

Performance Assessment Review (PAR)

PAR Form Completion Instructions

1



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:

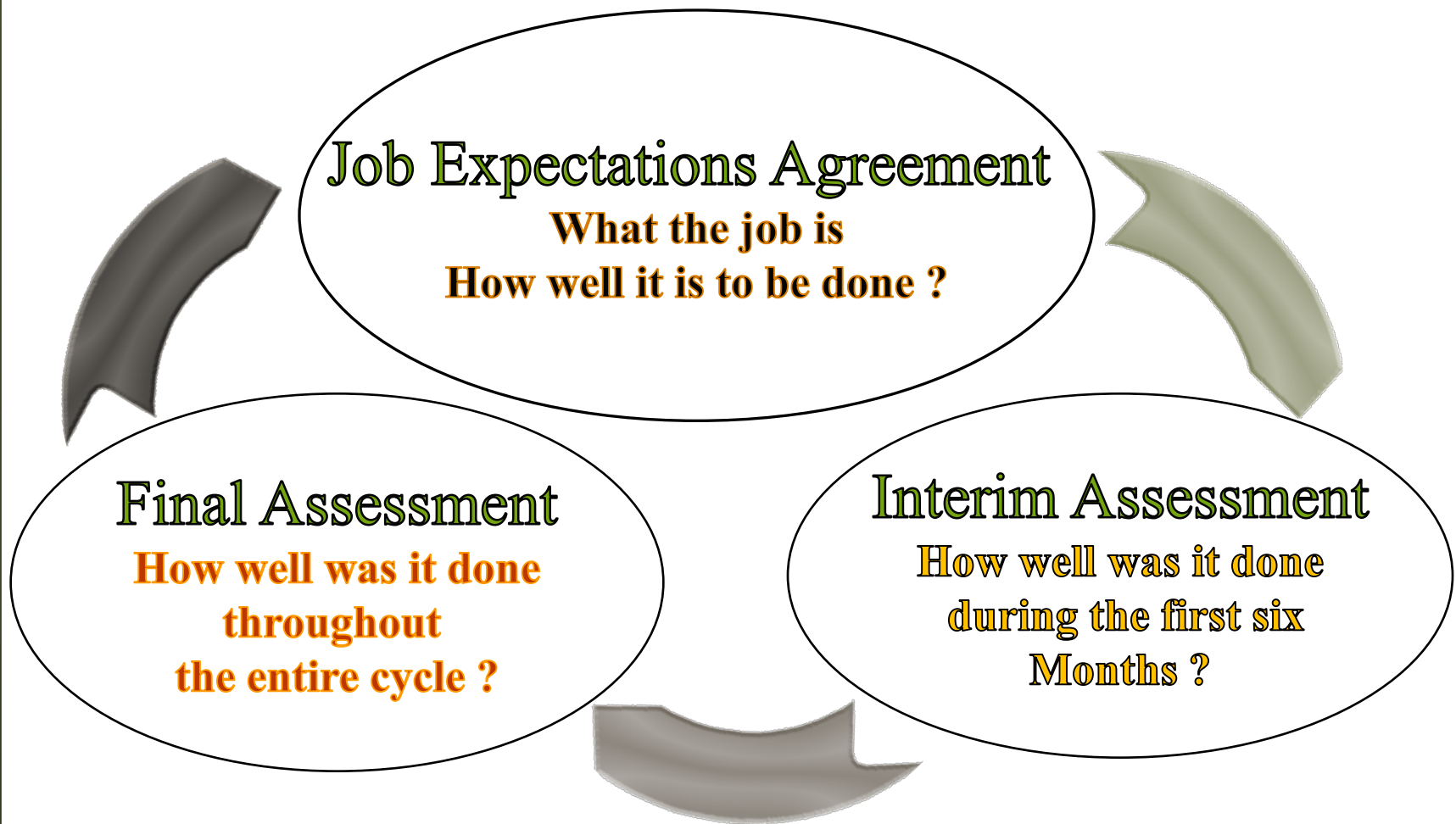
- Link performance to Core Mission Areas, Goals, and Strategies
- Tie individual results to program results
- Measure individual results
- Enable skill development and job enrichment

Mission and Goals

Individual Results

Program Results

Overview of the PAR Appraisal Process

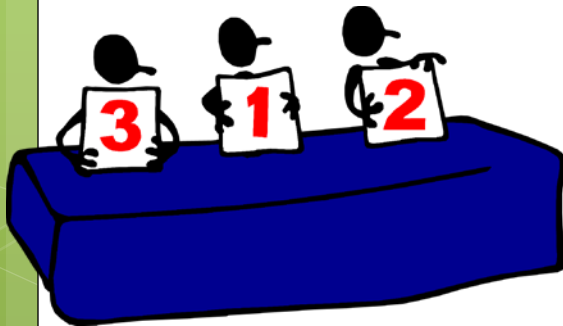


Participants in the PAR Process

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:	Dept/Agency-Location:	
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

SECTION 1- JOB EXPECTATIONS**Major Goals of the Unit/Work Group**

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.

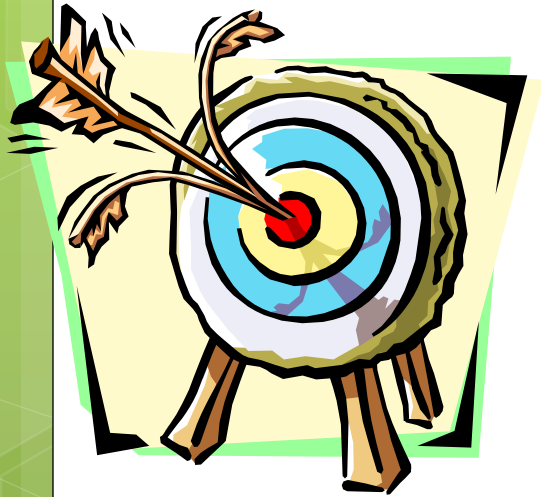
Facilitate favorable disposition of matters in litigation and legal advice on interpretation of laws and rules.

**SECTION 1- JOB EXPECTATIONS****Major Goals of the Ratee**

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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.

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

SAMPLE

<p>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.</p> <p>This meeting was held on <u>9/1/2012</u> (Date)</p> <p>My signature indicates that I have been advised of these PAR elements.</p> <p>Ratee: <u>Joan Smith</u></p> <p>Date: <u>9/15/12</u></p> <p>I <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree with the elements of this PAR.</p>	<p>My signature indicates that the Ratee's positions have been noted.</p> <p>Rater: <u>Donald West</u></p> <p>Date: <u>9/15/12</u></p>
	<p>My signature indicates that the Ratee's positions have been noted.</p> <p>Reviewer: <u>Sally Jones</u></p> <p>Date: <u>9/16/12</u></p>
<p>Ratee Comments (Use Additional Sheets as Necessary)</p>	

Section 1:

Job Expectations also includes:

- Major Job Responsibilities
- Essential Criteria

Major Job Responsibilities and Essential Criteria

SECTION 1- JOB EXPECTATIONS <i>(Continued)</i>	
Major Job Responsibilities and Essential Criteria for Successful Accomplishment	
Job Responsibility:	<i>(Use Additional Sheets as Necessary)</i>
Essential Criteria:	

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)

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:



Job Responsibility:

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

Tied 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 from 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 inter-locutory 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 from analyst. Notifies supervisor if a longer time frame is required.

Job Responsibility:*(Use Additional Sheets as Necessary)*

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 Necessary)*

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.

SAMPLE

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

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

SECTION 2-PERFORMANCE FACTORS

Job Related Factors

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

Job Related Factors	1	2	3	Interim	Final
Communication Effective expression of ideas, concepts or directions in individual or group situations, using supportive gestures, voice level and organization of materials. If communication is written, thoughts are expressed with appropriate grammar, organization and structure.	Informal 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. Didn't listen during verbal exchanges. Communication flaws included: poor listening, no organization of thoughts, inappropriate gestures	Successfully communicated ideas, thoughts or directions. Asked appropriate questions and involved the listener. Sought 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.	Excelled in the communication of ideas, thoughts or directions. Thought well, fast and appropriately in formal situations. Informal presentations created word pictures, leaving no room for confusion. Apt questions uncovered lingering confusion. Presented complex or technical information in a manner easily understood by target audience.		

Job Related Factors	1	2	3	Interim	Final
Customer Service Identifies and meets customer (internal and external) needs	Diagnosed customer needs inaccurately; lacked consistency in meeting customer needs; was not attentive 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 establishing alternatives. Failed to identify and/or distinguish risks and benefits, needed considerable assistance in identifying alternatives and evaluating risks and benefits.	Performed as a competent problem solver. Exhibited a logical approach to problem solving which resulted in meaningful solutions to complex problems.	Consistently exercised a logical, thorough approach to problem solving which resulted in meaningful solutions to complex problems.		
Teamwork 1 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 conflict among team members. Failed to responsibly assume fair share of workload.	Supported the team in meeting or exceeding essential objectives. Responsibly accomplished work assignments in support of team objectives. Effectively cooperated with and contributed to help meet established team results. Worked to encourage good performance from others. Shared information in order to help team members accomplish goals. Encouraged other team members to be successful.	Supported the team in significantly exceeding the essential objectives. Contributed exceptionally well and maximized the effectiveness of the group. Gave regular feedback to team regarding process and accomplishments. Ensured that group goals had priority over individual recognition. Alternated appropriately between leader 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

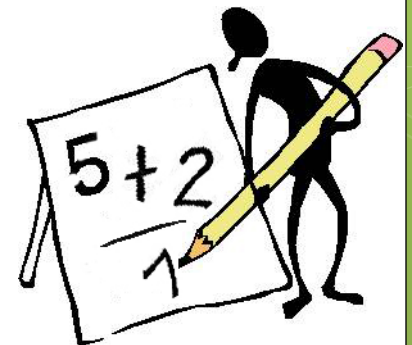
1. Subtotals of Job Achievement and Job Related Performance Factors are added to determine Grand Total points
2. Grand Total points are converted to the Overall Evaluation Rating. For example:

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



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 rate 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

Job Related Factors

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

SECTION 2-PERFORMANCE FACTORS

Job Related Factors	1	2	3	Interim	Final
Communication Effective expression of ideas, concepts or directions in individual or group situations, using supportive gestures, voice level and organization of materials. If communication is written, thoughts are expressed with appropriate grammar, organization and structure.	Informal 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. Didn't listen during verbal exchanges. Communication flaws included: poor listening, no organization of thoughts, inappropriate gestures.	Successfully communicated ideas, thoughts or directions. Asked appropriate questions and involved the listener. Sought 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.	Excelled in the communication of ideas, thoughts or directions. Thought well, fast and appropriately in formal situations. Informal presentations created word pictures, leaving no room for confusion. Apt questions uncovered lingering confusion. Presented complex or technical information in a manner easily understood by target audience.	3	3

Job Related Factors	1	2	3	Interim	Final
Customer Service Identifies and meets customer (internal and external) needs.	Diagnosed customer needs inaccurately; lacked consistency in meeting customer needs; was not attentive 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.	2	3
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.	3	3

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 establishing alternatives. Failed to identify and/or distinguish risks and benefits, needed considerable assistance 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.	2	3
Teamwork 1 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 conflict among team members. Failed to responsibly assume fair share of workload.	Supported the team in meeting or exceeding essential objectives. Responsibly accomplished work assignments in support of team objectives. Effectively cooperated with and contributed to help meet established team results. Worked to encourage good performance from others. Shared information in order to help team members accomplish goals. Encouraged other team members to be successful.	Supported the team in significantly exceeding the essential objectives. Constructed exceptionally well and maximized the effectiveness of the group. Gave regular feedback to team regarding process and accomplishments. Ensured that group goals had priority over individual recognition. Alternated appropriately between leader and member to achieve the best team results.	2	3
Job Related Subtotal				12	15

SECTION 3-COMPUTATION AND CONVERSION TO OVERALL RATING

Computation

Performance Factors	Interim Evaluation	Final Evaluation
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		

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

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

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

SECTION 2-PERFORMANCE FACTORS

Job Related Factors	1	2	3	Interim	Final
Communication Effective expression of ideas, concepts or directions in individual or group situations, using supportive gestures, voice level and organization of materials. If communication is written, thoughts are expressed with appropriate grammar, organization and structure.	Informal 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. Didn't listen during verbal exchanges.	Successfully communicated ideas, thoughts or directions. Asked appropriate questions and involved the listener. Sought 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.	Excelled in the communication of ideas, thoughts or directions. Thought well, fast and appropriately in formal situations. Informal presentations created word pictures, leaving no room for confusion. Apt questions uncovered lingering confusion. Presented complex or technical information in a manner easily understood by target audience.	3	3

Job Related Factors	1	2	3	Interim	Final
Customer Service Identifies and meets customer (internal and external) needs.	Diagnosed customer needs inaccurately; lacked consistency in meeting customer needs; was not attentive 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 solutions; work quality was characterized by exceptional insights and technical expertise.	2	3
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.	3	3

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 establishing alternatives. Failed to identify and/or distinguish risks and benefits, needed considerable assistance 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.	2	3
Teamwork 1 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 conflict among team members. Failed to responsibly assume fair share of workload.	Supported the team in meeting or exceeding essential objectives. Responsibly accomplished work assignments in support of team objectives. Effectively cooperated with and contributed to help meet established team results. Worked to encourage good performance from others. Shared information in order to help team members accomplish goals. Encouraged other team members to be successful.	Supported the team in significantly exceeding the essential objectives. Contributed enthusiastically well and maximized the effectiveness of the feedback to team regarding process and accomplishments. Ensured that group goals had priority over individual recognition. Alternated appropriately between leader and member to achieve the best team results.	2	3
Job Related Subtotal				12	15

SAMPLE

SECTION 3-COMPUTATION AND CONVERSION TO OVERALL RATING

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

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	2	3

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**

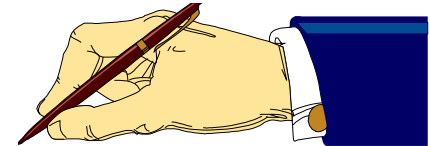
Rating

SECTION 5-JUSTIFICATION SHEET AND DEVELOPMENT PLAN-FINAL**Justification for Final Evaluation**

Rating

Justification Sheet

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



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

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.

2**Rating****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.

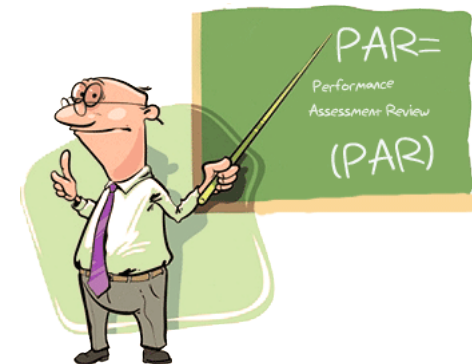
3**Rating**

**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.

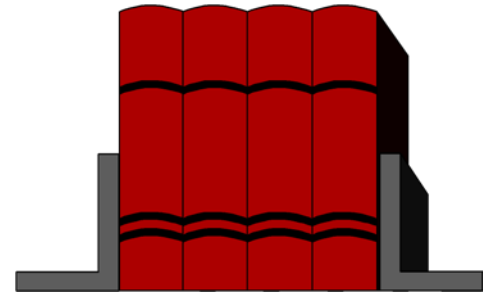
SECTION 4-JUSTIFICATION SHEET AND DEVELOPMENT PLAN-INTERIM *(Continued)***Interim Development Plan****Specific Action to be Taken by Ratee****SECTION 5-JUSTIFICATION SHEET AND DEVELOPMENT PLAN-FINAL** *(Continued)***Final Development Plan****Specific Action to be Taken by Ratee**

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**

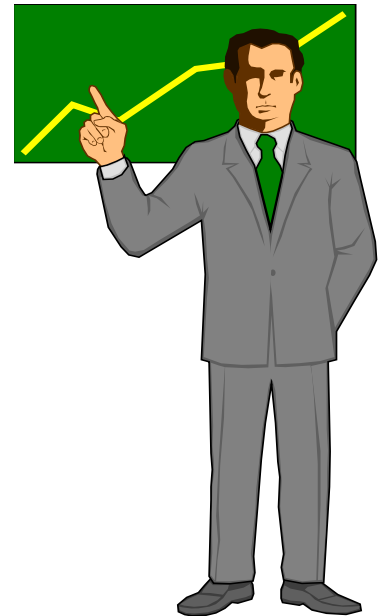
- *Submit closed cases when complete rather than waiting for deadline.
- *Regularly share information with team members on cases.

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

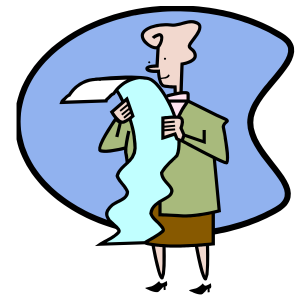


SECTION 6-FACT SHEET OF SIGNIFICANT PERFORMANCE EVENTS

Description of Significant Performance Event	Rater Comments/Recommended Action
	<div> <div></div> <div>Ratee Initials Rater Initials Date</div> </div>
Description of Significant Performance Event	Rater Comments/Recommended Action
	<div> <div></div> <div>Ratee Initials Rater Initials Date</div> </div>
Description of Significant Performance Event	Rater Comments/Recommended Action
	<div> <div></div> <div>Ratee Initials Rater Initials Date</div> </div>
Description of Significant Performance Event	Rater Comments/Recommended Action
	<div> <div></div> <div>Ratee Initials Rater Initials Date</div> </div>
<div> <div>Ratee Comments</div> <div>(Use Additional Sheets as Necessary)</div> </div>	

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



SAMPLE

SECTION 6-FACT SHEET OF SIGNIFICANT 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.	<div style="display: flex; justify-content: space-between;"> <div> <u>JS</u> Ratee Initials </div> <div> <u>MD</u> Rater Initials </div> <div> 5/1/2013 Date </div> </div>	
Description of Significant Performance Event	Rater Comments/Recommended Action	
	<div style="display: flex; justify-content: space-between;"> <div>_____ Ratee Initials</div> <div>_____ Rater Initials</div> <div>_____ Date</div> </div>	
Description of Significant Performance Event	Rater Comments/Recommended Action	
	<div style="display: flex; justify-content: space-between;"> <div>_____ Ratee Initials</div> <div>_____ Rater Initials</div> <div>_____ Date</div> </div>	
Description of Significant Performance Event	Rater Comments/Recommended Action	
	<div style="display: flex; justify-content: space-between;"> <div>_____ Ratee Initials</div> <div>_____ Rater Initials</div> <div>_____ Date</div> </div>	
Rater 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

SAMPLE

<p>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.</p> <p>This meeting was held on</p> <p style="text-align: right;">2/1/2013 (Date)</p> <p>My signature indicates that I have been advised of these PAR elements.</p> <p>Rater: Joan Smith</p> <p>Date: 2/15/2013</p> <p>I <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree with the Interim Rating.</p> <p>I <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree with the Justification.</p> <p>I <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree with the Development Plan.</p>	<p>My signature indicates that the Ratee's positions have been noted.</p> <p>Rater: Donald West</p> <p>Date: 2/15/2013</p>
<p>My signature indicates that the Ratee's positions have been noted.</p> <p>Reviewer: Sally Jones</p> <p>Date: 2/16/2013</p>	
<p style="text-align: center;">Ratee Comments</p>	

<p>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.</p> <p>This meeting was held on</p> <p style="text-align: right;">8/1/2013 (Date)</p> <p>My signature indicates that I have been advised of these PAR elements.</p> <p>Rater: Joan Smith</p> <p>Date: 8/15/2013</p> <p>I <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree with the Final Rating.</p> <p>I <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree with the Justification.</p> <p>I <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree with the Development Plan.</p>	<p>My signature indicates that the Ratee's positions have been noted.</p> <p>Rater: Donald West</p> <p>Date: 8/15/2013</p>
<p>My signature indicates that the Ratee's positions have been noted.</p> <p>Reviewer: Sally Jones</p> <p>Date: 8/16/2013</p>	
<p style="text-align: center;">Ratee Comments</p>	

SAMPLE

59

Rating Cycle Ending 2013



STATE OF NEW JERSEY
PERFORMANCE ASSESSMENT REVIEW

PAR Committee Model
Civil Service Commission
Employee Form

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

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.

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

1



STATE OF NEW JERSEY
PERFORMANCE ASSESSMENT REVIEW

PAR Committee Model
Civil Service Commission
Employee Form

Rating Cycle Ending 2013

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

SECTION 1- JOB EXPECTATIONS

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 9/1/2012
My signature indicates that I have been advised of these PAR elements. (Date)

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)

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

2

Rating Cycle Ending 2013



STATE OF NEW JERSEY
PERFORMANCE ASSESSMENT REVIEW

PAR Committee Model
Civil Service Commission
Employee Form

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

SECTION 1- JOB EXPECTATIONS *(Continued)*
(Use Additional Sheets as Necessary)

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 from analyst. Notifies supervisory if a longer time frame is required.

(Use Additional Sheets as Necessary)


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.

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3

Rating Cycle Ending 2013



STATE OF NEW JERSEY
PERFORMANCE ASSESSMENT REVIEW

PAR Committee Model
Civil Service Commission
Employee Form

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

SECTION 1- JOB EXPECTATIONS *(Continued)*
(Use Additional Sheets as Necessary)

Major Job Responsibilities and Essential Criteria for Successful Accomplishment

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.

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4



STATE OF NEW JERSEY
PERFORMANCE ASSESSMENT REVIEW

PAR Committee Model
Civil Service Commission
Employee Form

Rating Cycle Ending 2013

Ratee:	Title:	Rating Period:
Joan Smith	Personnel 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
PERFORMANCE ASSESSMENT REVIEW

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Civil Service Commission
Employee Form

Rating Cycle Ending 2013

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

SECTION 2-PERFORMANCE FACTORS

Job Related Factors	1	2	3	Interim	Final
Customer Service Identifies and meets customer (internal and external) needs	Diagnosed customer needs inaccurately; lacked consistency in meeting customer needs; was not attentive 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.	2	3
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.	3	3

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11



STATE OF NEW JERSEY
PERFORMANCE ASSESSMENT REVIEW

PAR Committee Model
Civil Service Commission
Employee Form

Rating Cycle Ending 2013

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

SECTION 2-PERFORMANCE FACTORS

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 establishing alternatives. Failed to identify and/or distinguish risks and benefits, needed considerable assistance 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.	2	3
Teamwork 1 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 conflict among team members. Failed to responsibly assume fair share of workload.	Supported the team in essential objectives. Responsibly accomplished work assignments in support of team objectives. Effectively cooperated with and contributed to help meet established team results. Worked to encourage good performance from others. Shared information in order to help team members accomplish goals. Encouraged other team members to be successful.	Supported the team in significantly exceeding essential objectives. Contributed exceptionally well and maximized the effectiveness of the group. Gave regular feedback to team regarding process and accomplishments. Ensured that group goals had priority over individual recognition. Alternated appropriately between leader and member to achieve the best team results.	2	3
Job Related Subtotal				12	15

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12



STATE OF NEW JERSEY
PERFORMANCE ASSESSMENT REVIEW

PAR Committee Model
Civil Service Commission
Employee Form

Rating Cycle Ending 2013

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

SECTION 2-PERFORMANCE FACTORS

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

Job Related Factors	1	2	3	Interim	Final
Communication Effective expression of ideas, concepts or directions in individual or group situations, using supportive gestures, voice level and organization of materials. If communication is written, thoughts are expressed with appropriate grammar, organization and structure.	Informal 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. Didn't listen during verbal exchanges. Communication flaws included: poor listening, no organization of thoughts, inappropriate gestures	Successfully communicated ideas, thoughts or directions. Asked appropriate questions and involved the listener. Sought 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.	Excelled in the communication of ideas, thoughts or directions. Thought well, fast and appropriately in formal situations. Informal presentations created word pictures, leaving no room for confusion. Apt questions uncovered lingering confusion. Presented complex or technical information in a manner easily understood by target audience.	3	3

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

10



STATE OF NEW JERSEY
PERFORMANCE ASSESSMENT REVIEW

PAR Committee Model
Civil Service Commission
Employee Form

Rating Cycle Ending 2013


Ratee:	Title:	Rating Period:
Joan Smith	Personnel 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 Evaluation	Final Evaluation
Job Achievement Factor Subtotal	10	12
Job Related Factor Subtotal	12	15
Grand Total Points	22	27

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

Rating Cycle Ending 2013



STATE OF NEW JERSEY
PERFORMANCE ASSESSMENT REVIEW

PAR Committee Model
Civil Service Commission
Employee Form

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

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 her subordinate 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.

2

Rating

Interim Development Plan


Specific Area(s) Identified for Development

*Timeliness.
*Teamwork.

14

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Rating Cycle Ending 2013



STATE OF NEW JERSEY
PERFORMANCE ASSESSMENT REVIEW

PAR Committee Model
Civil Service Commission
Employee Form

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

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 face-to-face meeting with my supervisor to discuss the Interim Rating, Justification, and Development Plan.
This meeting was held on 2/1/2013 (Date)

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

Ratee: Joan Smith

Date: 2/15/2013

1 ☒ Agree ☐ Disagree with the Interim Rating.
1 ☒ Agree ☐ Disagree with the Justification.
1 ☒ Agree ☐ Disagree with the Development Plan.

My signature indicates that the Ratee's position has been noted.

Ratee: Donald West

Date: 2/15/2013

My signature indicates that the Ratee's position has been noted.

Reviewer: Sally Jones

Date: 2/16/2013

Ratee Comments

15

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



STATE OF NEW JERSEY
PERFORMANCE ASSESSMENT REVIEW

PAR Committee Model
Civil Service Commission
Employee Form

Rating Cycle Ending 2013

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

3
Rating

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

16



STATE OF NEW JERSEY
PERFORMANCE ASSESSMENT REVIEW

PAR Committee Model
Civil Service Commission
Employee Form

Rating Cycle Ending 2013

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

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.

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 (Date)

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

Ratee: Joan Smith
Date: 8/15/2013

I ☒ Agree ☐ Disagree with the Final 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
Date: 8/15/2013

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


Reviewer: Sally Jones
Date: 8/16/2013

Ratee Comments

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

17

Rating Cycle Ending 2013





STATE OF NEW JERSEY
PERFORMANCE ASSESSMENT REVIEW

PAR Committee Model
Civil Service Commission
Employee Form

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

SECTION 6-FACT SHEET OF SIGNIFICANT PERFORMANCE EVENTS

Description of Significant Performance Event	Rater Comments/Recommended Action
<p>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.</p>	<div style="display: flex; justify-content: space-between; align-items: flex-end;"> <div style="text-align: center;">  Ratee Initials </div> <div style="text-align: center;">  Rater Initials </div> <div style="text-align: center;"> 5/1/2013 Date </div> </div>

(Use Additional Sheets as Necessary)

Ratee Comments

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

18

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