

UNIFIED PERSONNEL SYSTEM

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V.3



Peggy Rowe
Director

TO: The Honorable Chair and Members
of the Unified Personnel Board

FROM: Peggy Rowe, Director of Human Resources

A handwritten signature in black ink that reads "Peggy Rowe". The signature is written in a cursive style and is positioned over the printed name in the "FROM:" line.

SUBJECT: Performance Standards

DATE: January 24, 2012

Attached for your review are performance standards established on the standard Performance Appraisal Form that is being used as part of the Unified Personnel System's new appraisal program. In order to facilitate the annual review of my performance, I have developed draft goals and expectations for your review.

Following the county format, the standards are on an Excel spreadsheet with several worksheets (tabs.) The first worksheet, Perf. Summary, provides an overview of the weighting assigned to each competency. The next three worksheets, Leading People, Comm. & Bldg. Coalitions, and Pub. Sect. Bus. Knowl. & Perf., are generic for all who use the form, as are the first four statements under the Technical Credibility worksheet. The five "Specific" statements shaded in green in the Technical Credibility worksheet and the Performance Expectations expressed in the final worksheet are the ones that I have developed that are specific to my role.

There are longer term more strategic goals for me and my department as well that I have previously discussed with you and the Appointing Authorities. Some of those include the ongoing listening sessions I have been conducting with all departments under the UPS, studying the feasibility of an employee health clinic, evaluating the rewards system we have in place to ensure that we are rewarding the right behaviors, taking a fresh look at the performance evaluation system to see if it helps us accomplish what we are striving for, and evaluating the Personnel Rules to determine what if any adjustments need to be made in light of our new reality.

This document has been reviewed by the Appointing Authorities and they are all in approval of the standards and expectations that have been proposed. Please let me know if you are in agreement or if you would like to make any changes to the standards and expectations outlined in the last two worksheets.



MANAGERIAL PERFORMANCE APPRAISAL

Employee

Job Title:

Dept.:

Rater:

Perf. Plan Date:

Margaret R. Rowe

Director Human Resources

Human Resources

Employee ID # 27766

Rating Period:

Check appraisal type on line below ↓

☒ Annual

☐ 6 Months

☐ Special

[Link to Manual](#)

PERFORMANCE SUMMARY

Instructions: This is the summary page. The reviewer will assign weights to each row in the 'Competencies' section, and weights to at least one to a maximum of five rows in the 'Performance Expectation' section (most plans will have at least 3 Performance Expectations). The remaining columns are not entered on this page, and instead are entered on the individual worksheets and rolled forward onto this worksheet. Calculations are done automatically. Detailed instructions available through link above.

	Section	Weight	Rating # Equiv.	Section Rating
Competencies	Leading People <i>(weight of 10 - 20)</i>	12	0	0
	Communicating & Building Coalitions <i>(weight of 10 - 20)</i>	12	0	0
	Public Sector Business Knowledge <i>(weight of 10 - 20)</i>	12	0	0
	Technical Credibility <i>(weight of 30 - 60)</i>	36	0	0
	Competencies Subtotals and Rating ⇒	72		BELOW
	<i>The following goal/standards shall not exceed a cumulative total weight of 40.</i>			
Performance Expectations	Goal/Performance Standard # 1	8	0	0
	Goal/Performance Standard # 2	8	0	0
	Goal/Performance Standard # 3	7	0	0
	Goal/Performance Standard # 4	5	0	0
	Goal/Performance Standard # 5		0	0
	Goals/Performance Standards Subtotals and Rating ⇒	28		BELOW
Total of weighting <i>(Must equal 100)</i> =		100		

Summary Comments:

Overall Rating =

BELOW

SIGNATURES INDICATING REVIEW OF RESULTS

Rater: _____

Date: _____

Reviewer: _____

Date: _____

Ratee: _____

Date: _____



MANAGERIAL PERFORMANCE APPRAISAL

Employee:

Margaret R. Rowe

Period:

0

COMPETENCIES - OBSERVED MASTERY

LEADING PEOPLE: This core competency emphasizes the ability to develop and implement strategies to maximize employee performance excellence and foster high ethical standards in meeting the County's vision, mission, and goals.		Weight (10-20)	12
Instructions: Fill in an assessment value in the right most box for each category below. Fill in a value in the summary box. A section at the bottom is provided for additional comments.			
Evaluating/scoring: Enter a numerical indicator of your assessment of the employee's observed/documentated mastery of each element of the listed competency. The only acceptable values are: 2 = Exceeds, 1 = Meets, 0 = Below Expectations, N/O = Not Observed/No Opportunity to Observe. You may use a "+" or a "-" symbol as an indicator of an upward or downward trend in the individual elements only. e.g. 1+ would indicate the employee meets expectations but is showing an upward movement.			
Interpersonal Skills ⇨			
1	Assesses and responds to the needs, feelings, and capabilities of different people in various situations.		
2	Is tactful, compassionate, sensitive, and treats others with respect.		
3	Manages and resolves conflicts in a positive and constructive manner.		
4	Openly shares information with appropriate individuals to meet organizational objectives.		
Leveraging Diversity ⇨			
5	Recruits, develops, rewards, and retains a diverse high quality workforce in an equitable manner in accordance with applicable laws.		
6	Understands, values, and seeks out individual differences and strengths to achieve the vision and mission of the organization.		
7	Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.		
8	Accurately assesses employees and provides developmental opportunities to maximize their capabilities and contributions to achieve the organization's goals.		
Team Building ⇨			
9	Acknowledges and reinforces individual contributions to team efforts.		
10	Encourages and facilitates cooperation within the organization and with customers to develop team spirit and common focus.		
11	Develops leadership skills in others through coaching, mentoring, rewarding, and guiding employees.		
12	Assumes responsibility for team shortcomings and shares accolades for success with the team.		
13	Attends to morale and organizational climate by identifying, preventing and/or managing negative confrontation.		
Integrity/Honesty ⇨			
14	Creates a culture that fosters a high standard of ethics.		
15	Behaves in a fair and ethical manner.		
Rating Summary for LEADING PEOPLE: This is an <i>overall assessment</i> , <u>not</u> a mathematical computation of the above. Enter Whole numbers only. (N/O may not be entered here.) Do not enter either a "+" or a "-" in this overall score as it will cause the rating to roll forward to the summary and calculations as a zero. The rating will transfer to the "Performance Summary" sheet.			

COMMENTS (Reference item #s as applicable.)

MANAGERIAL PERFORMANCE APPRAISAL

Employee:

Margaret R. Rowe

Period:

0

COMPETENCIES - OBSERVED MASTERY

COMMUNICATING AND BUILDING COALITIONS: This core competency involves the ability to explain and advocate facts and ideas in a convincing manner while communicating and negotiating with individuals and groups. It also includes the ability to develop a professional network with other organizations and individuals to assist in solving issues and identifying the internal and external forces that impact the work of the organization.		Weight (10 - 20)	12
Instructions: Fill in an assessment value in the right most box for each category below. Fill in a value in the summary box. A section at the bottom is provided for additional comments.			
Evaluating/scoring: Enter a numerical indicator of your assessment of the employee's observed/documentated mastery of each element of the listed competency. The only acceptable values are: 2 = Exceeds, 1 = Meets, 0 = Below Expectations, N/O = Not Observed/No Opportunity to Observe. You may use a "+" or a "-" symbol as an indicator of an upward or downward trend in the individual elements only. e.g. 1+ would indicate the employee meets expectations but is showing an upward movement.			
Oral Communication ⇨			
16	Uses correct English grammar		
17	Makes clear and convincing oral presentations and discussions		
18	Listens effectively to ensure mutual understanding and clarifies information as needed to achieve mutual understanding		
19	Facilitates an open exchange of ideas and fosters an atmosphere of open communication through demonstrated respect and receptiveness to other's ideas and contributions		
Written Communication ⇨			
20	Uses correct English grammar, punctuation, and spelling		
21	Expresses technically accurate facts and ideas in a clear, convincing, logical, organized and professional manner		
22	Ensures that all documents generated reflect the position and work of the organization		
23	Chooses the appropriate communication vehicles and formats to achieve desired results		
Influencing/Negotiating ⇨			
24	Persuades others, builds consensus through give and take		
25	Gains cooperation from others to obtain information and accomplish organizational goals		
26	Facilitates "win-win" situations		
Partnering ⇨			
27	Establishes and maintains working relationships with internal units and strengthens internal support bases		
28	Develops and enhances networks and alliances		
29	Engages in cross-functional activities		
30	Collaborates across functional boundaries; finds common ground with a wide range of stakeholders		
Rating Summary for COMMUNICATING & BUILDING COALITIONS: This is an <i>overall assessment</i> , <u>not</u> a mathematical computation of the above. Enter whole numbers only. (N/O may not be entered here.) Do not enter either a "+" or a "-" in this overall score as it will cause the rating to roll forward to the summary and calculations as a zero. The rating will transfer to the "Performance Summary" sheet.			

COMMENTS (Reference item #s as applicable.)

MANAGERIAL PERFORMANCE APPRAISAL

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COMPETENCIES - OBSERVED MASTERY

PUBLIC SECTOR BUSINESS KNOWLEDGE AND PERFORMANCE: This core competency involves the efficient and effective management of financial, human, and technological resources to accomplish the organization's mission. Inherent in this ability is the need to balance change with stability and continuity while striving to improve customer service with the basic governmental framework. It also involves the ability to foster a work environment that encourages creative thinking and the ability to maintain focus, intensity, and persistence, even under adversity and in the face of specific as well as institutional resistance to change.		Weight (10- 20)	12
Instructions: Fill in an assessment value in the right most box for each category below. Fill in a value in the summary box. A section at the bottom is provided for additional comments.			
Evaluating/scoring: Enter a numerical indicator of your assessment of the employee's observed/documentated mastery of each element of the listed competency. The only acceptable values are: 2 = Exceeds, 1 = Meets, 0 = Below Expectations, N/O = Not Observed/No Opportunity to Observe. You may use a "+" or a "-" symbol as an indicator of an upward or downward trend in the individual elements only. e.g. 1+ would indicate the employee meets expectations but is showing an upward movement.			
Organizational Awareness ⇨			
31	Identifies the internal and external environment that impacts the work of the organization		
32	Approaches each situation with a clear perception of organizational and governmental reality; recognizes the impact of alternative courses of action		
33	Understands linkages between administrative competencies, mission needs, and legal constraints		
34	Develops plans to deal with, and responds appropriately to unanticipated internal and external changes (e.g., budget cuts, new legislation, emergencies, disasters, or public health problems)		
Vision ⇨			
35	Takes a long-term view and acts as a catalyst for organizational change		
36	Builds a shared vision with others		
37	Has the ability to motivate and influence others to translate vision into action		
38	Leads the organization's potential for driving performance to higher levels of effectiveness and productivity		
39	Leads others to fulfillment of the vision		
Accountability ⇨			
40	Assures that effective and efficient controls are developed and maintained to ensure the integrity of the organization including working within legal authority, structure, and frameworks		
41	Holds self and others accountable for rules and responsibilities		
42	Can be relied upon to ensure that projects and products/services within areas of specific responsibility are completed in a timely manner and within budget		
43	Develops, monitors, evaluates and implements plans		
44	Takes corrective actions that focus on results and measure attainment of meaningful outcomes		
Service Motivation ⇨			
45	Creates and sustains an organizational culture that fosters the quality of service essential to high performance		
46	Enables others to acquire the tools and support they need to perform well		
47	Shows a commitment to public service		
48	Influences others toward a spirit of service and meaningful contributions to both internal and external customers		
Problem Solving ⇨			
49	Identifies and analyzes problems		
50	Distinguishes between relevant and irrelevant information to make logical decisions		
51	Provides constructive and effective solutions to individual and organizational problems		



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Rating Summary for PUBLIC SECTOR BUSINESS KNOWLEDGE: This is an *overall assessment*, not a mathematical computation of the above. Enter whole numbers only. (N/O may not be used here.) **Do not** enter either a "+" or a "-" in this overall score as it will cause the rating to roll forward to the summary and calculations as a zero. The rating will transfer to the "Performance Summary" sheet.

COMMENTS (Reference item #s as applicable.)

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COMPETENCIES - OBSERVED MASTERY

TECHNICAL CREDIBILITY: This core competency requires broad knowledge, skills, and abilities in the technical area(s) for which the leader is responsible.		Weight (30-60)	36
<p>Instructions: As many as five and at least one competency must be added in the "Specific" section. Fill in an assessment value in the right-most box for each category below. Fill in a value in the summary box. A section at the bottom is provided for additional comments.</p> <p>Evaluating/scoring: Enter a numerical indicator of your assessment of the employee's observed/documented mastery of each element of the listed competency. The only acceptable values are: 2 = Exceeds, 1 = Meets, 0 = Below Expectations, N/O = Not Observed/No Opportunity to Observe. You may use a "+" or a "-" symbol as an indicator of an upward or downward trend in the individual elements only. e.g. 1+ would indicate the employee meets expectations but is showing an upward movement.</p>			
General ⇨			
52	Is knowledgeable about the subject matter and understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise		
53	Provides expert advice to supervisors and staff, higher-level management, peers, internal and external customers and stakeholders		
54	Makes sound hiring and capital resource decisions to support technical functions		
55	Identifies and addresses training and development needs of self and others		
Specific ⇨			
56	Prepares and justifies budgets, stays within budget limitations, and maintains cost-effective practices		
57	Effectively coordinates issues with stakeholders, including the Personnel Board, all Appointing Authorities, various levels of management, the Employees' Advisory Council, and others as appropriate		
58	Effectively diagnoses problem situations and makes sound program policy recommendations and decisions		
59	Establishes and maintains effective systems for data collection and evaluation and conveys useful information to stakeholders		
60	Prepares staff and stakeholders adequately for change through proper coordination with affected parties		
<p>Rating Summary for TECHNICAL CREDIBILITY: This is an <i>overall assessment</i>, <u>not</u> a mathematical computation of the above. Enter whole numbers only. (N/O may not be entered here.) Do not enter either a "+" or a "-" in this overall score as it will cause the rating to roll forward to the summary and calculations as a zero. The rating will transfer to the "Performance Summary" sheet.</p>			

COMMENTS (Reference item #s as applicable.)



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PERFORMANCE EXPECTATION

INSTRUCTIONS

Goals/Performance Standards should always be: S - Specific, M - Measurable, A - Achievable, R - Realistic, T - Time Bound

1. **Weight:** Do not enter weight here. This is entered on the summary page and carried forward to this page.
2. **Expectation(s):** Briefly describe the Goal or Performance standard expectation(s).
3. **Measurement:** How will the goal/performance standard be evaluated? (Use quantitative measures such as % increase in production/accuracy levels; time deadlines; and/or use qualitative measures which are descriptive of criteria.)
4. **Summarize:** Describe the results the employee achieved in meeting the goal/performance standard.
5. **Goal Score.** The only acceptable values are: 2 = Exceeded goal, 1 = Met Goal, 0 = Did not accomplish goal. The score will automatically transfer to the "Goal Summary" sheet.

GOAL/PERFORMANCE STANDARD # 1

DESCRIBE EXPECTATION(S):	Organizational Learning: Implement Unified Personnel System Leadership training initiative. Implement Succession Management development program for supervisory level.
LIST MEASUREMENT(S) TO BE USED:	Unified Personnel System Leadership training initiative implemented throughout most UPS departments; training for Succession Management development program for supervisory level initiated by April 2012.

Rating Period Results - Standard # 1

SUMMARIZE:	
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Assigned Weight:

8

SCORE:

GOAL/PERFORMANCE STANDARD # 2

DESCRIBE EXPECTATION(S):	Wellness and Engagement: Implement second year Health and Wellness Incentive Programs. Foster employee engagement in healthy behavior through robust communication plan. More than 75% of employees participate in wellness incentive programs.
LIST MEASUREMENT(S) TO BE USED:	Implementation of additional wellness incentives for employees. Participation of employee spouses in the program. Percentage of employees who have qualified for one or more wellness incentive payments.

Rating Period Results - Standard # 2

SUMMARIZE:	
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Assigned Weight:

8

SCORE:



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0

GOAL/PERFORMANCE STANDARD # 3	
DESCRIBE EXPECTATION(S):	Volunteer Services: Enhance the the number of hours contributed by volunteers and the monetary value of hours provided by volunteers in an effort to reach the long term goal of \$20 million in 5 years.
LIST MEASUREMENT(S) TO BE USED:	Overall monetary value of volunteer services provided to all UPS organizations during fiscal year 2012, as measured by the per hour rate established by the Independent Sector.
Rating Period Results - Standard # 3	
SUMMARIZE:	
Assigned Weight: 7	SCORE:

GOAL/PERFORMANCE STANDARD # 4	
DESCRIBE EXPECTATION(S):	Employee Communications: Conduct an online Employee Satisfaction Survey of all UPS employees.
LIST MEASUREMENT(S) TO BE USED:	Survey results are provided to individual departments identifying key satisfiers and issues of concern.
Rating Period Results - Standard # 4	
SUMMARIZE:	
Assigned Weight: 5	SCORE:



MANAGERIAL PERFORMANCE APPRAISAL

Employee:

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Period:

0

GOAL/PERFORMANCE STANDARD # 5

DESCRIBE EXPECTATION(S):

LIST MEASUREMENT(S) TO
BE USED:

Rating Period Results - Standard # 5

SUMMARIZE:

Assigned Weight:

0

SCORE:

This is to document that the undersigned have, on this date, discussed the foregoing goals/performance standards to be accomplished during the referenced rating period. Each acknowledges that they are responsible for reviewing and adjusting the goals/performance standards by mutual agreement if needed.

Rater:

Date:

Title:

Employee:

Date:

Title:

This is to document that the undersigned have, on this date, discussed the results the employee has accomplished during the rating period.

Rater:

Date:

Title:

Employee:

Date:

Title: