

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 on line in a fillable format

The format of this presentation will consist of a:

- 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



Getting Started

- 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



Individual Results





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

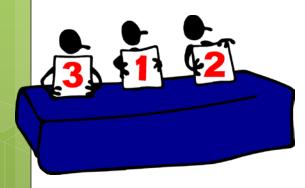
dispenses the work

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

Ratee:	Title:		Rating Period:
Rater:		Dept/Agency-Location:	

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

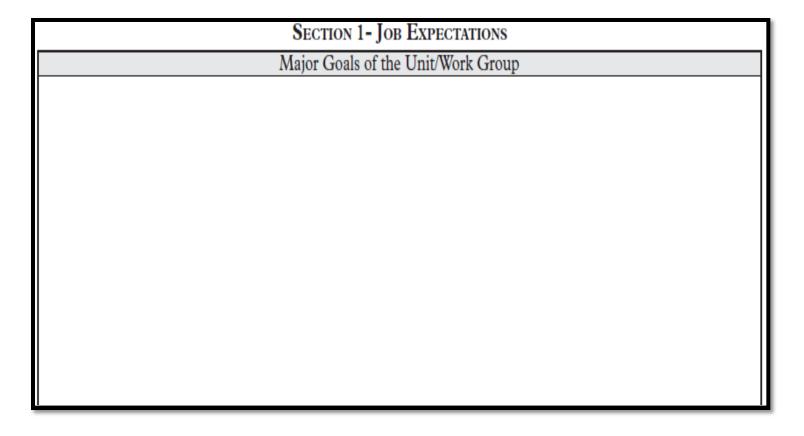
SAMPLE

Ratee:	Title:		Rating Period:
Joan Smith	Personnel and Labor Analyst 4		Sep. 1, 2012-Aug. 30, 2013
Rater:	er:		
Donald West		Civil Service Commission	



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





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





Section 1- Job Expectations

Major Goals of the Unit/Work Group

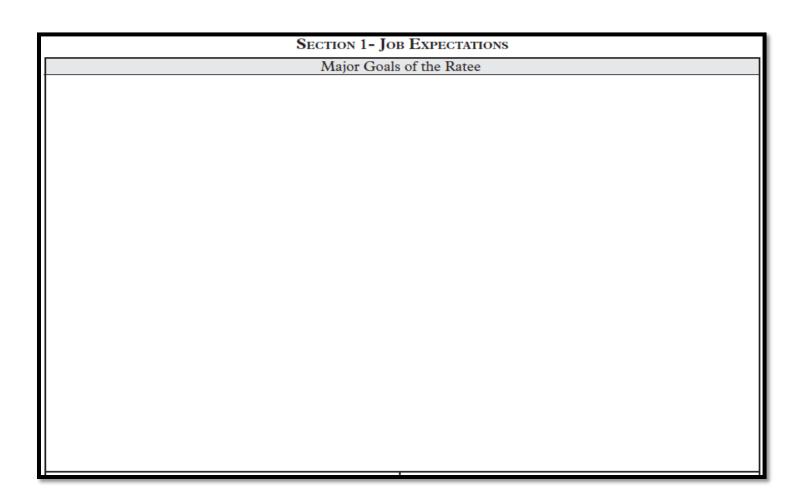
The Core Mission of the Civil Service Commission is to provide a fair and efficient human resource delivery system that rewards quality, merit and productivity in a framework that allows Civil Service jurisdictions the flexibility necessary to mange their workforce, improve productivity and provide a 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.



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



SAMPLE

SECTION 1- JOB EXPECTATIONS (Continued)

Major Goals of the Ratee

Assist in Division goals of reducing percentage of pending written record appeals aged greater than six months.

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.	My signature indicates that the Ratee's positions have been noted. Rater: 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. Reviewer: Date:
Ratee Co	omments (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

SAMPLE

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 the Ratee's positions have been noted. Rater: Donald West Date: 9/15/12
My signature indicates that I have been advised of these PAR elements. Ratee: Joan Smith Date: 9/15/12 I V Agree Disagree with the elements of this PAR.	My signature indicates that the Ratee's positions have been noted. Reviewer: Sally Jones Date: 9/16/12
Ratee C	omments (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 (C	
Major Job Responsibilities and Essential Criteria for S	_
Job Responsibility:	(Use Additional Sheets as Necessary)
Essential Criteria:	



What are they?

Generally 6-10 broad duties, tasks or responsibilities which must be accomplished to achieve the unit's goal.



- 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

Job Responsibility:

(Use Additional Sheets as Necessary)

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:

Job Responsibility:	
P	
Essential Criteria:	



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

Measurable

Attainable

Reasonable

Iied to the Organization





SAMPLE

SECTION 1- JOB EXPECTATIONS (Continued)

Major Job Responsibilities and Essential Criteria for Successful Accomplishment

Job Responsibility:

(Use Additional Sheets as Necessary)

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.

*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:

(Use Additional Sheets as Necessary)

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.

SAMPLE

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:

(Use Additional Sheets as Necessar)

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:

(Use Additional Sheets as Necessa

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.



- 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

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

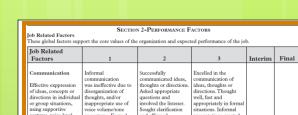
Job Achievement Factors	1	2	3	Interim	Final
Goal Achievement Overall extent to which employee accomplishes established ratee goals.	Failed to accomplish most major goals; original objectives were not entirely achieved.	Achieved or exceeded major goals.	Significantly exceeded original goals and objectives.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

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

Final



ought clarification and affirmed understanding in verbal exchanges. Used appropriate

supportive gestures voice level and

organization of materials. Formal presentations were organized and

had appropriate detail. Verbal

communications, formal and informal, were consistently well organized, well structured and to the point. Affirmed understanding with appropriate questions. presentations created word pictures, leaving no room for confusion

manner easily understood by target

audience.

Apt questions Apt questions uncovered lingering confusion. Presented complex or technical information in a

inappropriate use of voice volume/tone or gestures. Formal presentations failed to inform or persuade

structure or poor organization. Didn't

organization. Didn't listen during verbal exchanges. Communication flaws included: poor listening, no organization of thoughts, inappropriate gestures

due to lack of

or group situations, using supportive gestures, voice level and organization of materials. If

or materials. If communication is written, thoughts are expressed with appropriate grammar, organization and

structure.

Job Related Factors	1	2	3	Interim
Customer Service Identifies and meets customer (internal and external) needs	Diagnosed customer needs inaccurately; lacked consistency in meeting customer needs; customer needs; customer needs; and inquisitive and inquisitive when dealing with customers; did not consistently meet time, quality and cost requirements.	Accurately assessed customer needs; provided necessary or requested service within acceptable timeframes requiring few corrections or revisions; sought customer feedback and expression of satisfaction with work product. Occasionally sought alternative solutions.	Frequently anticipated internal and external customer needs; advanced quality alternative solutions; work quality was characterized by exceptional insights and technical expertise.	
Job Knowledge/Skills Extent to which employee knows the details of the job. Understands job and applies necessary technical knowledge and skills.	Rarely demonstrated any application of skills or knowledge which clearly had an adverse effect on job performance. Rarely able to answer queries. Usually did not know when to ask others for information.	Effectively demonstrated job knowledge and ability to answer queries. Knowledge and skills contributed to the work of the unit.	Demonstrated expert skills and knowledge above expectations. Stayed abreast of recent developments and changes in job's technical area or discipline. Knowledge was sought by others and thought to have significant impact on the results of the work of the unit.	

Job Related Factors	1	2	3	Interim	Final
Problem Solving Identifies and analyzes problems; uses sound reasoning to arrive at conclusions; finds alternative solutions to complex problems; distinguishes between relevant and irrelevant information to make logical judgments.	Demonstrated a poor approach to problem resolution and was slow in resolving problems. Had difficulty in making choices and certablishing alternatives. Failed to identify and/or of distinguish and benefits, needed in identifying alternatives and evaluating alternatives and evaluating in identifying alternatives and evaluating risks and benefits.	Performed as a competent problem solver. Exhibited a logical approach to problem solving. Considered risks and benefits in weighing alternatives.	Consistently exercised a logical, thorough approach to problem solving which resulted in meaningful solutions to complex problems.		
Teamwork I Works collaboratively in a group as a team member to accomplish stated goals.	Did not share information or cooperate with others on team. Engaged in negative interaction or promoted destructive or promoted destructive acceptance of the proposably assume fair share of workload.	Supported the team in meeting or exceeding essential objectives. Responsibly accomplished work assignments in accomplished work assignments in objectives. Effectively cooperated with and contributed to help meet established team results. Worked to encourage good performance from others. Shared others in the performance from others of the performance from the perfo	Supported the team in significantly exceeding the essential objectives. Contributed exceptionally well and maximized the and maximized the group. Gave regular feedback to team regarding process and accomplishments. Ensured that group goals had priority over individual recognition, individual recognition appropriately between appropriately between appropriately between the deader and member to achieve the best team results.		
Job Related Subtotal					

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

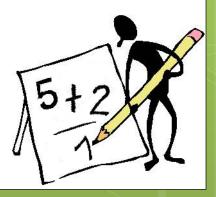
- Subtotals of Job Achievement and Job Related Performance Factors are added to determine Grand Total points
- 2. Grand Total points are converted to the Overall Evaluation Rating. For example:

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





SECTION 2-PERFORMANCE FACTORS

evement Factors

ors are directly related to the outputs of the job: Section 1 Major Goals, Job Responsibilities, and Essential

ob Achievement	1	2	3	Interin	n Final	٦
Goal Achievement Overall extent to which employee	Failed to accomplish most major goals; original objectives were not entirely achieved.	Achieved or exceeded major goals.	Significantly e original goals objectives.	and 3	3	
accomplishes established ratee goals. Quality of Work Overall extent to which employee thoroughly and accurately meets the	Failed to achieve most or all essential quality criteria.	Achieved or occasionally exceede all essential quality criteria.	Significantly essential quacriteria.	exceeded ality 3	3	
quality criteria. Quantity of Work Overall extent to which employee produces an acceptable amount o work as defined in the	Failed to produce an acceptable amount of work as identified in the essential quantity criteria	of work and met o	essential q criteria.	ly exceeded uantity		3
quantity criteria. Timeliness Overall extent to which employee me specified schedules and deadlines.	Rarely met work schedules or deadlines. Often w late in completing	specimen	ad of assignments.	ed ents, and job ibilities f scheduled	2	3

Job Related Factors SECTION 2-PERFORMANCE FACTORS

Job Related Factors

These global factors support the core values of the organization and expected performance of the job.

		and the exp	pected performance of the	ioh	
Job Related Factors	1	2	3		
written, thoughts are expressed with appropriate grammar, organization and structure.	propriate gestures	Successfully communicated ideas, communicated ideas, thoughts or direction thoughts or direction. Asked appropriate questions and siftement involved the listener. Involved the listener involved the listener involved the listener involved the listener involved the listener. Used appropriate Lised appropriate, supportive organization of organization were presentations were presentations were organized and appropriate detail. Verbal communications, formal and informal, formal and informal, formal and informal, the proposition of the propositi	Excelled in the	Interim 3	Jot Fa Custo Custor Custor Custor

appropriate question

Job Related Factors	1			_	T	_	_		
Customer Service				_	3		Interi	m	Fin
Identifies and meets customer (internal an external) needs	lacked consistency al immeeting d in meeting customer needs; customer needs; customer needs; was not attentive was not attentive when dealing with when dealing with when dealing with when dealing with reconsistently meet consistently meet consistently and cost ime, quality and cost requirements.	f f rock an sa pr	Accurately assessed customer needs; provided necessary provided necessary or requested service within acceptable imeframes requirit ew corrections or ew corrections or ew corrections or ew corrections or ew corrections or despression of itsfaction with wor duct. Occasionall oduct. Occasional ught alternative utions.	re ng	Frequently anticipate internal and external customer needs; advanced quality alternative solutions; work quality solutions; work quality was characterized by exceptional insights an exceptional expertise.		2		3
Extent to which employee knows the letails of the job. Juderstands job and pplies necessary chnical knowledge ld skills.	erformance. Rarely	kno to a Kno		al Si re an tec dis was and sign	Demonstrated expert kills and knowledge bove expectations. tayed abreast of cent developments d changes in job's hinical area or cipline. Knowledge s sought by others thought to have ifficant impact on results of the work	3		3	

Section 3-Computation and Conversion to Overall Rating	
	i

Computation						
Performance Factors	Interim Evalution	Final Evalution				
Job Achievement Factor Subtotal						
Job Related Factor Subtotal						
Grand Total Points						

Conversion to Overall Rating							
1-Unsatisfactory (9-13 Points)	2-Successful (14-22 Points)	3-Exceptional (23-27 Points)					
	Interim Evaluation Rating	Final Evaluation Rating					
Overall							

Tac	Related	of th	ificant impact on results of the work the unit.			
Identii probles reasonii conclusi alternati to compli	sus uses some discovered and store in constitution of the constitu	n resolving. In resolving in the state of t	by cond work is in earn earn earn earn effectively group. Carena earn effective with and for help regarding accomplex coord goals had from individual Alternated Alternated appropriate earns earn earns ear	priority over recognition.	olem ultud	n Fin

Job Related Subtotal

12 15



Performance Factors:

Rating Mechanism

Job Achievement

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

Job Related

- Review written descriptors against Ratee's Overall Performance
- 2. Determine evaluation points for each factor
- 3. Subtotal points



- Unsatisfactory Failed to achieve most essential criteria. Rarely met work schedules or performance criteria
- 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



- 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

Final

Factors

Job Related Subtotal



o Achievement Factor ese factors are directly r iteria.	SECTION 2	2-PERFORMANCE FAC	Goals, Job Responsibilit	es, and Essen	tial Final
ob Achievement	1	2	3	Interm	
Goal Achievement Overall extent to which employee		Achieved or exceeded major goals.	Significantly exceeded original goals and objectives.	3	3
accomplishes established ratee goals. Quality of Work Overall extent to which employee thoroughly and	Failed to achieve most or all essential quality criteria.	Achieved or occasionally exceeded all essential quality criteria.	Significantly exceeded essential quality criteria.	3	3
accurately meets the quality criteria. Quantity of Work Overall extent to which employee produces an acceptable amount work as defined in t	Failed to produce an acceptable amount of work as identified in the essential quantity criteria	of work and met or	criteria.	ed 2	3
quantity criteria. Timeliness Overall extent to which employee m specified schedule	Rarely met work schedules or deadlines. Often w late in completing	, John The Land	of assignments,	2 ed	3

Job Related Factors SECTION &=FERTURGABAGE ENGINEER These global factors support the core values of the organization and expected perfort

Job Related	
Factors	_
Communication Informal	erim
Informal Effective repression of dietas, concepts or directions individual or group sturious, using supporpriate used of directions individual or group sturious, using supporpriate and organization of thoughts, and/or and organization is directions of continuous and presentations failed of materials. If communication is written, thoughts written, thoughts written, thoughts and communication is surface and organization of structure. Sugar late of the continuous contin	

SAMPLE

SECTION 3-COMPUTATION AND CONVERSION TO OVERALL RATING				
Computation				
Performance Factors Interim Evalution Final Evalution				
10	12			
Job Related Factor Subtotal 12 15				
Grand Total Points 22 27				
	Computation			

Conversion to Overall Rating				
1-Unsatisfactory 2-Successful 3-Exceptional (9-13 Points) (14-22 Points) (23-27 Points)				
	Interim Evaluation Rating	Final Evaluation Rating		
Overall	2	3		

1	Customer Service		2	3	1-			
1				-	Interim	Final		
1	Identifies and meets	needs inaccuratal		Fraguesi				
1				Frequently anticipated	1 1	1 1		
1	external) needs		provided necessary	internal and external customer needs;	1 1			
1		customer needs;		advanced quality	1 1			
ı	[]	was not attentive		alternative				
ı		and inquisitive		solutions	1			
ı		when dealing with		solutions; work quality was characterized by	2			
	<u></u>	customers; did not	revisions; sought	Continued by	-	3		
	<u> </u>	consistently meet	customer feedback	exceptional insights and	- 1			
	<u> </u>	time, quality and cost	and expression of	echnical expertise.	- 1			
	[]	requirements.	satisfaction with work product. Occasionally	- 1	- 1			
		1	sought alternative	- 1	- 1			
			solutions.	- 1	- 1			
- 1	Job Knowledge/Skills	D .	The strong stron		- 1			
_		Rarely demonstrated	Record					
	Extent to which		Effectively De	monstrated expert				
					- 1			
_		which clearly had an			- 1			
	Understands job and	adverse effect on job			- 1			
	applies necessary				- 1			
		Strally did			- 1			
-		then to set and know			- 1			
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	1				1			
	- 1	- 1			3			
		1	the re	icant impact on sults of the work	- 1			
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	Ide	ntifies and analyza, app	proach to problem		3	Inte		
	Ide pro	ntifies and analyzes blems; uses sound	olution and	med as a		Inte	rim	Final
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information in order to help team members accomplish goals. Encouraged other team members to be successful.

Alternated appropriately between leader and member to achieve the best team

12

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:

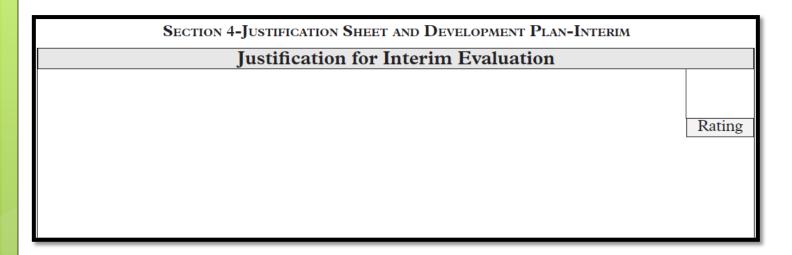
Interim = First 6 months
Final = Entire 12 months



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 5-Justification Sheet and Development Plan-Final		
Justification for Final Evaluation		
	Rating	



Justification



- 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





- ➤ 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

- ➤ 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

SAMPLE

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 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.

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.

Interim Development Plan

Specific Area(s) Identified for Development

Final Development Plan

 $Specific\ Area(s)\ Identified\ for\ Development$

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





SAMPLE

Interim Development Plan

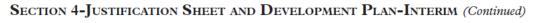
Specific Area(s) Identified for Development

- *Timeliness.
- *Teamwork.

Final Development Plan

Specific Area(s) Identified for Development

- *Continued teamwork.
- *Increase leadership skills.



Interim Development Plan

Specific Action to be Taken by Ratee

SECTION 5-JUSTIFICATION SHEET AND DEVELOPMENT PLAN-FINAL (Continued)

Final Development Plan

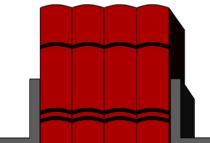
Specific Action to be Taken by Ratee

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





SAMPLE

SECTION 4-JUSTIFICATION SHEET AND DEVELOPMENT PLAN-INTERIM (Continued)

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.

SECTION 5-JUSTIFICATION SHEET AND DEVELOPMENT PLAN-FINAL (Continued)

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 Sign	NIFICANT PERFOR	MANCE EVENTS	
Description of Significant Performance Event	Rater Comments/I	Recommended Action	
	Ratee Initials	Rater Initials	Date
Description of Significant Performance Event	Rater Comments/I	Recommended Action	
	Ratee Initials	Rater Initials	Date
Description of Significant Performance Event		Recommended Action	
	Ratee Initials	Rater Initials	
Description of Significant Performance Event	Rater Comments/I	Recommended Action	5
	Ratee Initials	Rater Initials	Date
Ratee Co	mments	(Use	Additional Sheets as Necessary)



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



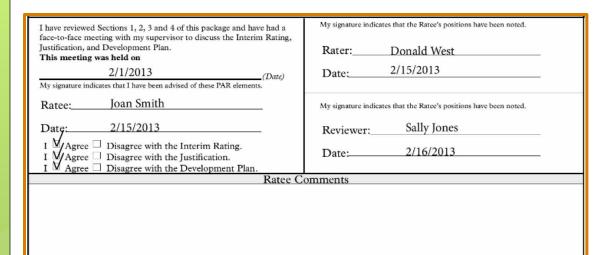


Section 6-Fact Sheet of Sign	IFICANT PERFORMANCE EVENTS
Description of Significant Performance Event	Rater Comments/Recommended Action
The Civil Service Commission received a letter of commendation from a Township Administrator thanking Joan Smith for her excellent customer service skills and providing the guidance and consultative services necessary to support their agency's human resource management needs.	Astee Initials Rater Initials Date
Description of Significant Performance Event	Rater Comments/Recommended Action
	Ratee Initials Rater Initials Date
Description of Significant Performance Event	Rater Comments/Recommended Action
	Ratee Initials Rater Initials Date
Description of Significant Performance Event	Rater Comments/Recommended Action
	Ratee Initials Rater Initials Date
Ratee Cor	mments (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



SAMPLE

I have reviewed this Sections 1, 2, 3 and 5 of this package and have	My signature indicates that the Ratee's positions have been noted.	
had a face-to-face meeting with my supervisor to discuss the Final Rating, Justification and Development Plan. This meeting was held on	Rater:Donald West	
8/1/2013 My signature indicates that I have been advised of these PAR elements.	Date:8/15/2013	
Ratee: Joan Smith	My signature indicates that the Ratee's positions have been noted.	
Date: 8/15/2013	Reviewer: Sally Jones	
I ☑Agree ☐ Disagree with the Final Rating. I ☑Agree ☐ Disagree with the Justification. I ☑ Agree ☐ Disagree with the Development Plan.	Date:8/16/2013	
Ratee C	omments	



SAMPLE



Donald West

Rating Cycle Ending 2013

PAR Committee Model

	PERFORMANCE ASSESSMENT REVIEW	Employee Form	Rating Period:
	PERFORMAN		Com 1 2012-Aug. 50, 2010
Ratee:		Personnel and Labor Analyst 4 Dept/Agency-Location	\:
Joan Sn	nith	Civil Service Commiss	sion
Rater:		CIVIL	

Section 1- Job Expectations

The Core Mission of the Civil Service Commission is to provide a fair and efficient human resource delivery system that rewards squality, merit and productivity in a framework that allows Civil Service jurisdictions the flexibility necessary to mange 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

Facilitate favorable disposition of matters in litigation and legal advice on interpretation of laws and rules.

Rater: Donald West Title: Personnel	nmittee Model Rating Cycle Ending . ee Commission yee Form and Labor Analyst 4 Rating Period-
SECTION 1- JOB EXPECT Assist in Division goals of reducing percentage of pending written record of	Analyst 4 Rating Period: Sep. 1, 2012-Aug. 30, 2013 Service Commission Annons (Continued) See Ratee Appeals aged greater than six months.
I have reviewed this package and have had a face-to-face meeting with my supervisor to discuss the Care Mission Acras, Major Gross (Unit and Review), Major food Responsibilities, Essential Care of the Care Mission Acras, Major Gross Evaluation Concerns from Accumulations, Essential Care of the	the Ratee's positions have been noted
Date: 9/15/12 Date: 9/15/12 My signature indicates that the Reviewer: Sally lone Date: 9/16/12 My signature indicates that the Reviewer: Sally lone Date: 9/16/12 Resident Comments Please Make Copies and Distribute to Rates, Reviewer and PAR Coordinates	Mee's Positions have been acted.

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



Rating Period:

PAR Committee Model STATE OF NEW JERSEY Civil Service Commission

Sep. 1, 2012-Aug. 30, 2013 Personnel and Labor Analyst 4 Dept/Agency-Location: Civil Service Commission Ratee:

Joan Smith Major Job Responsibilities and Essential Criteria for Successful Accomplishment

| <u>IOD Responsibility:</u>

Reviews draft decisions prepared by staff on hearing matters after the Civil Service Commission modifies, rejects or affirms an ALTs initial decision (rewrites) textimony summaries on hearing matters by the Commission; and reviews remrest for inter-Reviews draft decisions prepared by staff on hearing matters after the Civil Service Commission modifies, rejects or affirms an ALFs initial decision (rewrites) testimony summaries on hearing matters by the Commission; and reviews requests for interface to the Commission of the Com

locutory review of an ALJ's initial decision.

Ensures that the drafts are in compliance with the intent of the Civil Service Commission, and are clear, comprehensive, in comformance with rivil service law and rules, and consistent with assence volicies. Drafts are reviewed within one work of 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 receibt from analyst. Notifies supervisor when a longer time frame is required. Ensures that the summaries properly reflect the conformation of the civil service of the conformation of the civil service 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 (OA1) hearing, and address issues raised by the Commission for it 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 sunervivory if a longer time frame 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 supervisory if a longer time frame is required. is required.

<u>Prepares miscellaneous correspondence, memoranda and referrals.</u> Job Responsibility:

Content must be grammatically correct, clear, concise, well-organized, focused, cogent, and in accordance with the statutes of the companies and conclusive with the statutes of the conclusive with the companies and conclusive with the conclusive Content must be grammatically correct, clear, concise, well-organized, tocused, cogent, and in accordance with statutes, rules, regulations and case law. When due dates are specified, they must be met. If no due date to except the following the provided Commissions of Disaster of San Land and Commissions of Commissions as Disaster of San Land and Commissions of Commissions and Commissions of Commissions and Commissions of Commissions and Commissions of Commissions and Commi with statutes, rules, regulations and case law. When due dates are specified, they must be met. If no due dates specified, Commissioner or Director referrals are due within five working days of receipt of assignment. It specified, Commissioner or Director reterrals 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 used appropriate positioning to supervisor must be used. will not be met, appropriate notification to supervisor must be made.

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



STATE OF NEW JERSEY
PERFORMANCE ASSESSMENT REVIEW

PRINCE OF NEW JERSEY
Civil Service Commission Employee Form

Rating Cycle Ending 2013 Joan Smith Rater: Donald West Personnel and Labor Analyst 4 Rating Period; Dept/Agency-Location: Sep. 1, 2012-Aug. 30, 2013

SECTION 1- JOB EXPECTATIONS (Communes)

Major Job Responsibilities and Essential Criteria for Successful Accomplishment Tob Responsibility

Reviews calendars of staff on a weekly basis.

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

Job Responsibility:

| <u>Iob Responsibility:</u>
| 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 appears and represent relear and concion well-promised. Secured chosent and 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 concise and include discussion representation and findings of file. 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 annumerate the procumendation and conclusion must be in accordance with statutes rules rounds. demonstrate sound analysis of issues and include discussion, conclusion, recommendation and findings of fat where appropriate. The recommendation and conclusion must be in accordance with statutes, rules, regulations of the control 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 circumstant with the reasons time the protified and previous the protified and previous time frame with the reasons time. tions 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

Please Make Copies and Distribute to Rates, Revieteer and PAR Coordinator





PAR Committee Model Civil Service Commission **Employee Form**

Ratee:	Title:		Rating Period:
Joan Smith	Perso	nnel and Labor Analyst 4	Sep. 1, 2012-Aug. 30, 2013
Rater:		Dept/Agency-Location:	•
Donald West		Civil Service Commission	

SECTION 2-PERFORMANCE FACTORS

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

Job Achievement Factors	1	2	3	Interim	Final
Goal Achievement Overall extent to which employee accomplishes established ratee goals.	Failed to accomplish most major goals; original objectives were not entirely achieved.	Achieved or exceeded major goals.	Significantly exceeded original goals and objectives.	3	3
Quality of Work Overall extent to which employee thoroughly and accurately meets the quality criteria.	Failed to achieve most or all essential quality criteria.	Achieved or occasionally exceeded all essential quality criteria.	Significantly exceeded essential quality criteria.	3	3
Quantity of Work Overall extent to which employee produces an acceptable amount of work as defined in the quantity criteria.	Failed to produce an acceptable amount of work as identified in the essential quantity criteria	Produced acceptable or greater amount of work and met or occasionally exceeded essential quantity criteria.	Significantly exceeded essential quantity criteria.	2	3
Timeliness Overall extent to which employee meets specified schedules and deadlines.	Rarely met work schedules or deadlines. Often was late in completing assignments within specified time frames.	Met and occasionally completed assignments ahead of specified deadlines.	Consistently completed assignments, projects and job responsibilities ahead of scheduled deadlines.	2	3
Job Achievement Subtotal				10	12



STATE OF NEW JERSEY Civil Service Commission

PAR Committee Model **Employee Form**

等画作	PERFORMANCE ASSESSMENT REVIEW	Employee Ford		Rating Period:	
5		Title:		Sep. 1, 2012-Aug. 30, 2013	
Ratee:		Personnel and Labor Analyst 4			
Joan S	mith	Dept/Age	ncy-Location:		
Rater:		Civil Ser	vice Commission	n	
	J West	2. Depropasion	E FACTORS		

Section 2-Performance Factors

Job Related Factors

These global factors support the core values of the organization and expected performance of the job.

Interim	3	2		Job Related
3	Excelled in the communication of diceas, throughts or differential management of the distance	monitorial desa, and desa,	communication was ineffective due to disorganization of thoughts, and/or inappropriate use of voice volume/tone or gestures. Formal presentations failed to inform or persuade due to lack of structure or poor organization. Dish't	Communication



STATE OF NEW JERSEY

PAR Commission

Civil Service Commission Employee Form

Ratee:	Employee Form	
Joan Smith	Title:	
Rater:	Personnel and Labor Analyst 4 Sep. 1 2010	d.
Donald West	Dept/Agency-Location: Sep. 1, 2012-	Aug 30 2012
	Civil C	tag. 30, 2013
	Civil Service Commission Section 2-Performance Factors	
	ORMANCE FACTORS	

Job Related Factors	1	2		_	
Ioh Knowl	Diagnosed customer peeds inaccurately; needs inaccurately; needs inaccurately; lacked consistency customer needs; customer needs; was not attentive was not attentive and inquisitive when dealing with when dealing with customers; did not customers; did not customers; did not customers; did not expensistently meet onesistently meet onesistently meet onesistently and cost equirements.	Accurately assessed customer needs; provided necessary provided necessary provided necessary or requested service within acceptable within acceptable timeframes requiring timeframes requiring revisions; sought revisions; sought and expression of and expression of product. Occasionally product, Occasionally product, Occasionally sought alternative sought alternative solutions.	was characterized by exceptional insights and technical experiences	2	m Final
Extent to which employee knows the letails of the job. Jinderstands job and pplies necessary ichnical knowledge lid skills.	ills or knowledge iich clearly had an verse effect on job formance. Rarely	Knowledge and skills contributed to the work of the unit.	Demonstrated expert skills and knowledge above expectations. Stayed abreast of recent developments and changes in job's rechnical area or isocial area or isoc	3	3

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Donald West

Rating Cycle Ending 2013

11

Job Related

Subtotal

STATE OF New Jersey
Perconsisting Assessment Reserves
PAR Committee Model
Civil Service Commission

Employee Form

in meaningful solutions to complex problems.

Rating Cycle Ending 2 Personnel and Labor Analyst 4 Dept/Agency-Location: Rating Period: Sep. 1, 2012-Aug. 30, 2013

Job Related Factors Section 2-Performance Factors Civil Service Commission

Problem Solving Identifies and analyzes Demonstrated a poor Identities and analyzes problems; uses sound reasoning to arrive at conclusions; finds approach to problem resolution and was erformed as a competent problem solver. Exhibited a alternative solutions istently exercised a logical, thorough approach to problem solving which resulted logical approach to problem solving.

resolution and was slow in resolving Problems. Had difficulty in making choices and establishing alternatives. Enil. o complex problems; distinguishes between Considered risks and benefits in weighing relevant and irrelevant establishing alternatives. Failed to identify and/ or distinguish risks and benefits, needed considerable assistance in identifying alternatives nformation to make ogical judgments.

alternatives and evaluating risks and benefits,

Did not share

information or

promoted destructive conflict among team members. Failed to responsibly assume fair share of workload.

cooperate with others

orks collaboratively

a group as a team acmber to accomplish

upported the team in cooperate with others on team. Engaged in negative interaction or promoted destructive neeting or exceeding assential objectives. Responsibly accomplished work ssignments in

Supported the team in significantly exceeding the essential objectives. exceptionally well and maximized the support of team objectives, Effectively effectiveness of the cooperated with and contributed to help meet established group. Gave regular feedback to team team results. Worked team results, worked to encourage good performance from others, Shared information in order

regarding process and accomplishments. Ensured that group Ensured that group goals had priority over individual recognition. to help team members accomplish goals. Encouraged other team members to be

appropriately between leader and member to achieve the best team results

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15

Interim

Final





PAR Committee Model STATE OF NEW JERSEY Performance Assessment Review Performance Assessment Review Par Committee Model Civil Service Commission Employee Form **Employee Form**

Ratee:	Title:		Rating Period:
Joan Smith	Perso	onnel and Labor Analyst 4	Sep. 1, 2012-Aug. 30, 2013
Rater:	*	Dept/Agency-Location:	
Donald West		Civil Service Commission	

SECTION 3-COMPUTATION AND CONVERSION TO OVERALL RATING

Computation					
Performance Factors Interim Evalution Final Evalution					
Job Achievement Factor Subtotal	10	12			
Job Related Factor Subtotal	12	15			
Grand Total Points	22	27			

Conversion to Overall Rating					
1-Unsatisfactory 2-Successful 3-Exceptional (9-13 Points) (14-22 Points) (23-27 Points)					
	Interim Evaluation Rating	Final Evaluation Rating			
Overall	2	3			



14

Rating Cycle Ending 2013



PAR Committee Model STATE OF New Jersey

Civil Service Commission

1		Rating Period:
	Title:	Sep. 1, 2012-Aug. 30, 2013
Ratee:	Parsonnel and Labor 2thary	
Joan Smith	Dept/Agency-Location:	
Pater:	Civil Service Commission	

SECTION 4-JUSTIFICATION SHEET AND DEVELOPMENT PLAN-INTERIM Donald West

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 quantity and timeliness by consistently reviewing the classification appeals and rewrites from her subordinate analysts within the one week period as evidence 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.

Interim Development Plan Specific Area(s) Identified for Development

*Timeliness. *Teamwork.

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



Joan Smith Rater:

Donald West

STATE OF New Jersey PAR Committee Moder Civil Service Commission

Employee Form

Personnel and Labor Analyst 4 Rating Period: Dept/Agency-Location; Sep. 1, 2012-Aug. 30, 2013

Rating Cycle Ending 2013

SECTION 4-JUSTIFICATION SHEET AND DEVELOPMENT PLAN-INTERIM (Continued)

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.

I have reviewed Sections 1, 2, 3 and 4 of this package and have had a faceto-face meeting with my supervisor to discuss the Interim Rating, Jostification, and Development Flan.

This meeting was held on

2/1/2013 Joan Smith

2/15/2013 I MAgree Disagree with the Interim Rating.
I Agree Disagree with the Justification.
I Agree Disagree with the Development Plan

My signature indicates that the Ratee's positions have been noted. Rater: Donald West

2/15/2013 My signature indicates that the Ratce's positions have been noted. Reviewer: Sally Jones

2/16/2013

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

15



Rater:



STATE OF NEW JERSEY Performance Assessment Review

Rating Cycle Ending 2013

3

PAR Committee Model Civil Service Commission **Employee Form**

Ratee:	Title:		Rating Period:
Joan Smith	Person	nel and Labor Analyst 4	Sep. 1, 2012-Aug. 30, 2013
Rater:	<u>'</u>	Dept/Agency-Location:	
Donald West		Civil Service Commission	

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.

Final Development Plan Specific Area(s) Identified for Development

*Continued teamwork.

*Increase leadership skills.

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

		Ratin	ng Cycle Ending 2013	1
STATE OF NEW JERSEY PERFORMANCE ASSESSMENT REVIEW Joan Smith Rater: Donald West Section 5-Justific	PAR Committee Model Civil Service Commission Employee Form Title: Personnel and Labor A: Personnel and Development ATION SHEET AND DEVELOPM Final Development Specific Action to be Taken	nalyst 4 Sep ocation: Commission LENT PLAN-FINAL Plan by Ratee	ag Period: . 1, 2012-Aug. 30, 2013 (Continued)	
*Continue to find opportunities to *Take some course work in the ar *Enroll in NJ STEP – supervisor	o support the team and	feam	Joseph Boll	gst.
Rating, Justification and Marketing Was held on This meeting was held on the meeting was held on the was held on the meeting was held on the meeting was held on the	an Smith 15/2013	Rater:	Donald West 8/15/2013 and that the Ratee's positions have been not Sally Jones 8/16/2013	
	Make Copies and	Distribute to Ratee, R	eviewer and PAR Coordinator	17





PAR Committee Model Civil Service Commission

Impery Civ	il Service Com		. 4.	
STATE OF NEW JERSEY Civil Service Communication Employee Form			ating Period:	
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PERFORME T	Personnel and Labor			1
3)	Personnel and Labor	Location:		
atee:				
Joan Smith	Civil Service	Commission PERFORMANCE EV	ENTS	
Joan's	CONTENT !	Omments/Recommend	ed Action	
Rater:	HEET OF SIGNIFICATION	omments/Recommend		
Donald West Section 6-Fact St	Rater			
Description of Significant Performance Event	- dation from a			
	rcellent customer			
Civil Service Commission Tecching Joan Smith for her changing Joan Smith for her changing Joan Smith for her change and the contract of the change of the ch	ive services		5/1/2013 Date	
Township Administrator thanker guidance and consumer	anagement needs.	9	5/1/2013	
The Civil Service Commission received a text- Township Administrator thanking Joan Smith for her t service skills and providing the guidance and consultat necessary to support their agency's human resource m	\ \ \	18 ~	er Initials Date	
necessary to support	A.	ee Initials Rate	er minut	
	Rati	ee Initials Ran er Comments/Recomm	nended Action	
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- 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