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M E M O R A N D U M

**TO:** Members, Pinellas County Commission

**FROM:** Karen Williams Seel, Chair *KWS*

**SUBJECT:** Annual Performance Review for the County Attorney

**DIST:** Jim Bennett, County Attorney

**DATE:** April 1, 2014

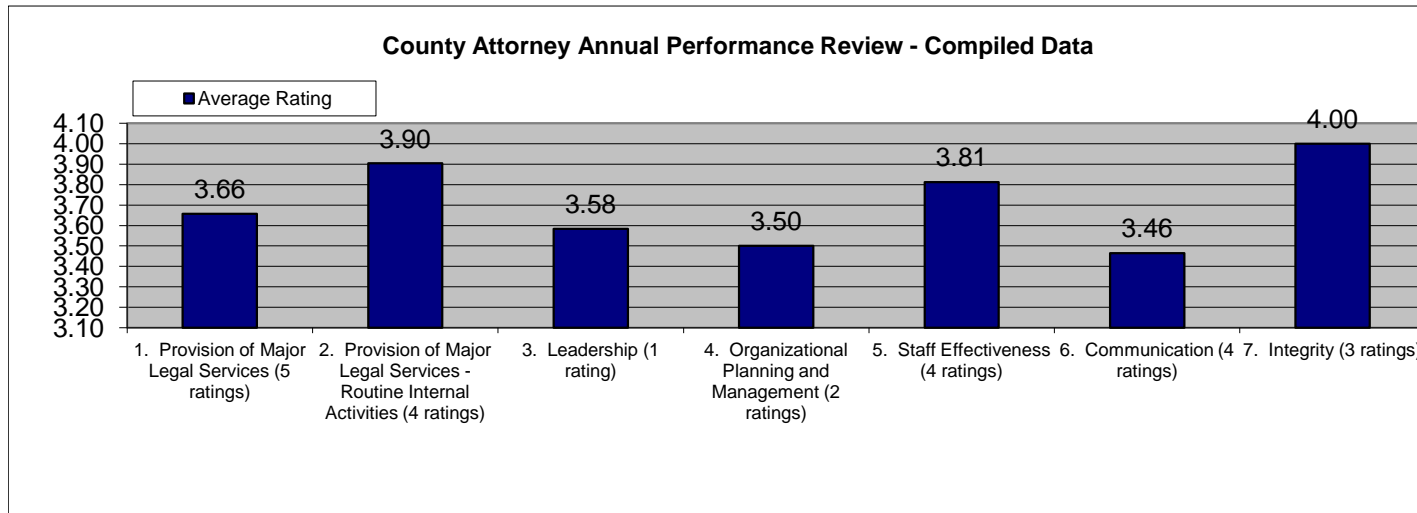
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Attached is the County Attorney's annual performance review with the combined scores. The reviews are scheduled for board discussion and action at our April 1st meeting under "County Commission Miscellaneous."

Attachments

**Pinellas County Attorney  
2014 Annual Performance Review**

	<u>Average Rating</u>	<u>400-point Scale Equivalent</u>
1. Provision of Major Legal Services (5 ratings)	3.66	83.7
2. Provision of Major Legal Services - Routine Internal Activities (4 ratings)	3.90	66.3
3. Leadership (1 rating)	3.58	14.1
4. Organizational Planning and Management (2 ratings)	3.50	29.7
5. Staff Effectiveness (4 ratings)	3.81	59.8
6. Communication (4 ratings)	3.46	63.4
7. Integrity (3 ratings)	4.00	54.9
<b>Overall Score</b>		<b>371.9</b>



OMB staff has taken the scores and converted them to a four (4) point scale. The aggregate score has been extrapolated to relate to the 400-point scale used by the Unified Personnel System for rating employee performance.

Note: Enter data in green shaded cells. If there is no rating, leave blank.

	Welch	Max	Long	Max	Morrone	Max	Seel	Max	Justice	Max	Roche	Max	Latvala	Max	Score	Max Total	%	400 Pt Scale Equiv. Pts.		
1. Provision of Major Legal Services (5 ratings)																				
A	4	4	3	4	4	4	4	4	3	4	3.5	4	3	4						
B	4	4	4	4	4	4	4	4	4	4	3.5	4	4	4						
C	4	4	4	4	4	4	4	4	4	4	3.5	4	3	4						
D	4	4	3	4	4	4	4	4	3	4	4	4	3	4						
E	4	4	4	4	4	4	3	4	3	4	3.5	4	3	4						
1. Total Score	20	20	18	20	20	20	19	20	17	20	18	20	16	20	128	140	91%	83.7	0.59757	3.66
2. Provision of Major Legal Services - Routine Internal Activities																				
A	4	4	4	4	4	4	4	4	4	4	3.5	4	-							
B	4	4	3	4	4	4	4	4	4	4	3.5	4	4	4						
C	4	4	4	4	4	4	4	4	4	4	4	4	4	4						
D	4	4	4	4	4	4	4	4	4	4	3.5	4	-							
2. Total Score	16	16	15	16	16	16	16	16	16	16	14.5	16	8	8	101.5	104	98%	66.3		3.90
3. Leadership (1 rating)																				
	3	4	3	4	4	4	4	4	4	4	3.5	4	-		21.5	24	90%	14.1		3.58
4. Organizational Planning and Management (2 ratings)																				
A	3.5	4	3	4	4	4	4	4	3	4	4	4	-							
B	3.5	4	3	4	4	4	4	4	3	4	3.5	4	3	4						
4. Total Score	7	8	6	8	8	8	8	8	6	8	7.5	8	3	4	45.5	52	88%	29.7		3.50
5. Staff Effectiveness (4 ratings)																				
A	3.5	4	4	4	4	4	4	4	4	4	3.5	4	-							
B	3.5	4	4	4	4	4	4	4	4	4	3.5	4	-							
C	3.5	4	4	4	4	4	4	4	4	4	3.5	4	-							
D	3	4	4	4	4	4	4	4	4	4	3.5	4	-							
5. Total Score	13.5	16	16	16	16	16	16	16	16	16	14	16	0		91.5	96	95%	59.8		3.81
6. Communication (4 ratings)																				
A	3.5	4	4	4	4	4	4	4	3	4	3.5	4	1	4						
B	3.5	4	4	4	4	4	3	4	3	4	3.5	4	3	4						
C	3.5	4	4	4	4	4	3	4	2	4	3.5	4	3	4						
D	3.5	4	4	4	4	4	4	4	4	4	3.5	4	4	4						
6. Total Score	14	16	16.0	16.0	16	16	14	16	12	16	14	16	11	16	97	112.0	87%	63.4		3.46
7. Integrity (3 ratings)																				
A	4	4	4	4	4	4	4	4	4	4	4	4	4	4						
B	4	4	4	4	4	4	4	4	4	4	4	4	4	4						
C	4	4	4	4	4	4	4	4	4	4	4	4	4	4						
7. Total Score	12	12	12	12	12	12	12	12	12	12	12	12	12	12	84	84	100%	54.9		4.00
															569	612	93%	371.9	400 93%	3.70
															Score	Max Total		Score	Max	

No rating(s) given  
1 criteria not rated  
2 criteria not rated  
3 criteria not rated

OMB staff has taken the scores and converted them to a four (4) point scale. The aggregate score has been extrapolated to relate to the 400-point scale used by the Unified Personnel System for rating employee performance.

JUSTICE

**COUNTY ATTORNEY**  
**2014 ANNUAL PERFORMANCE REVIEW CRITERIA**

**1. Provision of Major Legal Services**

- A. Provide professional, objective/unbiased legal advice to the BCC, County staff, and other advisory boards necessary for the formulation and implementation of legislative policies and projects

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- B. Initiate legal actions as appropriate, and provide legal defense as needed

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- C. Represent the County's interest as directed by the BCC in litigation, administrative hearings, negotiations, and similar proceedings in a capable manner

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- D. Professionally and competently implement BCC decisions and enforce County ordinances and codes in a cost-effective manner, reflecting the County's primary objective of achieving voluntary compliance

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- E. Perform legal services in a timely fashion to permit BCC and County staff to meet established deadlines

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

## 2. Provision of Legal Services – Routine Internal Activities

- A. Provide legal analysis to facilitate legally sound policy/program implementation and evaluation of results

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- B. Prepare ordinances, resolutions, contracts, and other legal documents to reflect and implement the purposes for which they are prepared

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- C. Keep the BCC and County staff apprised of court rulings and administrative decisions affecting the legal interests of the County

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- D. Coordinate work with staff from other departments in a collaborative manner in order to accomplish goals

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

## 3. Leadership

Enthusiastically expresses well-developed organizational values, philosophy, and vision for the Department so that employees are energized and motivated, and their efforts are focused to maximize departmental synergy

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

#### 4. Organizational Planning and Management

Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action

A. Budgeting: Preparing and administering the departmental budget to meet goals

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

B. Financial Analysis: Interpreting financial information to assess the fiscal condition of the Department

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

#### 5. Staff Effectiveness

Promoting the development and performance of staff and employees in the Department

A. Coaching/Mentoring: Providing direction, support, and feedback to enable others to meet their full potential

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

B. Team Leadership: Facilitating teamwork

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

C. Empowerment: Creating a work environment that encourages responsibility, decision-making, and accountability within the Department

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

D. Delegating: Assigning appropriate responsibility to others

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      (4) = Excellent

Comments:

6. Communication

Facilitating the flow of ideas, information, and understanding between and among individuals; advocating effectively in the County's interest

A. Advocacy: Communicating personal support for policies, programs, or ideas that serve the best interests of the County

Select One      1 = Needs Attention      2 = Satisfactory      (3) = Good      4 = Excellent

Comments:

PRIMARY OBJECTIVE ANALYSIS  
RATHER THAN ADVOCACY

B. Presentation Skills: Conveying ideas or information effectively to others

Select One      1 = Needs Attention      2 = Satisfactory      (3) = Good      4 = Excellent

Comments:

C. Media Relations: Communicating information to the media in a way that increases public understanding of County issues and activities, and builds a positive relationship with media

Select One      1 = Needs Attention      (2) = Satisfactory      3 = Good      4 = Excellent

Comments:

NOT AWARE OF THIS ACTIVITY TO POINT  
WHERE CAN EVALUATE

D. Interpersonal Communication: Exchanging verbal and written messages with others in a way that demonstrates respect for the individual and furthers organizational and County objectives

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      (4) = Excellent

Comments:

## 7. Integrity

Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities

- A. Personal Integrity: Demonstrating accountability for personal actions; conducting personal relationships and activities fairly and honestly

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- B. Professional Integrity: Conducting professional relationships and activities fairly, honestly, and legally

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- C. Departmental Integrity: Fostering ethical behavior within the Department through personal example, management practices, and training

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:



Comm. Latorala  
3/24/14

**COUNTY ATTORNEY**  
**2014 ANNUAL PERFORMANCE REVIEW CRITERIA**

**1. Provision of Major Legal Services**

- A. Provide professional, objective/unbiased legal advice to the BCC, ~~County staff~~, and ~~other advisory boards necessary~~ for the formulation and implementation of legislative policies and projects

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- B. Initiate legal actions as appropriate, and provide legal defense as needed

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- C. Represent the County's interest as directed by the BCC in litigation, administrative hearings, negotiations, and similar proceedings in a capable manner

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- D. Professionally and competently implement BCC decisions and enforce County ordinances and codes in a cost-effective manner, reflecting the County's primary objective of achieving voluntary compliance

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- E. Perform legal services in a timely fashion to permit BCC and County staff to meet established deadlines

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

## 2. Provision of Legal Services – Routine Internal Activities

- A. Provide legal analysis to facilitate legally sound policy/program implementation and evaluation of results

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- B. Prepare ordinances, resolutions, contracts, and other legal documents to reflect and implement the purposes for which they are prepared

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- C. Keep the BCC and County staff apprised of court rulings and administrative decisions affecting the legal interests of the County

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- D. Coordinate work with staff from other departments in a collaborative manner in order to accomplish goals

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

## 3. Leadership

Enthusiastically expresses well-developed organizational values, philosophy, and vision for the Department so that employees are energized and motivated, and their efforts are focused to maximize departmental synergy

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

#### 4. Organizational Planning and Management

Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action

A. Budgeting: Preparing and administering the departmental budget to meet goals

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

2

B. Financial Analysis: Interpreting financial information to assess the fiscal condition of the Department

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

#### 5. Staff Effectiveness

Promoting the development and performance of staff and employees in the Department

A. Coaching/Mentoring: Providing direction, support, and feedback to enable others to meet their full potential

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

B. Team Leadership: Facilitating teamwork

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

C. Empowerment: Creating a work environment that encourages responsibility, decision-making, and accountability within the Department

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

D. Delegating: Assigning appropriate responsibility to others

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

2

6. Communication

Facilitating the flow of ideas, information, and understanding between and among individuals; advocating effectively in the County's interest

A. Advocacy: Communicating personal support for policies, programs, or ideas that serve the best interests of the County

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments: Need to be proactive at Board Table - reminding/advising BCC of laws, rules that apply to our decisions

B. Presentation Skills: Conveying ideas or information effectively to others

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

C. Media Relations: Communicating information to the media in a way that increases public understanding of County issues and activities, and builds a positive relationship with media

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

D. Interpersonal Communication: Exchanging verbal and written messages with others in a way that demonstrates respect for the individual and furthers organizational and County objectives

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

## 7. Integrity

Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities

- A. Personal Integrity: Demonstrating accountability for personal actions; conducting personal relationships and activities fairly and honestly

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- B. Professional Integrity: Conducting professional relationships and activities fairly, honestly, and legally

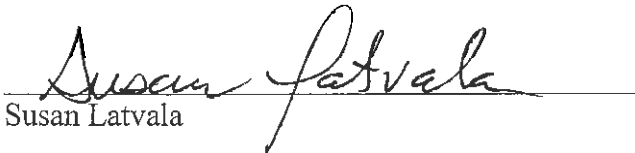
Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- C. Departmental Integrity: Fostering ethical behavior within the Department through personal example, management practices, and training

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

  
Susan Latvala

Comm. Long  
3/19/14

**COUNTY ATTORNEY  
2014 ANNUAL PERFORMANCE REVIEW CRITERIA**

**1. Provision of Major Legal Services**

- A. Provide professional, objective/unbiased legal advice to the BCC, County staff, and other advisory boards necessary for the formulation and implementation of legislative policies and projects

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- B. Initiate legal actions as appropriate, and provide legal defense as needed

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Comments:

- C. Represent the County's interest as directed by the BCC in litigation, administrative hearings, negotiations, and similar proceedings in a capable manner

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Comments:

- D. Professionally and competently implement BCC decisions and enforce County ordinances and codes in a cost-effective manner, reflecting the County's primary objective of achieving voluntary compliance

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- E. Perform legal services in a timely fashion to permit BCC and County staff to meet established deadlines

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

## 2. Provision of Legal Services – Routine Internal Activities

- A. Provide legal analysis to facilitate legally sound policy/program implementation and evaluation of results

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- B. Prepare ordinances, resolutions, contracts, and other legal documents to reflect and implement the purposes for which they are prepared

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- C. Keep the BCC and County staff apprised of court rulings and administrative decisions affecting the legal interests of the County

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- D. Coordinate work with staff from other departments in a collaborative manner in order to accomplish goals

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Comments:

## 3. Leadership

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Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

#### 4. Organizational Planning and Management

Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action

A. Budgeting: Preparing and administering the departmental budget to meet goals

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

B. Financial Analysis: Interpreting financial information to assess the fiscal condition of the Department

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

#### 5. Staff Effectiveness

Promoting the development and performance of staff and employees in the Department

A. Coaching/Mentoring: Providing direction, support, and feedback to enable others to meet their full potential

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

B. Team Leadership: Facilitating teamwork

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

C. Empowerment: Creating a work environment that encourages responsibility, decision-making, and accountability within the Department

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:



D. Delegating: Assigning appropriate responsibility to others

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

6. Communication

Facilitating the flow of ideas, information, and understanding between and among individuals; advocating effectively in the County's interest

A. Advocacy: Communicating personal support for policies, programs, or ideas that serve the best interests of the County

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Comments:

B. Presentation Skills: Conveying ideas or information effectively to others

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Comments:

C. Media Relations: Communicating information to the media in a way that increases public understanding of County issues and activities, and builds a positive relationship with media

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Comments:

D. Interpersonal Communication: Exchanging verbal and written messages with others in a way that demonstrates respect for the individual and furthers organizational and County objectives

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Comments:

## 7. Integrity

Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities

- A. Personal Integrity: Demonstrating accountability for personal actions; conducting personal relationships and activities fairly and honestly

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- B. Professional Integrity: Conducting professional relationships and activities fairly, honestly, and legally

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- C. Departmental Integrity: Fostering ethical behavior within the Department through personal example, management practices, and training

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

*Tim Bennett*  
**COUNTY ATTORNEY**  
**2014 ANNUAL PERFORMANCE REVIEW CRITERIA**

*Morrison*  
3/14/14

**1. Provision of Major Legal Services**

- A. Provide professional, objective/unbiased legal advice to the BCC, County staff, and other advisory boards necessary for the formulation and implementation of legislative policies and projects

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- B. Initiate legal actions as appropriate, and provide legal defense as needed

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Comments:

#### 4. Organizational Planning and Management

Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action

A. Budgeting: Preparing and administering the departmental budget to meet goals

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent **+**

Comments:

B. Financial Analysis: Interpreting financial information to assess the fiscal condition of the Department

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent **+**

Comments:

*I like that you keep the Commission updated on your Budget requests, changes, etc.*

#### 5. Staff Effectiveness

Promoting the development and performance of staff and employees in the Department

A. Coaching/Mentoring: Providing direction, support, and feedback to enable others to meet their full potential

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

B. Team Leadership: Facilitating teamwork

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

C. Empowerment: Creating a work environment that encourages responsibility, decision-making, and accountability within the Department

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

D. Delegating: Assigning appropriate responsibility to others

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

6. Communication

Facilitating the flow of ideas, information, and understanding between and among individuals;  
advocating effectively in the County's interest

A. Advocacy: Communicating personal support for policies, programs, or ideas that serve the  
best interests of the County

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

B. Presentation Skills: Conveying ideas or information effectively to others

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

C. Media Relations: Communicating information to the media in a way that increases public  
understanding of County issues and activities, and builds a positive relationship with media

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

D. Interpersonal Communication: Exchanging verbal and written messages with others in a way  
that demonstrates respect for the individual and furthers organizational and County objectives

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

7. Integrity

Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities

- A. Personal Integrity: Demonstrating accountability for personal actions; conducting personal relationships and activities fairly and honestly

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- B. Professional Integrity: Conducting professional relationships and activities fairly, honestly, and legally

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- C. Departmental Integrity: Fostering ethical behavior within the Department through personal example, management practices, and training

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

**COUNTY ATTORNEY**  
**2014 ANNUAL PERFORMANCE REVIEW CRITERIA**

*Ambrake*  
*3/19/14*

**1. Provision of Major Legal Services**

- A. Provide professional, objective/unbiased legal advice to the BCC, County staff, and other advisory boards necessary for the formulation and implementation of legislative policies and projects

Select One      1 = Needs Attention    2 = Satisfactory    3 = Good    ☒ 4 = Excellent

Comments:

*3.5*

- B. Initiate legal actions as appropriate, and provide legal defense as needed

Select One      1 = Needs Attention    2 = Satisfactory    3 = Good    ☒ 4 = Excellent

Comments:

*3.5*

- C. Represent the County's interest as directed by the BCC in litigation, administrative hearings, negotiations, and similar proceedings in a capable manner

Select One      1 = Needs Attention    2 = Satisfactory    3 = Good    ☒ 4 = Excellent

Comments:

*3.5*

- D. Professionally and competently implement BCC decisions and enforce County ordinances and codes in a cost-effective manner, reflecting the County's primary objective of achieving voluntary compliance

Select One      1 = Needs Attention    2 = Satisfactory    3 = Good    ☒ 4 = Excellent

Comments:

- E. Perform legal services in a timely fashion to permit BCC and County staff to meet established deadlines

Select One      1 = Needs Attention    2 = Satisfactory    3 = Good    ☒ 4 = Excellent

Comments:

*3.5*



## 2. Provision of Legal Services – Routine Internal Activities

- A. Provide legal analysis to facilitate legally sound policy/program implementation and evaluation of results

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good ☒ 4 = Excellent

Comments:

3.5

- B. Prepare ordinances, resolutions, contracts, and other legal documents to reflect and implement the purposes for which they are prepared

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good ☒ 4 = Excellent

Comments:

3.5

- C. Keep the BCC and County staff apprised of court rulings and administrative decisions affecting the legal interests of the County

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent ☒

Comments:

- D. Coordinate work with staff from other departments in a collaborative manner in order to accomplish goals

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good ☒ 4 = Excellent

Comments:

3.5

## 3. Leadership

Enthusiastically expresses well-developed organizational values, philosophy, and vision for the Department so that employees are energized and motivated, and their efforts are focused to maximize departmental synergy

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good ☒ 4 = Excellent

Comments:

3.5

#### 4. Organizational Planning and Management

Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action

A. Budgeting: Preparing and administering the departmental budget to meet goals

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

B. Financial Analysis: Interpreting financial information to assess the fiscal condition of the Department

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good ☒ 4 = Excellent

Comments:

3.5

#### 5. Staff Effectiveness

Promoting the development and performance of staff and employees in the Department

A. Coaching/Mentoring: Providing direction, support, and feedback to enable others to meet their full potential

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good ☒ 4 = Excellent

Comments:

3.5

B. Team Leadership: Facilitating teamwork

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good ☒ 4 = Excellent

Comments:

3.5

C. Empowerment: Creating a work environment that encourages responsibility, decision-making, and accountability within the Department

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good ☒ 4 = Excellent

Comments:

3.5

D. Delegating: Assigning appropriate responsibility to others

Select One      1 = Needs Attention    2 = Satisfactory    3 = Good ☒ 4 = Excellent

Comments:

3.5

6. Communication

Facilitating the flow of ideas, information, and understanding between and among individuals; advocating effectively in the County's interest

A. Advocacy: Communicating personal support for policies, programs, or ideas that serve the best interests of the County

Select One      1 = Needs Attention    2 = Satisfactory    3 = Good ☒ 4 = Excellent

Comments:

3.5

B. Presentation Skills: Conveying ideas or information effectively to others

Select One      1 = Needs Attention    2 = Satisfactory    3 = Good ☒ 4 = Excellent

Comments:

3.5

C. Media Relations: Communicating information to the media in a way that increases public understanding of County issues and activities, and builds a positive relationship with media

Select One      1 = Needs Attention    2 = Satisfactory    3 = Good ☒ 4 = Excellent

Comments:

3.5

D. Interpersonal Communication: Exchanging verbal and written messages with others in a way that demonstrates respect for the individual and furthers organizational and County objectives

Select One      1 = Needs Attention    2 = Satisfactory    3 = Good ☒ 4 = Excellent

Comments:

3.5

## 7. Integrity

Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities

- A. Personal Integrity: Demonstrating accountability for personal actions; conducting personal relationships and activities fairly and honestly

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- B. Professional Integrity: Conducting professional relationships and activities fairly, honestly, and legally

Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

- C. Departmental Integrity: Fostering ethical behavior within the Department through personal example, management practices, and training

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Comments:

Karen Seel

**COUNTY ATTORNEY  
2014 ANNUAL PERFORMANCE REVIEW CRITERIA**

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Comments:

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Comments:

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- A. Provide legal analysis to facilitate legally sound policy/program implementation and evaluation of results

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Comments:

- B. Prepare ordinances, resolutions, contracts, and other legal documents to reflect and implement the purposes for which they are prepared

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Comments:

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Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

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Comments:

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Comments:

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Comments:

Thank you for your leadership in providing us with excellent legal services. While you have had several retirements, your department has not missed "a beat". Kudos to you and your staff.

Kevin

WACH  
3/18/14

**COUNTY ATTORNEY  
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Comments:

WELCH

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WELCH

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Comments:

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Select One      1 = Needs Attention      2 = Satisfactory      3 = Good      4 = Excellent

Comments:

Kenneth T. Welch

Jim continue to provide excellent legal advice, support and services for the Ball and Pinellas County.