

EMPLOYEE OPPORTUNITY PLAN

COUNTY OF MONTGOMERY

Name: _____

Title: _____ Dept.: _____

Annual Probationary
Evaluation Period: _____

SECTION I.

WHAT I DO AND HOW I DO IT

BEHAVIORIAL DEFINITION GUIDELINES

- 5 **Outstanding/Exceptional:** **Exemplary** performance consistently **above or beyond** supervisor’s expectation on **all** aspects of competency being evaluated. (A rating in this category indicates that the employee, in addition to meeting the requirements for competent performance, **consistently** demonstrates self-initiated and/or self-motivated behaviors, i.e., sees the bigger picture, proactively thinks ahead, is solution focused, recommends improvements to current processes, produces results that bring value to the County or affiliated office/agency.)
- 4 **Commendable:** Performance **exceeding** supervisor’s expectation on **several** aspects of competency being evaluated. (A rating in this category indicates that the employee, in addition to meeting the requirements for competent performance, **often** demonstrates behaviors that exhibit **some degree** of planning ahead, thinking through issues, looking for efficiencies, and evaluating current processes.)
- 3 **Competent:** Performance **meeting** supervisor’s expectation on aspects of competency being evaluated. (A rating in this category indicates that the employee is capable of and does perform the requirements of the job satisfactorily, approaches work in a positive manner and works effectively with others, responds cooperatively when asked to perform a function, and is pleasant in demeanor.)
- 2 **Needs Improvement:** Performance level **fluctuates generally falling short** of the level expected for **most** aspects of competency being evaluated. (A rating in this category indicates that the employee needs improvement on how he/she approaches work and/or performs the basic requirements of the job.)
- 1 **Unsatisfactory:** Performance level **consistently falls short** of the level expected for **most** aspects of the competency being evaluated. (A rating in this category indicates that the employee is performing unsatisfactorily and **must improve** performance.)

Score*

COUNTY/CORE COMPETENCIES (Total score /5) = _____

POSITION COMPETENCIES (Total score /# of competencies) = _____

TOTAL PERFORMANCE SCORE _____

*Score each section separately; then add together and divide by 2

Eligible for Opportunity Increase: yes no

Evaluator Signature _____ Date _____

Employee Signature _____ Date _____
(Signing only indicates acknowledgement; not necessarily agreement)

Reviewing Supervisor Signature _____ Date _____

Department Director Signature _____ Date _____

Employee Comment(s):

Appeal of this performance evaluation document may be made to the supervisor of the evaluator within five working days of the performance interview date.

Unsatisfactory 1	Needs Improvement 2	Competent Performance 3	Commendable Performance 4	Outstanding/Exceptional Performance 5
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TEAMWORK	SCORE
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Outstanding/Exceptional Performance

Has participated on at least one County interdepartmental or departmental process improvement or project team during the past year and/or has supported others with whom he/she works; often volunteers to help out; can be depended on to routinely fill in without being asked when the need occurs; actively promotes the concept of teamwork to others; is a positive influence; able to think practically, independently, and innovatively; actively supports new ideas and shows a willingness to adapt to new ways of thinking; respects leadership and co-workers and advances the organization.

Commendable Performance

On own initiative, pitches in to help out when time allows; fosters the concept of teamwork; demonstrates a helpful attitude; shows a willingness to support the efforts of coworkers; exhibits a positive and contributing demeanor; shows optimism when faced with change, respects leadership, and co-workers.

Competent Performance

Will help out if called upon to do so; is cooperative and pleasant; work efforts are effective and generally supportive to others; is respectful in approach.

Needs Improvement

Does not generally show support for the work of others; is not supportive of the collective work of the department or division; does not help out unless asked or forced to do so.

Unsatisfactory

Is not a team player; does not act in such a way that values fellow workers; does not help out even when asked; is destructive to the work of the team.

Justification:

CUSTOMER SERVICE	SCORE
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Outstanding/Exceptional Performance

Handles all customer interactions in a friendly and helpful, kind manner; voluntarily tries to find the answer for the customer; takes the time to follow up and ensure that results have been achieved; even under duress, interacts with diplomacy and tact; recommends enhancements to service delivery; is extremely knowledgeable; consistently provides exemplary service with accuracy; goes above and beyond to solve issues; exhibits a respectful attitude towards the customer at all times.

Commendable Performance

Exhibits a helpful demeanor to customers; makes accuracy a priority; if errors are made, will personally take responsibility and exercises the initiative to call the customer and rectify the error; demonstrates a "whatever it takes" attitude; reflects the appropriate level of knowledge; can deal effectively with all types of customers; composed and tactful under pressure; respects the customer regardless of the circumstances.

Competent Performance

Responds to each customer interaction in a respectful tone; generally serves the customer with accuracy; promptly reports any errors to his/her supervisor; possesses an understanding of customer needs and responds accordingly.

Needs Improvement

Sometimes reacts to customer situations inappropriately; needs to improve service which reflects negatively on the County or department; sometimes blames others when inaccuracies or errors occur; can be defensive.

Unsatisfactory

Work performance is consistently poor; is rude to customers; service levels are unacceptable; consistently does not take responsibility for own behaviors.

Justification:

COMPLIANCE WITH POLICIES AND PROCEDURES

SCORE

Outstanding/Exceptional Performance

Consistently follows County and department or agency policies and procedures; is fully knowledgeable of such policies and procedures; exercises preventative safety precautions without accident, carefully following all related procedures; is careful to comply with all leave procedures; consistently and conscientiously maintains excellent attendance record; fully understands that sick leave is a privilege; can be trusted fully with confidential matters; volunteers to work overtime when necessary to deal with demanding or emergency situations. Goes above and beyond job responsibilities; can be counted on 100% of the time.

Commendable Performance

Makes every effort to follow County and department or agency policies and procedures; exhibits a good working knowledge of such policies and procedures; complies with applicable leave procedures; has good attendance; understands that sick leave is a privilege and keeps absenteeism to a minimum; works free of preventable accidents; effectively maintains confidentiality; willingly works overtime when needed.

Competent Performance

Regularly follows County and department or agency policies and procedures; understands such policies and procedures; strives to comply with all leave policies, to work carefully without accident, and to maintain confidentiality at all times; maintains a satisfactory attendance record; works overtime when requested.

Needs Improvement

Sometimes fails to follow County and department or agency policies and procedures; working knowledge of such policies and procedures needs to be improved; is not always compliant with safety, leave, or confidentiality policies and related procedures; attendance at work needs improvement.

Unsatisfactory

Refuses or is negative about working overtime if asked; refuses to follow safety, leave, or confidentiality policies and related procedures; violates County and department or agency policies and procedures; is deficient in knowledge of such policies and procedures.

Justification:

COMMUNICATION SKILLS

SCORE

Outstanding/Exceptional Performance

Exhibits exemplary communication skills when dealing with customers and fellow employees; makes a positive impression; effectively conveys ideas to others, clearly and concisely, in both oral and written formats; is a positive influence to others; takes responsibility for communication exchanges and results; willingly asks questions if necessary to clarify exchanges; on own initiative, works at enhancing communication or presentation skills; actively listens and is engaged in communication exchanges; adapts communication style and technique to audience; thoughtful and responsive to customers and fellow employees; dialogues, exchanges and interactions are always respectful; welcomes all feedback and makes necessary corrections; delivers feedback in a sensitive and caring manner.

Commendable Performance

Demonstrates good communication skills with customers and fellow employees both orally and in written format; comments are presented in a positive manner; does not hesitate to follow up if communication result was unclear; works at effective listening and makes it a priority; communicates well with different audiences. Able to get point across; dialogues, exchanges and interactions are respectful; accepts feedback in a positive manner and gives feedback in a positive manner.

Competent Performance

Effectively communicates with others, getting across thoughts in a manner that accomplishes the objective of the discussion or presentation; is generally understood; makes an effort to listen; shows care for others in communication efforts.

Needs Improvement

Communications with others are sometimes ineffective; is often distracted and not focused on what is being communicated; does not strive to improve communications; listening skills need to improve.

Unsatisfactory

Does not communicate well or at all with others; fails to listen and communicate accordingly; does not show an interest in improving communications.

Justification:

ACCOUNTABILITY **SCORE**

Outstanding/Exceptional Performance

Extremely dedicated and committed to the job and the organization; takes full responsibility for personal actions and their effect on the direction/productivity of work unit; strengthens the department through contribution; develops workable solutions to problems or issues and willingly shares in the solution; willing to contribute ideas and stretch thinking ability; shows flexibility in performing the job; seeks ways to show initiative and takes action when needed; extremely respectful of county leadership, co-workers and customers in public and private, and follows the chain of command.

Commendable Performance

Dedicated and committed to job and organization; assumes responsibility for actions and productivity; willing to contribute ideas and thoughts; occasionally gives input for problem solving; is flexible in performing job; respectful of county leadership, co-workers and customers, and the chain of command.

Competent Performance

Supports organization; understands job duties and mostly takes responsibility for actions and productivity; will contribute ideas and thoughts when asked; occasionally gives input for problem solving; is flexible in performing job; respectful of county leadership, co-workers and customers, and understands the chain of command.

Needs Improvement

Is non-supportive of the organization and does not take responsibility for own actions at times; does not always understand or follow the chain of command appropriately.

Unsatisfactory

Never contributes ideas to a discussion; not respectful of county leadership, co-workers and customers and goes around the chain of command; does not think that policies pertain to them.

Justification:

Total Score ____/5= ____ (carry over to the front page of form)

OBJECTIVES FOR NEXT REVIEW PERIOD
(TIED TO ONE OR MORE COMPETENCIES)
Established in FY _____ ; evaluated in FY _____

(Additional sheet(s) may be added as necessary to this form.)