

# ACT Appraisal

EMPLOYEE: \_\_\_\_\_

POSITION: \_\_\_\_\_

Evaluation Period: \_\_\_\_\_

Supervisor: \_\_\_\_\_



# PINAL COUNTY

WIDE OPEN OPPORTUNITY

Type of Evaluation      Annual      Probation      Supervisor Change

**GENERAL ACCOUNTABILITY FACTORS- All employees should be evaluated on the first seven factors.**

NEEDS IMPROVEMENT (1)

SUCCESSFUL (2)

EXCEPTIONAL (3)

GENERAL PERFORMANCE FACTORS – All employees should be evaluated on the first seven factors.	Rating	Comments
1. <b>JOB KNOWLEDGE/SKILLS</b> - Demonstrated relevant job knowledge and essential skills; such as- work practices, policies, procedures, resources, laws, customer service, and technical information.		
2. <b>WORK RESULTS</b> – Demonstrated accountability, met established objectives/expectations/standards of quality, quantity, customer service, timeliness, and flexibility both individually and in a team. Practiced efficient methods of operation, customer service, proper conduct, speech, ethical behavior, proper care of property,		
3. <b>TEAMWORK</b> – Demonstrated effectiveness as a team player & ability to give and receive constructive criticism, accept supervision, and resolve conflicts. Ability to operate successfully in a team setting through established roles by observing and supporting interconnected goals with positive outcomes. Seeks to foster team trust, respect, and empowerment with teammates.		
4. <b>INTERPERSONAL RELATIONS</b> - Developed and maintained positive and constructive internal/external relationships. Recognized needs and sensitivities, diversity, inclusiveness, and treated others in a flexible, fair and equitable manner. Continually exhibited integrity and County Core Values in behavior and attitude.		
5. <b>COMMUNICATION</b> Exchanged information with others in an effective, timely, clear, concise, logical, and organized manner; <i>includes listening, speaking, &amp; writing.</i>		
6. <b>SAFETY &amp; SECURITY</b> --Application of accident prevention techniques, follow physical, computer, and cyber security protocols and practices.		
7. <b>INITIATIVE</b> - (If applicable) the extent to which the employee is self-directed, resourceful, and innovative/creative in performing job duties individually or in a team. Also measured are the employee's commitment to self- improvement efforts to enhance skills and knowledge to stay current with changes impacting the job.		
8. <b>MANAGEMENT OF PERSONNEL &amp; RESOURCES</b> (Required for all supervisors) Effectively manages program/projects, employees, budget, technology, and organizational change to produce positive results. Is successfully instilling County Core Values, engages in performance management, teamwork, staff development, and recognition of accomplishments. Promotes customer service, effective communication, and positive employee relations. Uses innovation and fulfills administrative requirements.		
<b>(For Department Specific Goals)</b> SEE ATTACHED GOAL SHEET		
<b>OVERALL RATING</b>		
<b>SPECIAL PERFORMANCE FACTORS</b> - List below. Define and rate employee on any appropriate factors not listed above.		
<b>COMMENTS</b> – (Continue additional comments on a separate 8½ x 11 sheet of paper)		

**DEFINITIONS OF RATINGS**

**NEEDS IMPROVEMENT** – Employee's performance with respect to the factor under consideration is below acceptable standards.

**SUCCESSFUL** – Employee's performance with respect to the factors under consideration meets expected level of performance.

**EXCEPTIONAL** – Employee's performance with respect to the factor under consideration consistently exceeds acceptable standards.

**OVERALL EVALUATION**

\_\_\_\_\_  
EMPLOYEE'S SIGNATURE      Date

\_\_\_\_\_  
SIGNATURE/TITLE (Employee's immediate supervisor)      Date

\_\_\_\_\_  
OFCR'S SIGNATURE/TITLE (Evaluator's immediate supervisor)      Date

I would like to discuss this report with the reviewing officer:       YES       NO

As requested, reviewing officer discussed report.

\_\_\_\_\_  
REVIEWING OFCR'S SIGNATURE/TITLE (Evaluator's immediate supervisor)      Date

\_\_\_\_\_  
employee initial      After review with the Reviewing Officer I wish to appeal this report to Human Resources. (For discrimination claims only)

**Each factor rated EXCEPTIONAL or NEEDS IMPROVEMENT should be documented in the comments section**

## Evaluation Guidelines

### 1. Giving the Evaluation

At least once a year, formally evaluate each employee by writing a performance appraisal and holding a meeting with the employee. To prepare, gather and review all of the documents and records relating to the employee's performance, productivity, and behavior. Review your log and the employee's personnel file.

Once you have reviewed these documents and gathered your thoughts about the employee's work, write the appraisal (or, if you will solicit input from other managers, ask each of them to complete an evaluation, and then compile them).

Ratings should be as follows:

1. **Needs Improvement**- Areas which need to be addressed quickly. Multiple areas needing improvement, requires attention to meet expectations. For each factor rated NEEDS IMPROVEMENT should be documented in the comments section. Should be limited in number.
2. **Successful**- Solid steady performance. Opportunities for improvement or growth exist, but not to a detriment of performance. Some areas may be above average performance. Represents overall expected level of performance.
3. **Exceptional**- Represents "super star" area of performance. Many areas of exceptional performance. Should be extremely few in number.

When you have finished writing the appraisal, set up a meeting to discuss it with the employee. Schedule enough time to discuss each issue thoroughly. If you have rated someone as Needs Improvement or Exceptional, you should likely attach a separate paper to fully describe your justification for the rating.

### 2. Evaluation Tips

Giving evaluations can be difficult. Some workers react to criticism defensively. Sometimes, no one understands what merits a positive evaluation. If your workers feel that you take it easy on some of them while coming down hard on others, resentment is inevitable. Avoid these problems by following these rules:

- Be specific. When you set goals and standards for your workers, spell out exactly what they will have to do to achieve them. For example, don't say "work harder" or "improve quality." Instead, say "increase output by 20% over last year" or "make no more than three errors per day in data input." Similarly, when you evaluate a worker, give specific examples of what the employee did to achieve -- or fall short of -- the goal.
- Utilize the goals worksheet and the SMART goal setting system to aid in the process.
- Give deadlines. If you want to see improvement, give the worker a timeline to turn things around. If you expect something to be done by a certain date, say so.
- Be realistic. If you set unrealistic or impossible goals and standards, everyone will be disheartened -- and will have little incentive to do their best if they know they will still

fall short. Don't make your standards too easy to achieve, but do take into account the realities of your workplace.

- Be honest. If you avoid telling a worker about performance problems, the worker won't know that he or she needs to improve. Be sure to give the bad news, even if it is uncomfortable.
- Be complete. Write your evaluation so that an outsider reading it would be able to understand exactly what happened and why. Remember, that evaluation just might become evidence in a lawsuit. If it does, you will want the judge and jury to see why you rated the employee as you did.
- Evaluate performance, not personality. Focus on how well (or poorly) the worker does the job -- not on the employee's personal characteristics or traits. For instance, don't say the employee is "angry and emotional." Instead, focus on the workplace conduct that is the problem -- for example, you can say the employee "has been insubordinate towards managers twice in the past six months. This behavior is unacceptable and must stop."
- Listen to your employees. The evaluation process will seem fairer to your workers if they have an opportunity to express their concerns, too. Ask employees what they enjoy about their jobs and about working at the company. Also ask about any concerns or problems they might have. You'll gain valuable information, and your employees will feel like real participants in the process. In some cases, you might even learn something that could change your evaluation.