people who typically fall into this category
Truly Distinguished. Has made an outstanding, unique or creative contribution that has had a positive quantifiable impact in the overall direction, effectiveness or performance of a department or team.	Less than 5%
Clearly Superior. A clear and obvious strength. Well above average.	About 30%
Fully Successful. Totally competent performance. Good solid contributor.	About 50% or more
Somewhat Successful. Needs development. Some improvement required. More skill/experience/time in job required to attain fully successful performance.	About 15%
Unsuccessful. Fails to meet minimum levels of acceptability. A serious deficiency.	Less than 5%

I. JOB-RELATED CHARACTERISTICS Characteristics are job-related characteristics or skills determined to be critical for success on the job. Indicate the weight (High, Medium or Low) that you place on each characteristic listed below for this particular job, and then rate the employee's performance during the entire evaluation period accordingly.

DIRECTOR

4 **TRULY DISTINGUISHED**
3 **CLEARLY SUPERIOR**
2 **FULLY SUCCESSFUL**
1 **SOMEWHAT SUCCESSFUL**
0 **UNSUCCESSFUL**

CHARACTERISTIC *(Refer to Guidelines from Characteristics and Definitions)*	**CHARACTERISTIC WEIGHT** *(Check One)*							
CORE CHARACTERISTICS	**High**	**Med**	**Low**					
1) Initiative: The degree to which the employee is self-starting and proactive. Demonstrates a willingness to make significant contributions with little direction; voluntarily starts projects; attempts non-routine jobs and tasks. Exercises judgment and independent actions within limits of authority.	☐	☐	☐	☐	☐	☐	☐	☐
2) Integrity: Approaches all business decisions and actions guided by sound personal and professional ethics. Consistently behaves in ways that reflect the County's core principles and values. Earns the trust of others by dealing with them honestly and following through on commitments.	☐	☐	☐	☐	☐	☐	☐	☐
3) Teamwork / Working Relations: Willingness to work harmoniously with others in getting a job done; is respectful of co-workers; communicates and acts as a team player; responds and resolves conflicts in an appropriate manner.	☐	☐	☐	☐	☐	☐	☐	☐
GROUP CHARACTERISTICS								
4) Analytical Skills / Problem Assessment: Solves difficult problems with effective solutions by asking good questions; looks beyond the obvious and doesn't stop with the first answer; can see beyond underlying or hidden problems and patterns; able to identify cause and effect relationships.	☐	☐	☐	☐	☐	☐	☐	☐
5) Communications / Working Relations: Expresses ideas clearly in written and oral form. Openly exchanges information in a timely manner; knows who to keep informed; listens; understands; uses confidential information with discretion.	☐	☐	☐	☐	☐	☐	☐	☐
6) Leadership / Employee Development: Fosters a cohesive, supportive work environment. Enhances employee morale through use of feedback and recognition. Accurately assesses strengths and development needs of direct reports. Gives timely, specific feedback; provides challenging assignments and opportunities for development; provides effective training and explanations when necessary. Supports principles of equal opportunity and affirmative action.	☐	☐	☐	☐	☐	☐	☐	☐
7) Judgment / Decision-making: Commits to an action in a timely manner after developing alternative courses of action that are based on logical assumptions. Recognizes issues and requirements of problems. Knows when to take decisions to the next level. Exercises discretion when handling confidential information.	☐	☐	☐	☐	☐	☐	☐	☐
8) Strategic Leadership: Communicates County vision and goals. Inspires, guides and influences the intended direction of the County through his/her leadership efforts. Provides a catalyst for change throughout the organization, being responsive to the County's history and needs.	☐	☐	☐	☐	☐	☐	☐	☐
POSITION SPECIFIC CHARACTERISTICS								
9) Fiscal Management: Plans responsibly for departmental budgeted areas through careful projection of future expenses, monitoring of ongoing expenditures, and a continual commitment to cost effectiveness and cost savings.	☐	☐	☐	☐	☐	☐	☐	☐
10) Job Knowledge: Understands and is knowledgeable of the duties, methods and procedures required by the job. Knowledge of products, policies and procedures, techniques, skills, equipment and materials. Keeps current on developments and trends in area of expertise.	☐	☐	☐	☐	☐	☐	☐	☐
GRAND TOTAL _____ =SUM OF **SUBTOTALS** ☞								

II. KEY TECHNICAL RESPONSIBILITIES Use the individual's position description and any other resource you have available to list 3 critical technical responsibilities in the individual's job. Rate the employee's performance during the entire evaluation period accordingly.

TECHNICAL RESPONSIBILITIES	TRULY DISTINGUISHED	CLEARLY SUPERIOR	FULLY SUCCESSFUL	SOMEWHAT SUCCESSFUL	UNSUCCESSFUL
Technical Responsibility I:	☐	☐	☐	☐	☐
Technical Responsibility II:	☐	☐	☐	☐	☐
Technical Responsibility III:	☐	☐	☐	☐	☐

III. APPRAISAL OF RESULTS ACHIEVED AGAINST GOAL SET Use the individual's last performance appraisal and indicate goals and how well the employee achieved them, and/or specific situations, performance, results that show strengths.

ACCOMPLISHMENTS	TRULY DISTINGUISHED	CLEARLY SUPERIOR	FULLY SUCCESSFUL	SOMEWHAT SUCCESSFUL	UNSUCCESSFUL
Goal I:	☐	☐	☐	☐	☐
Goal II:	☐	☐	☐	☐	☐
Goal III:	☐	☐	☐	☐	☐
Goal IV:	☐	☐	☐	☐	☐

IV. AREAS REQUIRING IMPROVEMENT Constructive comments and/or situations, performance, results that require improvement, growth or support.

V. EMPLOYEE DEVELOPMENT Establish performance goals and objectives for the next review period and the job-related characteristics necessary for their achievement. Goals should be SMART (Specific, Measurable, Attainable, Realistic and Timely).

PERFORMANCE GOALS
Goal I:
Goal II:
Goal III:
Goal IV:

VI. PERFORMANCE DEVELOPMENT Indicate training and performance goals that will support the employee in achieving the performance objective established above. Goals should be SMART (Specific, Measurable, Attainable, Realistic and Timely).

DEVELOPMENT GOALS
Goal I:
Goal II:

VII. PERFORMANCE SUMMARY Provide summary statements that characterize the employee's overall performance during the entire review period.

VIII. MY SUPERVISOR HAS DISCUSSED THIS PERFORMANCE PLANNING AND APPRAISAL FORM WITH ME. I WISH TO MAKE THE FOLLOWING COMMENTS:

Employee's Signature **Date**

PREPARED BY:

Appraiser's Signature **Title** **Date**

Reviewer's Signature **Title** **Date**

Print Form