

Management Highlights for 360 review process

1. All reviews are due end of July. A suggestion might be to complete the 360 review in May/June. Turn in the evaluation scores to Human Resources and hold the review until due date in case of late or monthly issues that might come up. Then turn in reviews on or before the due date.
2. Ideally the 360 team would consist of minimum of 3-5 but you could have more people. Pick someone who is good at taking note and have him or her write all comments down.
3. This will take as many sessions as needed to complete entire department. Some teams might be the same for some employees.
4. Success depends on you picking their team to complete the review process. The team does not need to make any notes prior to the meeting.
5. Justifications **MUST** be filled out. Write why you feel this way.
6. Scoring sheet: round up or round down

Executive Committee recommendation:

1. Do not over-ride the 360 review process
2. Remember life is not about our own opinions
3. Type evaluation on computer—be professional

PERFORMANCE APPRAISAL INSTRUCTIONS

Teller County has developed and approved the attached employee performance appraisal format to institute a comprehensive and consistent performance appraisal system for Teller County employees.

Teller County employees are the most valuable assets of the County. It is important that their development, morale and productivity be maximized by the consistent application of this evaluation system.

The evaluation system is meant to promote honest and open communication between the employee and the supervisor. It is the desire of the Elected Officials that these discussions produce consensual agreements between the employee and the supervisor to improve the job performance and satisfaction of the employee, producing quality work and resulting in improved service to the taxpayers of the County.

The evaluation system includes 7 categories to examine the employee's performance. There are two additional categories for management staff.

Each category is to be ranked on a scale of 1 to 4.

- 4) is to be used where an employee Consistently exceeds basic job standards, or has shown exceptional/superior accomplishment during the review period;
- 3) is to be used where an employee Exceeds basic job standards;
- 2) is to be used where an employee Meets all basic job standards;
- 1) is to be used where an employee is Below basic job standards/Unacceptable

360 DEGREE REVIEW PROCESS:

Each individual employee evaluation will be conducted by a well-rounded group of individuals, chosen by the employee's Elected Official/Department Head. The group will consist of 3 to 5 persons and at a minimum include a peer and a subordinate who have worked for Teller County for at least one year, and have received a rating of "meets" or above on their previous evaluation. The group will collectively assess the performance of the employee for the evaluation period, for each category in the evaluation.

After each category the supervisor should list specific examples of the employee's performance that justify the rating given in that particular category. The supervisor should also list any suggested course(s) of action to be pursued by the employee for improvement, continued consistency and/or growth.

Staff position performance appraisals are considered complete after the Leadership category.

Management positions are further evaluated on Direction and Guidance as well as Employee Development. When evaluating management positions special attention and thought should be given to the manager's ability to provide training opportunities, direct communication, cross training and external training for employee development.

Performance Evaluation Scoring Worksheet:

To determine an overall performance rating the entire appraisal is calculated by using the Teller County Performance Evaluation Scoring Worksheet.

Based on the Evaluation Scoring Worksheet the Overall Performance Rating is then assigned for the review period.

Key Ingredients in Conducting a Productive Evaluation Interview are:

- 1) Pre-arrange a meeting time and date, so that the employee is aware and prepared. Furnish the employee with the pre-performance appraisal when you set the meeting time and date.
- 2) Create the proper forum for the presentation and discussion of the performance appraisal with the employee (i.e. privacy, no interruptions).
- 3) Actively seek and listen to your employee's comments and ideas. All comments and suggestions are worth consideration. Stay positive and friendly.
- 4) Maintain the employee's self-confidence and self-esteem.
- 5) Keep your focus on the opportunity, problem, issue, or behavior, if any, not on the person.
- 6) Always strive to maintain a constructive supervisory-employee relationship.
- 7) Give recognition freely and personally, where deserved.
- 8) Create a consensus on the action that both of you will take in order to improve job satisfaction and/or performance.
- 9) Inform the employee that he/she has an opportunity to submit written comments on the evaluation within 10 working days. Since the evaluation becomes a part of the employee's permanent record, so will the written comments of the employee.
- 10) **ALL APPRAISALS MUST BE COMPLETED IN INK. It is recommended that you fill these out on the computer and then print.**

These suggestions are in no way to be construed as rigid. They should be considered as guidelines for producing a quality interview.

Revised 05/2010