

ROWAN COUNTY EMPLOYEE PERFORMANCE APPRAISAL INSTRUCTIONS

PURPOSE AND OBJECTIVES

The primary purpose of the employee performance appraisal system is to establish a formal system of evaluating job performance that will improve the overall effectiveness and efficiency of employees, and the overall quality of services provided by Rowan County Government.

The objectives of the performance appraisal system are:

- * to assure that employees understand what is expected of them in their work;
- * to promote open communications between employees and supervisors;
- * to provide employees with timely feedback on needed improvements, including plans for developmental or remedial activities which address the area in needs of improvement;
- * to provide supervisors with feedback as to how they can help employees in their personal growth;
- * to give appropriate recognition and show appreciation for job performance;
- * to document personnel decisions.

RESPONSIBILITY

The immediate supervisor is responsible for communicating performance expectations to employees, monitoring employee performance, and providing ongoing timely feedback. Each employee is responsible for working with his/her supervisor on a mutual understanding of work expectations, and providing input and feedback into performance discussions, and the formal performance appraisal conference.

APPRAISAL PROCESS

The basic elements of the performance appraisal are the job description, performance factors, a rating scale for each factor with performance characteristics of each rating, and a summary comment section. At the beginning of the appraisal process the supervisor and the employee are to review the employee's job description. This exercise is intended to focus the supervisor and the employee on the essential job functions that are expected of the particular position.

A rating scale of 0-3 is applied to each performance factor, with 0 = UNSATISFACTORY, 1 = NEEDS IMPROVEMENT, 2 = PROFICIENT, AND 3 = OUTSTANDING. Each rating level for each performance factor is defined by performance characteristics. The performance characteristics are intended as guidelines to help the reviewer determine the most appropriate performance rating. Sometimes an employee's work performance will clearly reflect a particular rating level. In instances when an employee's work performance reflects characteristics from more than one rating level, the supervisor should consider the number of characteristics in each level, and the importance of each characteristic. To be helpful, the supervisor may use the blanks beside the performance characteristics to be checked that more accurately describes the performance of the employee. The supervisor should select the overall rating that most accurately reflects the employee's work performance.

Comments are required for all performance ratings, except proficient. Supervisors are encouraged to provide employees with feedback that will help them improve their work performance.

This appraisal should be reviewed with each employee well before the actual performance appraisal. It is important that the supervisor and the employee have a mutual understanding of the job functions, performance factors, and the rating scale used to evaluate work performance.