Performance Assessment Review (PAR)

PAR Form Completion Instructions
Performance Assessment Review

This presentation will take you step by step through the process of completing the PAR form which is available online in a fillable format.

The format of this presentation will consist of:
- Blank sample of each section of the form
- Brief discussion of each section of the PAR form
- Completed example of each section of the form
It may be helpful for you to have a hard copy of YOUR Organization’s PAR form available as you proceed through this presentation since forms will vary slightly from organization to organization.

At the end of the presentation, there is a “Tip Sheet” that may also be beneficial to you in completing the PAR form.
Any Good Performance System Must:

- Link performance to Core Mission Areas, Goals, and Strategies
- Tie individual results to program results
- Measure individual results
- Enable skill development and job enrichment
Overview of the PAR Appraisal Process

**Job Expectations Agreement**
What the job is
How well it is to be done?

**Final Assessment**
How well was it done throughout the entire cycle?

**Interim Assessment**
How well was it done during the first six Months?
Participants in the PAR Process

Ratee: Employee being rated

Rater: Immediate supervisor who receives and/or dispenses the work

Reviewer: Rater’s supervisor or manager. Role is to check for consistency. Responsible for setting goals and expectations for unit/division
Job Expectations

Conference

Job Expectations
- Review Core Mission Areas & Department Mission Statement
- Outline Major Goals for Unit
- Establish Major Ratee Goals
- Determine Major Job Responsibilities
- Set Specific, Measurable Essential Criteria
- Review pre-defined Performance Factors selected by agency and discuss their application
Identification Section

<table>
<thead>
<tr>
<th>Ratee:</th>
<th>Title:</th>
<th>Rating Period:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donald West</td>
<td>Civil Service Commission</td>
<td></td>
</tr>
</tbody>
</table>

This section includes information which identifies the employee being evaluated:

- Ratee Name
- Ratee Title
- Rating Period
- Rater Name
- Department/Agency-Location

The Identification Section will be the header throughout the document.
Section 1: Job Expectations

- Major Goals of the Unit/Work Group
- Major Goals of Ratee
- Signatures
  - Acknowledgment of PAR elements
  - Confirmation of meeting
  - Agree/Disagree
  - Acknowledgment of Ratee’s position
- Ratee Comments
## Section 1 - Job Expectations

<table>
<thead>
<tr>
<th>Major Goals of the Unit/Work Group</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>
Job Expectations:

Major Goals of Unit/Work Group

- Governor’s Predefined Core Mission Areas that relate to your organization
- Goals of the organization
- Division’s purpose
- Work Unit or Group’s overall purpose as it relates to/supports the overall Core Mission of the organization
SAMPLE

SECTION 1- JOB EXPECTATIONS

Major Goals of the Unit/Work Group

The Core Mission of the Civil Service Commission is to provide a fair and efficient human resource delivery system that rewards quality, merit and productivity in a framework that allows Civil Service jurisdictions the flexibility necessary to manage their workforce, improve productivity and provide a more cost effective service delivery for state taxpayers. The Division of Merit System Practices and Labor Relations supports this mission by providing the regulatory framework for the administration of an equitable and expeditious dispute resolution process between Civil Service jurisdictions and their employees.

The specific goals of the Division of Merit System Practices and Labor Relations are as follows:

Provide an equitable and expeditious dispute resolution process for employees, employers and candidates for employment.

Provide accurate and timely advice to operating divisions of the CSC and other stakeholders on the interpretation and application of laws and rules.

Facilitate favorable disposition of matters in litigation and legal advice on interpretation of laws and rules.
### Section 1 - Job Expectations

<table>
<thead>
<tr>
<th>Major Goals of the Ratee</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>
Job Expectations

Major Goals of the Ratee

- Identifies the individual goals of the ratee that support the work unit’s purpose(s)
- The major goals of the Ratee should be identified, communicated and discussed at the Initial Agreement session
## Section 1 - Job Expectations (Continued)

<table>
<thead>
<tr>
<th>Major Goals of the Ratee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assist in Division goals of reducing percentage of pending written record appeals aged greater than six months.</td>
</tr>
</tbody>
</table>
I have reviewed this package and have had a face-to-face meeting with my supervisor to discuss the Core Mission Areas, Major Goals (Unit and Ratee), Major Job Responsibilities, Essential Criteria, Performance Factors, Point Accumulation Methodology, and the Evaluation Conversion to the Overall Rating by which I will be rated.

This meeting was held on [Date]

My signature indicates that I have been advised of these PAR elements.

Ratee: ____________________________

Date: ____________________________

I □ Agree □ Disagree with the elements of this PAR.

My signature indicates that the Ratee’s positions have been noted.

Rater: ____________________________

Date: ____________________________

My signature indicates that the Ratee’s positions have been noted.

Reviewer: ____________________________

Date: ____________________________

Ratee Comments

(Use Additional Sheets as Necessary)
Certification of Job Expectations Agreement

During Initial Meeting/After the Entire PAR is Discussed:

- Job Expectations are discussed and clearly explained
- Date that the face to face meeting was held
- After any revisions/comments, both rater & ratee sign & date PAR form
- Ratee checks either “agree” or “disagree”
- PAR is then forwarded to the reviewer

*NOTE: We will return to the Certification of Job Expectations Agreement section after review of Sections 1, 2, & 3
I have reviewed this package and have had a face-to-face meeting with my supervisor to discuss the Core Mission Areas, Major Goals (Unit and Ratee), Major Job Responsibilities, Essential Criteria, Performance Factors, Point Accumulation Methodology, and the Evaluation Conversion to the Overall Rating by which I will be rated. **This meeting was held on** 9/1/2012 (Date)

My signature indicates that I have been advised of these PAR elements.

**Ratee:** Joan Smith

**Date:** 9/15/12

I [ ] Agree [ ] Disagree with the elements of this PAR.

---

My signature indicates that the Ratee's positions have been noted.

**Rater:** Donald West

**Date:** 9/15/12

---

My signature indicates that the Ratee's positions have been noted.

**Reviewer:** Sally Jones

**Date:** 9/16/12

---

**Ratee Comments**

(Use Additional Sheets as Necessary)
Section 1: Job Expectations also includes:

- Major Job Responsibilities
- Essential Criteria
# Major Job Responsibilities and Essential Criteria

## SECTION 1 - JOB EXPECTATIONS (Continued)
Major Job Responsibilities and Essential Criteria for Successful Accomplishment

<table>
<thead>
<tr>
<th>Job Responsibility:</th>
<th>(Use Additional Sheets as Necessary)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Essential Criteria:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>
Major Job Responsibilities

What are they?

- Generally 6-10 broad duties, tasks or responsibilities which must be accomplished to achieve the unit’s goal.
Major Job Responsibilities Should:

- **Contribute** to the Goals and Objectives
- Be **Critical** to the job
- Require a significant amount of **Time**
- Include any that are **Required** by Statute or Regulation
- Be Done **Often**
- Accurately reflect the **Actual Work** over which employee has control (responsibility, authority and resources to act)
**SECTION 1 - JOB EXPECTATIONS** *(Continued)*

Major Job Responsibilities and Essential Criteria for Successful Accomplishment

<table>
<thead>
<tr>
<th>Job Responsibility:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reviews draft decisions prepared by staff on hearing matters after the Civil Service Commission modifies, rejects or affirms an ALJ’s initial decision (rewrites) testimony summaries on hearing matters by the Commission; and reviews requests for interlocutory review of an ALJ’s initial decision.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Essential Criteria:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Job Responsibility:</td>
</tr>
<tr>
<td>---------------------</td>
</tr>
<tr>
<td>Essential Criteria:</td>
</tr>
</tbody>
</table>
Essential Criteria

What are they?

- Essential Criteria are statements of conditions that exist when a job responsibility has been completed successfully.

How many are required?

- At least one (1) Essential Criteria for every Major Job Responsibility.
Principles of Essential Criteria

Specific
Measureable
Attainable
Reasonable
Tied to the Organization
**SAMPLE**

**SECTION 1 - JOB EXPECTATIONS (Continued)**

Major Job Responsibilities and Essential Criteria for Successful Accomplishment

<table>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Essential Criteria:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensures that the drafts are in compliance with the intent of the Civil Service Commission, and are clear, comprehensive, in conformance with civil service law and rules, and consistent with agency policies. Drafts are reviewed within one week of receipt from analyst. Notifies supervisor when a longer time frame is required. Ensures that the summaries properly reflect the testimony presented at the Office of Administrative Law (OAL) hearing, and address issues raised by the Commission for its review. Testimony summaries are reviewed within one week of receipt form analyst. Notifies supervisor if a longer time frame is required.</td>
</tr>
</tbody>
</table>

*NOTE: The next screen will have additional Job Responsibilities and Essential Criteria for this employee*
SECTION 1- JOB EXPECTATIONS (Continued)

Major Job Responsibilities and Essential Criteria for Successful Accomplishment

Job Responsibility:
Reviews draft decisions prepared by staff on hearing matters after the Civil Service Commission modifies, rejects or affirms an ALJ’s initial decision (rewrites) testimony summaries on hearing matters by the Commission; and reviews requests for interlocutory review of an ALJ’s initial decision.

Essential Criteria:
Ensures that the drafts are in compliance with the intent of the Civil Service Commission, and are clear, comprehensive, in conformance with civil service law and rules, and consistent with agency policies. Drafts are reviewed within one week of receipt from analyst. Notifies supervisor when a longer time frame is required. Ensures that the summaries properly reflect the testimony presented at the Office of Administrative Law (OAL) hearing, and address issues raised by the Commission for its review. Testimony summaries are reviewed within one week of receipt form analyst. Notifies supervisor if a longer time frame is required.

Job Responsibility:
Reviews calendars of staff on a weekly basis.

Essential Criteria:
Ensures that the calendars accurately reflect the status of appeals and brings any problems to the immediate attention of supervisor.

Job Responsibility:
Reviews, analyzes and drafts decisions on complex written record appeals. Drafts appeal memoranda for the Civil Service Commission.

Essential Criteria:
Reviews file for completeness and requests all relevant information within 2 weeks of receipt of file. Draft appeal memoranda must be grammatically correct, clear and concise, well-organized, focused, cogent, and demonstrate sound analysis of issues and include discussion, conclusion, recommendation and findings of fact where appropriate. The recommendation and conclusion must be in accordance with statutes, rules, regulations and case law. Cases should be reviewed and completed within six (6) months of receipt. If it is anticipated that the six-month time frame will not be met, supervisor must be notified and provided with the reasons time frame will not be met.

Job Responsibility:
Prepares miscellaneous correspondence, memoranda and referrals.

Essential Criteria:
Content must be grammatically correct, clear, concise, well-organized, focused, cogent, and in accordance with statutes, rules, regulations and case law. When due dates are specified, they must be met. If no due date is specified, Commissioner or Director referrals are due within five working days of receipt of assignment. All other correspondence is due within 10 working days of receipt of assignment. If it appears that due dates will not be met, appropriate notification to supervisor must be made.
Section 2: Performance Factors: Purpose

- Align Core Mission Areas, agency goals and objectives with performance
- Provide a uniform guide for evaluating performance
- Predefined by the organization
Section 2: Performance Factors

- Job Achievement Factors
- Job Related Factors

*Refer to the hard copy of your organization’s PAR so you know which factors your organization has chosen*
### Section 2 - Performance Factors

These factors are directly related to the outputs of the job: Section 1 Major Goals, Job Responsibilities, and Essential Criteria.

<table>
<thead>
<tr>
<th>Job Achievement Factors</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>Interim</th>
<th>Final</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal Achievement</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall extent to which employee accomplishes established ratee goals</td>
<td>Failed to accomplish most major goals; original objectives were not entirely achieved</td>
<td>Achieved or exceeded major goals</td>
<td>Significantly exceeded original goals and objectives</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Quality of Work</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall extent to which employee thoroughly and accurately meets the quality criteria</td>
<td>Failed to achieve most or all essential quality criteria</td>
<td>Achieved or occasionally exceeded all essential quality criteria</td>
<td>Significantly exceeded essential quality criteria</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Quantity of Work</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall extent to which employee produces an acceptable amount of work as defined in the quantity criteria</td>
<td>Failed to produce an acceptable amount of work as identified in the essential quantity criteria</td>
<td>Produced acceptable or greater amount of work and met or occasionally exceeded essential quantity criteria</td>
<td>Significantly exceeded essential quantity criteria</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Timeliness</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall extent to which employee meets specified schedules and deadlines</td>
<td>Rarely met work schedules or deadlines. Often was late in completing assignments within specified time frames</td>
<td>Met and occasionally completed assignments ahead of specified deadlines</td>
<td>Consistently completed assignments, projects and job responsibilities ahead of scheduled deadlines</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Job Achievement Subtotal</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section 2: Performance Factors

Job Achievement Factors

- These factors are directly related to the output of the job: Section 1 - Major Goals, Job Responsibility, and Essential Criteria

- The Organization predetermines Job Achievement Factors
### Job Related Factors

<table>
<thead>
<tr>
<th>Communication</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>Interim</th>
<th>Final</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective expression of ideas, concepts or directions in individual or group situations, using appropriate gestures, voice, level and organization of materials; appropriate grammar, organization and structure.</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
</tr>
<tr>
<td>Information communicated was clear, concise, and appropriate.</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
</tr>
<tr>
<td>Feedback given was constructive and relevant.</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
</tr>
<tr>
<td>Interpersonal communication was viewed as respectful and professional.</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
</tr>
</tbody>
</table>

### Job Knowledge/Skills

<table>
<thead>
<tr>
<th>Job Knowledge/Skills</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>Interim</th>
<th>Final</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uses knowledge and skills effectively to achieve results.</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
</tr>
<tr>
<td>Demonstrates knowledge and skills in a variety of settings.</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
</tr>
<tr>
<td>Applies knowledge and skills to solve problems.</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
</tr>
</tbody>
</table>

### Job Related Subtasks

<table>
<thead>
<tr>
<th>Job Related Subtasks</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>Interim</th>
<th>Final</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did not share information or resources with others.</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
</tr>
<tr>
<td>Supported the team in meeting or exceeding expected outcomes.</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
</tr>
<tr>
<td>Encouraged other team members to succeed.</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
</tr>
</tbody>
</table>
Section 2: Performance Factors

Job Related Factors

- These global factors support the Core Values of the organization and expected performance of the job

- The Organization predetermines Job Related Factors
Section 3: Computation & Conversion to Overall Rating

1. Subtotals of Job Achievement and Job Related Performance Factors are added to determine Grand Total points.

2. Grand Total points are converted to the Overall Evaluation Rating. For example:

- 09-13 points = Unsatisfactory Final Rating (1)
- 14-22 points = Successful Final Rating (2)
- 23-27 points = Exceptional Final Rating (3)

*NOTE: Point values will vary by organization depending on the number of “Job Performance Factors” each organization selects.*
<table>
<thead>
<tr>
<th>Section 2: Performance Factors</th>
<th>Section 3: Computation and Conversion to Overall Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Performance Factors</strong></td>
<td><strong>Job Related Factor Subtotal</strong></td>
</tr>
<tr>
<td>Overall</td>
<td>Job Achievement Factor Subtotal</td>
</tr>
<tr>
<td>Conversion to Overall Rating</td>
<td></td>
</tr>
<tr>
<td>1. Unsatisfactory</td>
<td></td>
</tr>
<tr>
<td>(9-13 Points)</td>
<td></td>
</tr>
<tr>
<td>2. Successful</td>
<td></td>
</tr>
<tr>
<td>(14-22 Points)</td>
<td></td>
</tr>
<tr>
<td>3. Exceptional</td>
<td></td>
</tr>
<tr>
<td>(23-27 Points)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Final Evaluation Rating</th>
<th>Interim Evaluation Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Final Evaluation Rating</td>
<td></td>
</tr>
<tr>
<td>1.2.1</td>
<td>1.2.2</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>
Performance Factors: Rating Mechanism

Job Achievement

1. Review written descriptors against Ratee’s Goals, Job Responsibilities, and Essential Criteria
2. Determine evaluation points for each factor
3. Subtotal points

Job Related

1. Review written descriptors against Ratee’s Overall Performance
2. Determine evaluation points for each factor
3. Subtotal points
Ratings are done on a 3-point scale

1. **Unsatisfactory** - Failed to achieve most essential criteria. Rarely met work schedules or performance criteria
2. **Successful** - Met or occasionally exceeded essential criteria. Produced acceptable or greater amounts of work
3. **Exceptional** - Significantly exceeded essential criteria consistently in a sustained job performance
Job Expectations are written at the “Successful” level

- Justifications should be written for all ratings
- If the Ratee’s performance is at the “Exceptional” or “Unsatisfactory” level, the Rater should prepare specific documentation to support those ratings
- We will discuss this again later in the presentation

*NOTE: At this point in the PAR Review, all of the expectations of the ratee have been discussed with the employee. Now is when the ratee and rater will sign the Certification in Section 1 - Job Expectations
### SECTION 2 - PERFORMANCE FACTORS

<table>
<thead>
<tr>
<th>Job Achievement Factor</th>
<th>Interim Evaluation</th>
<th>Final Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Job Achievement Subtotal</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality of Work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quantity of Work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tidiness</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### SECTION 3 - COMPUTATION AND CONVERSION TO OVERALL RATING

#### Performance Factors

<table>
<thead>
<tr>
<th></th>
<th>Interim Evaluation</th>
<th>Final Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Achievement Factor Subtotal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consequence 1</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>Consequence 2</td>
<td>12</td>
<td>15</td>
</tr>
<tr>
<td>Grand Total Points</td>
<td>22</td>
<td>27</td>
</tr>
</tbody>
</table>

#### Conversion to Overall Rating

<table>
<thead>
<tr>
<th></th>
<th>Interim Evaluation Rating</th>
<th>Final Evaluation Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-Unsatisfactory (9-13 Points)</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>2-Successful (14-22 Points)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3-Exceptional (23-27 Points)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Final Evaluation Rating

<table>
<thead>
<tr>
<th></th>
<th>Interim Evaluation Rating</th>
<th>Final Evaluation Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
Sections 4 & 5: Interim and Final Justification Sheet and Development Plan

Section 4 & 5 are identical with the exception of the time periods they cover:

**Interim** = First 6 months
**Final** = Entire 12 months
Interim and Final Evaluation

Conferences

- Determine evaluation points and rating justification; Recognize and document positive contributions and areas needing improvement
- Determine job performance gaps and action plan to close gaps
- Mutually develop action plan for development and improvement
- Mutually establish specific deadlines for improvement
- Set follow-up meeting if necessary
- Interim Rating covers the 1st six months
- Final Rating covers the ENTIRE year
**SECTION 4 - JUSTIFICATION SHEET AND DEVELOPMENT PLAN - INTERIM**

| Justification for Interim Evaluation |

**SECTION 5 - JUSTIFICATION SHEET AND DEVELOPMENT PLAN - FINAL**

| Justification for Final Evaluation |

| Rating |
Recognize and document positive contributions, as well as areas needing improvement

Provide justification for the overall Rating

Cite specific examples of performance that support an Exceptional or Unsatisfactory Rating
Justification: Do’s and Don'ts

**DO:**

- Give reasons, both positive and negative, that substantiate the rating
- Review the “Fact Sheet of Significant Events” which will be reviewed shortly, and any other documentation in preparing the justification

**DON’T:**

- Repeat the rating term and think that this is sufficient evidence: e.g. “Joan’s performance is Commendable”
- Include issues that are not related to the performance of the job
## Section 4 - Justification Sheet and Development Plan - Interim

### Justification for Interim Evaluation

Joan’s performance warrants a successful rating for this interim rating period. Joan has met the performance criteria in the areas of quantity and timeliness by consistently reviewing the classification appeals and rewrites from analysts within the one week period as evidenced by the tracking log. She has exceeded the quality and goal achievement criteria by the thorough and high quality reviews of the examination appeals. Joan has assisted the team in reducing the backlog by closing the most cases. Joan sometimes tends to work too independently and withholds information from team members which would help them in performing their tasks. However, Joan continues to be assigned the highest level and most complex work of the Division. She demonstrates excellence in research analysis and clarity of writing leading to a higher rating in job knowledge and skills and communication.

<table>
<thead>
<tr>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
</tr>
</tbody>
</table>

## Section 5 - Justification Sheet and Development Plan - Final

### Justification for Final Evaluation

Joan’s performance for the final rating warrants an exceptional rating. Joan continued to provide thorough and high quality reviews in all appeals and rewrites. Joan’s demonstrated an incredible analytical ability to resolve some extremely difficult problems and complete the work ahead of scheduled deadlines. The timely submission of materials upon completion resulted in the highest rate of closed cases of the team according to the tracking log. This effort impacted the overall division goal by reducing the number of backlogs. Additionally, Joan has made a concerted effort to work cooperatively with team members. Joan independently came up with the idea then implemented with supervisor approval, a weekly email update on cases with impact to all team members. The advanced analytical skill and collaborative effort has resulted in other team members closing more cases because of the shared information.

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<thead>
<tr>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
</tr>
</tbody>
</table>
Development Plan

Specific Area(s) Identified for Development

- Identify skills and competencies targeted for improvement
  - Focus on improvement in order of importance

- Mutually develop a plan of action
  - Include resources needed, obstacles, and alternatives
## Interim Development Plan
Specific Area(s) Identified for Development

*Timeliness.
*Teamwork.

## Final Development Plan
Specific Area(s) Identified for Development

*Continued teamwork.
*Increase leadership skills.
### Section 4 - Justification Sheet and Development Plan - Interim (Continued)

<table>
<thead>
<tr>
<th>Interim Development Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specific Action to be Taken by Ratee</td>
</tr>
</tbody>
</table>

### Section 5 - Justification Sheet and Development Plan - Final (Continued)

<table>
<thead>
<tr>
<th>Final Development Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specific Action to be Taken by Ratee</td>
</tr>
</tbody>
</table>
Development Plan

Specific Action to be Taken by Ratee

Actions may include:

- Take on special projects or assignments
- Attend classroom training courses
- Utilize Online Training (LMS)
- Perform library research or other relevant readings
- Work with a peer or closely with a Manager
- Attend seminars and workshops
- Enroll in local and national professional organizations
### Interim Development Plan

**Specific Action to be Taken by Ratee**

* Submit closed cases when complete rather than waiting for deadline.
* Regularly share information with team members on cases.

### Final Development Plan

**Specific Action to be Taken by Ratee**

* Continue to find opportunities to support the team and share knowledge.
* Take some course work in the areas of coaching, leadership and teamwork.
* Enroll in NJ STEP – supervisory training.
Section 6: Fact Sheet of Significant Performance Events
### Section 6 - Fact Sheet of Significant Performance Events

<table>
<thead>
<tr>
<th>Description of Significant Performance Event</th>
<th>Rater Comments/Recommended Action</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Ratee Initials</td>
</tr>
<tr>
<td>Description of Significant Performance Event</td>
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</tbody>
</table>

Ratee Comments

(Use Additional Sheets as Sequential)

<table>
<thead>
<tr>
<th>Ratee Initials</th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Fact Sheet of Significant Performance Events

- Used to record any noteworthy event, positive or negative, that occurs throughout the rating cycle.

- Any Significant Event that represents performance below or above the Successful level should be recorded.

- Events should be documented as they occur, with both rater and ratee initialing the documentation.

- All involved parties are encouraged to request entries on the form; Rater determines significance.
**SECTION 6-FACT SHEET OF SIGNIFICANT PERFORMANCE EVENTS**

<table>
<thead>
<tr>
<th>Description of Significant Performance Event</th>
<th>Rater Comments/Recommended Action</th>
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</thead>
<tbody>
<tr>
<td>The Civil Service Commission received a letter of commendation from a Township Administrator thanking Joan Smith for her excellent customer service skills and providing the guidance and consultative services necessary to support their agency's human resource management needs.</td>
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</tr>
</tbody>
</table>

**Rater Initials** | **Rater Initials** | **Date**

5/1/2013

---

<table>
<thead>
<tr>
<th>Description of Significant Performance Event</th>
<th>Rater Comments/Recommended Action</th>
</tr>
</thead>
</table>

**Ratee Initials** | **Rater Initials** | **Date**

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**Ratee Initials** | **Rater Initials** | **Date**

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</tr>
</thead>
</table>

**Ratee Initials** | **Rater Initials** | **Date**

---

**Ratee Comments**

(Use Additional Sheets as Necessary)
Certification of Interim and Final Evaluations

- Review & discuss Sections 1, 2, 3 and 4. Rating, Justification and Development Plan.
- Date the face to face meeting was held
- After any revisions/comments, both rater & ratee sign & date PAR form
- Ratee checks each of 3 boxes with either “agree” or “disagree”
- PAR is then forwarded to the reviewer
I have reviewed Sections 1, 2, 3 and 4 of this package and have had a face-to-face meeting with my supervisor to discuss the Interim Rating, Justification, and Development Plan.
This meeting was held on 2/1/2013.
My signature indicates that I have been advised of these PAR elements.
Ratee: Joan Smith
Date: 2/15/2013

My signature indicates that the Ratee's positions have been noted.
Rater: Donald West
Date: 2/15/2013
Reviewer: Sally Jones
Date: 2/16/2013

Ratee Comments

I have reviewed this Sections 1, 2, 3 and 5 of this package and have had a face-to-face meeting with my supervisor to discuss the Final Rating, Justification and Development Plan.
This meeting was held on 8/1/2013.
My signature indicates that I have been advised of these PAR elements.
Ratee: Joan Smith
Date: 8/15/2013

My signature indicates that the Ratee's positions have been noted.
Rater: Donald West
Date: 8/15/2013
Reviewer: Sally Jones
Date: 8/16/2013

Ratee Comments
# Civil Service Commission Employee Form

**State of New Jersey**

**Department:** Personnel and Labor Analyst 4

**Rating Period:** Sep. 1, 2012 - Aug. 30, 2013

### Rating Cycle Ending 2013

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>State</th>
<th>Rating Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donald West</td>
<td>Civil Service Commission</td>
<td>Civil Service Commission</td>
<td>Sep. 1, 2012 - Aug. 30, 2013</td>
</tr>
</tbody>
</table>

**Section 1: Job Expectations**

- **Major Goals of the Unit/Work Group**
  - The Commission's Civil Service Commission is to provide a fair, efficient, and modern public service delivery system that rewards employees for their performance and promotes the effective and efficient delivery of public services.
  - The mission of the Civil Service Commission is to provide a fair, efficient, and modern public service delivery system that rewards employees for their performance and promotes the effective and efficient delivery of public services.

- **Pre-Specific Goals of the Division of Merit System Practice and Labor Relations**
  - Provide an equitable and efficient dispute resolution process for employees and employers for matters involving disciplinary actions.
  - Provide a fair and efficient dispute resolution process for employees and employers for matters involving disciplinary actions.

- **Provide a fair and efficient dispute resolution process for employees and employers for matters involving disciplinary actions.**

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- **Provide a fair and efficient dispute resolution process for employees and employers for matters involving disciplinary actions.**

**Photo:** Make copies and submit to Rate, Review and PRRC Coordinator.
<table>
<thead>
<tr>
<th>Job Achievement Factors</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>Interim</th>
<th>Final</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal Achievement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Failed to accomplish most major goals; original objectives were not entirely achieved.</td>
<td>Achieved or exceeded major goals.</td>
<td>Significantly exceeded original goals and objectives.</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Quality of Work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Failed to achieve most or all essential quality criteria.</td>
<td>Achieved or occasionally exceeded all essential quality criteria.</td>
<td>Significantly exceeded essential quality criteria.</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Quantity of Work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Failed to produce an acceptable amount of work as defined in the essential quantity criteria</td>
<td>Produced acceptable or greater amount of work that met or occasionally exceeded essential quantity criteria.</td>
<td>Significantly exceeded essential quantity criteria.</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Timeliness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rarely met work schedules or deadlines. Often was late in completing assignments within specified time frames.</td>
<td>Met and occasionally completed assignments ahead of specified deadlines.</td>
<td>Consistently completed assignments, projects and job responsibilities ahead of scheduled deadlines.</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Job Achievement Subtotal</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
<td>12</td>
</tr>
</tbody>
</table>
### Job Related Functions

#### Customer Service

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Deficient:** Customer service skill is below the minimum level required to perform the job.
- **Basic:** Customer service skills are adequate for the job.
- **Competent:** Customer service skills are effective for the job.
- **Exemplary:** Customer service skills are outstanding for the job.

#### Knowledge and Skills

- **Demonstrated:** Demonstrated ability to apply knowledge and skills.
- **Operational:** Operational knowledge and skills.
- **Professional:** Professional knowledge and skills.

#### Rating

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

- **1:** Needs significant improvement.
- **2:** Satisfactory performance.
- **3:** Excellent performance.

---

**Notes:**

- Made copies and distributed to HR and HR Coordinator.
### State of New Jersey

**PAR Committee Model**

**Civil Service Commission**

**Employee Form**

#### Rating Cycle Ending 2013

<table>
<thead>
<tr>
<th>Ratee:</th>
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#### Section 3: Computation and Conversion to Overall Rating

##### Computation

<table>
<thead>
<tr>
<th>Performance Factors</th>
<th>Interim Evaluation</th>
<th>Final Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Achievement Factor Subtotal</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>Job Related Factor Subtotal</td>
<td>12</td>
<td>15</td>
</tr>
<tr>
<td>Grand Total Points</td>
<td>22</td>
<td>27</td>
</tr>
</tbody>
</table>

##### Conversion to Overall Rating

<table>
<thead>
<tr>
<th>1-Unsatisfactory (9-13 Points)</th>
<th>2-Successful (14-22 Points)</th>
<th>3-Exceptional (23-27 Points)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interim Evaluation Rating</td>
<td>Final Evaluation Rating</td>
<td></td>
</tr>
<tr>
<td>Overall</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

Please Make Copies and Distribute to Rater, Reviewer and PAR Coordinator
Performance Assessment Review

Employee Form

Rating Cycle Ending 2013

State of New Jersey
Civil Service Commission

Ratee: Joan Smith
Title: Personnel and Labor Analyst 4
Rating Period: Sep 1, 2012-Aug 30, 2013

Department/Agency/Location: Civil Service Commission

Justification for Final Evaluation

Joan’s performance for the final rating warrants an exceptional rating. Joan continued to provide thorough and high quality reviews in all areas and revises. Joan demonstrated an incredible analytical ability to resolve some extremely difficult problems and complete the work ahead of scheduled deadlines. The timely submission of materials upon completion resulted in the highest rate of closed cases of the team according to the tracking log. This effort impacted the overall division goal by reducing the number of backlogs. Additionally, Joan has made a concerted effort to work cooperatively with team members. Joan independently came up with the idea then implemented with supervisor approval, a weekly email update on cases with impact to all team members. The advanced analytical skill and collaborative effort has resulted in other team members closing more cases because of the shared information.

Final Development Plan

Specific Area(s) for Development

*Continued teamwork.
*Increase leadership skills.

Please Make Copies and Distribute to Ratee, Reviewer and PAR Coordinator

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Legend:  
L - Less Than  
F - Fair  
M - Merit  
S - Superior  

<table>
<thead>
<tr>
<th>Rating</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>S</td>
<td>5/1/2013</td>
</tr>
</tbody>
</table>

Please make copies and distribute to Roose, Pender and PAR Coordinator.
Tip Sheet

- You should save the PDF immediately once you start working within the form.
  - Save in your documents: File > Save As > PDF

- Recommended naming convention: 2013 PAR_“employee name”.
  Example: 2013 PAR_Joan West

- To check spelling within the form:
  - Go to Edit > Check Spelling > In Comments, Fields & Editable Text
  - Or use key command F7

- If you want to email the PDF you can do so from within Adobe Reader:
  - File > Attach to Email. A panel will open on the right hand side. Select Attach to Email and press Attach button and outlook will open with the PDF attached.

- The form is designed to allow the user to type in the Ratee’s name, Title, Rating Period, Rater, and Department/Agency-Location one time then it will auto populate on every page.

- The form calculates the Job Achievement Subtotal and Job Related Subtotal for the user.

- Also once the Interim Evaluation Rating and Final Evaluation Rating is keyed into the Conversion to Overall Rating, the rating is placed onto the Justification Sheet and Development Plan.
Thank you for your participation!

- If you have any further questions or concerns regarding PAR, please contact your PAR Coordinator or Human Resource Manager.

- The Civil Service Commission will have further PAR training opportunities at the request of the agency.