

**CLASSIFIED EMPLOYEE JOB PERFORMANCE COACHING REPORT**

<b>Employee Name:</b>		<b>Employee ID #:</b>	
<b>Job Title:</b>		<b>Job Class Number:</b>	
<b>Section:</b>		<b>Review Period:</b>	<b>From:</b> _____ <b>To:</b> _____
<b>Type of Review</b>	<input type="checkbox"/> 12 month	<input type="checkbox"/> 6 month	<input type="checkbox"/> Other
<b>Outcome:</b>	<input type="checkbox"/> Initial Probation Completed (Not Eligible For Pay Increase) <input type="checkbox"/> Conditional Probation Completed (Eligible for Pay Increase) <input type="checkbox"/> Probation Extended _____ Months		<input type="checkbox"/> Pay Increase of _____ % <input type="checkbox"/> Increase Denied <input type="checkbox"/> Enroll in PIP

<b>Rater Name:</b>		<b>Employee Number:</b>	
<b>Months During Review Period Employee Reported Directly to Rater:</b>			

**Classified Employee Performance Evaluation System:**

The first step in any coaching process is to review the criteria that will be used to measure the employee's job performance and to set goals. The goals identified through this process are not intended to account for all assignments and work expectations, only those that the rater and employee identify as areas of focus for the review period. Once the performance expectations for essential job functions are established, they are documented in Section II. For any additional goals such as those corresponding to the Core Values, it is suggested that those are recorded in a separate Word document for both rater and employee's reference.

**Rater:** I hereby certify that I met with this employee today and discussed my expectations of his/her job performance for the coming rating period.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Employee:** I hereby certify that I met with my Rater today and discussed job performance expectations for the coming rating period. I received a copy of this form. My signature does not indicate agreement with my rater's expectations, only I understand what they are.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**5 Point Performance Rating Scale:**

All employees will receive a performance evaluation. The following rating scale shall apply:

<b>5</b>	<b>Remarkable</b>	<b>Employee consistently exceeds the performance expectation of the position.</b> Examples include, but are not limited to: The employee requires little or no supervision from management in accomplishing his/her tasks and seeks opportunities to enhance the organization. The employee possesses highly advanced job knowledge. The employee is relied upon to solve complex problems and applies creativity and innovative approaches in formulating solutions.
<b>4</b>	<b>Exceeds Expectations</b>	<b>Employee consistently meets and often exceeds the performance expectation of the position.</b> Examples include, but are not limited to: The employee requires minimal supervision from management in accomplishing his/her tasks. The employee possesses a thorough knowledge of the job, and often solves or assists in solving complex problems.
<b>3</b>	<b>Meets Expectations</b>	<b>Employee consistently meets and may occasionally exceed the performance expectation of the position.</b> Examples include, but are not limited to: The employee requires moderate supervision from management in accomplishing his/her tasks. The employee possesses sufficient knowledge and/or initiative to execute his/her duties and responsibilities.
<b>2</b>	<b>Below Expectations</b>	<b>Employee exhibits inconsistent job performance, but has the capacity to improve to meet the performance expectation of the position.</b> Examples include, but are not limited to: At times, the employee requires close supervision where he/she should be operating on his/her own. The employee sometimes lacks the initiative, and/or job knowledge to execute his/her duties and responsibilities.
<b>1</b>	<b>Unacceptable</b>	<b>Employee consistently fails to meet the designated performance expectation.</b> Examples include, but are not limited to: The employee requires close supervision and his/her work requires continual correction. The employee's job knowledge is insufficient to meet daily requirements.

**Section I:** Employees are rated on their ability to exhibit the County's Core Values of Customer Commitment, Success through Teamwork, Organizational Excellence and Dedication to Professionalism & Integrity. Key behaviors are examples of how these values may be exhibited.

**Section II:** Employees are expected to perform their essential job functions. Raters should review employees' position descriptions for those measurable required job functions. This section should be used for planning as well as evaluation purposes.

**MID-TERM**

**Section I: Core Values**

Rate the employee on each core value using the Performance Rating Scale on page 1. Comments are required for each competency rating that is either above or below a rating of 3.

Core Competencies	Key Behaviors	Comments	Rating
<p><b>Customer Commitment -</b> Proactively seeks to understand the needs of our customers and provide the highest standards of service.</p>	<p>Identifies both internal and external customers; listens and asks questions to understand customers' needs; provides services to customers in a respectful manner; makes the customer feel valued; strives to exceed customer expectations; follows through on service commitments; strives to understand and contribute to customer satisfaction measurements; takes responsibility to resolve customer concerns; identifies opportunities for service improvement; and/or makes the customer interaction a positive experience.</p>		
<p><b>Success through Teamwork –</b> Collaborates and builds partnerships through trust and the open exchange of diverse ideas and perspectives to achieve organizational goals.</p>	<p>Asks for other's ideas and perspectives; offers and asks for help as needed; treats others with respect; listens before responding; communicates openly and honestly; keeps others informed; shows sensitivity to individual differences; treats others equitably; seeks to resolve team conflicts; encourages others; looks for ways to develop others and share knowledge; works with team members towards a common goal; supports group decisions; follows through on commitments to the team; and/or partners with others outside the team to achieve organizational goals.</p>		
<p><b>Organizational Excellence –</b> Takes ownership for excellence through ones personal effectiveness and dedication to the continuous improvement of our operations.</p>	<p>Actively seeks process improvement opportunities; works effectively to meet or exceed goals; achieves results with focus on both efficiency and quality; supports and adapts to change; considers benefits and risks when making decisions; uses time and resources wisely; organizes and prioritizes work; is proactive; maintains and builds skills supporting effectiveness in position; demonstrates necessary job skills and knowledge; identifies own strengths and areas for improvement; seeks feedback; and/or learns from successes and failures.</p>		
<p><b>Dedication to Professionalism &amp; Integrity –</b> Demonstrates and promotes fair, honest, professional and ethical behaviors that establishes trust throughout the organization and with the public we serve.</p>	<p>Admits mistakes; tells the truth; takes responsibility for actions; reports concerns about inappropriate actions and/or behaviors; respects confidentiality; models professional behaviors; acts in the County's best interest; and/or represents self and organization accurately and honestly</p>		
Sum for Section I			

To score this section, add each rating.  
(Example: 4 + 3 + 4+3= 14)

**MID-TERM**

**Section II: Employee Performance Expectations**

Rate the employee on each performance expectation using the Performance Rating Scale on page 1. Comments are required for each performance rating that is either above or below a rating of **3**.

	Performance Expectations	Comments on Performance	Rating
1.			
2.			
3.			
4.			
5.			
6.			
7.			
Sum for Section II			

Scoring: To score this section, add each rating  
(Example: 4 + 3 + 4 + 3 + 3 = 17)

**Rater:** I hereby certify that I met with this employee today and discussed his/her job performance since the beginning of the Rating Period and what he/she should do throughout the remainder of the Rating Period.

**Rater's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Employee:** I hereby certify that I met with my Rater today and discussed my job performance since the beginning of the Rating Period and what I can do to perform well throughout the remainder of the Rating Period. I received a copy of Section I and II. My signature does not indicate agreement with the feedback provided by my Rater only that we met and discussed my past and future job performance.

**Employee's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**END-OF-TERM**

**Section I: Core Values**

Rate the employee on each core value using the Performance Rating Scale on page 1. Comments are required for each rating.

Core Competencies	Key Behaviors	Comments	Rating
<p><b>Customer Commitment -</b> Proactively seeks to understand the needs of our customers and provide the highest standards of service.</p>	<p>Identifies both internal and external customers; listens and asks questions to understand customers’ needs; provides services to customers in a respectful manner; makes the customer feel valued; strives to exceed customer expectations; follows through on service commitments; strives to understand and contribute to customer satisfaction measurements; takes responsibility to resolve customer concerns; identifies opportunities for service improvement; and/or makes the customer interaction a positive experience.</p>		
<p><b>Success through Teamwork –</b> Collaborates and builds partnerships through trust and the open exchange of diverse ideas and perspectives to achieve organizational goals.</p>	<p>Asks for other’s ideas and perspectives; offers and asks for help as needed; treats others with respect; listens before responding; communicates openly and honestly; keeps others informed; shows sensitivity to individual differences; treats others equitably; seeks to resolve team conflicts; encourages others; looks for ways to develop others and share knowledge; works with team members towards a common goal; supports group decisions; follows through on commitments to the team; and/or partners with others outside the team to achieve organizational goals.</p>		
<p><b>Organizational Excellence –</b> Takes ownership for excellence through ones personal effectiveness and dedication to the continuous improvement of our operations.</p>	<p>Actively seeks process improvement opportunities; works effectively to meet or exceed goals; achieves results with focus on both efficiency and quality; supports and adapts to change; considers benefits and risks when making decisions; uses time and resources wisely; organizes and prioritizes work; is proactive; maintains and builds skills supporting effectiveness in position; demonstrates necessary job skills and knowledge; identifies own strengths and areas for improvement; seeks feedback; and/or learns from successes and failures.</p>		
<p><b>Dedication to Professionalism &amp; Integrity –</b> Demonstrates and promotes fair, honest, professional and ethical behaviors that establishes trust throughout the organization and with the public we serve.</p>	<p>Admits mistakes; tells the truth; takes responsibility for actions; reports concerns about inappropriate actions and/or behaviors; respects confidentiality; models professional behaviors; acts in the County’s best interest; and/or represents self and organization accurately and honestly</p>		
Sum for Section I			

To score this section, add each rating.  
(Example: 4 + 3 + 4+3= 14)

**END-OF-TERM**

**Section II: Employee Performance Expectations**

Rate the employee on each performance expectation using the Performance Rating Scale on page 1. Comments are required for each rating.

	Performance Expectations	Comments on Performance	Rating
1.			
2.			
3.			
4.			
5.			
6.			
7.			
Sum for Section II			

Scoring: To score this section, add each rating  
(Example: 4 + 3 + 4 + 3 + 3 = 17)

**OVERALL PERFORMANCE RATING**

<b>Sum from Competency Evaluation E-O-T (Section I)</b>	
<b>Sum from Performance Evaluation E-O-T(Section II)</b>	
<b>Total</b>	

To score this section, add the sums from Section I and II. Divide the Total by the number of ratings given (do not count those you left blank). Round two decimal places.

**Example:**  
 Section I score = 14  
 Section II score = 17  
 Sum = 31 Divide= 31/9  
 TOTAL = 3.44

**Suggested Rating Scale**

Numeric Range	Rating
<b>4.71– 5.00</b>	<b>Superior</b>
<b>3.80 – 4.70</b>	<b>Commendable</b>
<b>3.00 – 3.79</b>	<b>Meets the Standard</b>
<b>2.50 – 2.99</b>	<b>Needs Improvement</b>
<b>2.49 and below</b>	<b>Unacceptable</b>

**EMPLOYEE’S SUGGESTED OVERALL PERFORMANCE RATING:** \_\_\_\_\_

**EMPLOYEE’S FINAL OVERALL PERFORMANCE RATING:** \_\_\_\_\_

**Rater:** I hereby certify that the above Rating and Comments constitute my best judgment of the job performance of this employee and are based on personal knowledge of his/her work during the most recent rating period.

**Rater’s Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Employee:** I hereby certify that I have received a copy of this performance report and that it has been discussed with me. My signature does not indicate agreement or disagreement with this report.

**Employee’s Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Employee’s Comments:**

**Reviewer:** I hereby certify that I have carefully reviewed this report and discussed any inconsistencies/errors noted with the Rater.

**Reviewer’s Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Agency Head (or Delegate):** I hereby certify that I have reviewed this report. I authorize the pay increase indicated on the front of this report.

**Agency Head Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_