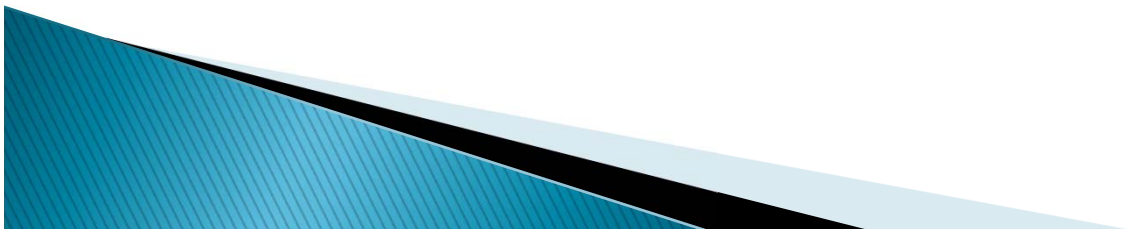


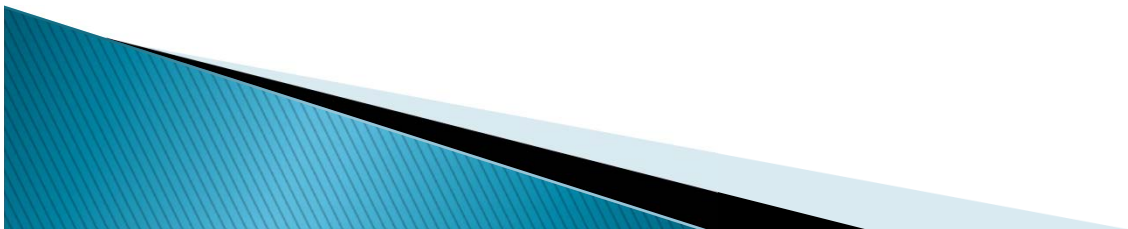
PERFORMANCE EVALUATIONS

- ▶ WHY USE PERFORMANCE EVALUATIONS?
 - Regular employee evaluations helps remind workers what their managers expect.
 - Provide employers with information to use when making employment decisions
 - Give the employee the opportunity to better understand expectations, standards and rules.
 - Give the manager and employee an opportunity to get to know one another better
 - Sends a message to the employee that managers care about their performance



PERFORMANCE EVALUATIONS

- ▶ The purpose of the evaluation is NOT:
 - Designed to “FIX” behavior once a year
 - To replace regular on-going coaching
 - To identify shortcomings without highlighting positive performance
 - As a tool to justify terminating a problem employee
 - To give all employees the same rating to make them equal
 - To give inflated ratings to motivate or reduce difficult conversations



PERFORMANCE EVALUATIONS

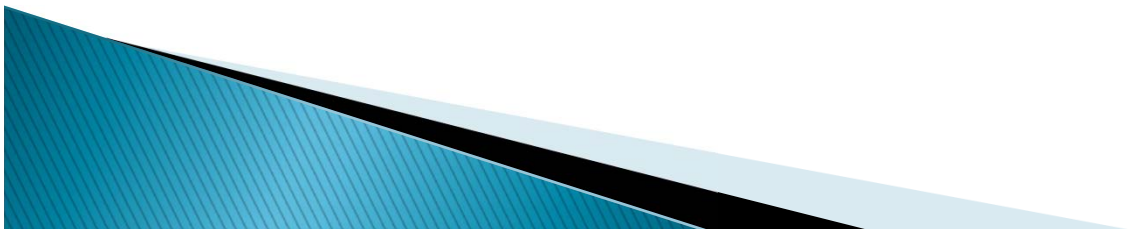
▶ ADVANTAGES OF REGULAR PERFORMANCE REVIEWS:

- Employees better understand expectations
- Employees learn what behaviors or attitudes to improve or modify
- Employees feel appreciated for their strengths and skills
- Shows the employee you care about their success and the benefits they bring to the office
- Promotes communication and provides useful feedback about job performance



PERFORMANCE EVALUATIONS

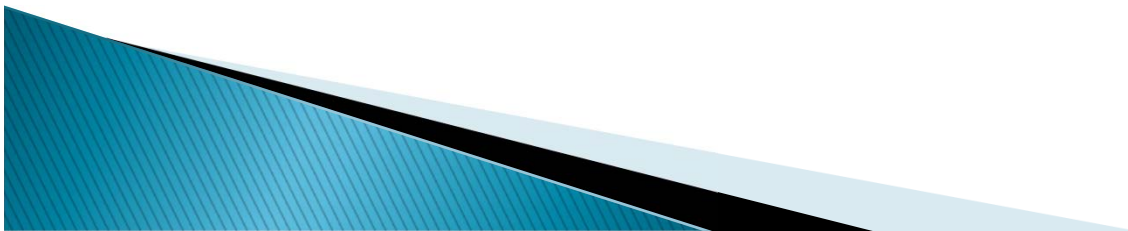
- ▶ DISADVANTAGES OF NOT CONDUCTING REGULAR PERFORMANCE REVIEWS:
 - Sends a message that you are obviously satisfied with their performance
 - Appears they are not important to you, if you cant take the time to review their performance.
 - Does not provide high performers with a motivation to continue to perform well
 - Does not provide an opportunity for low performers to take corrective action
 - Avoids blindsiding an employee about unsatisfactory performance



PERFORMANCE EVALUATIONS

▶ CONTENTS OF AN EVALUATION

- There should be a clear understanding of the employees responsibilities
- The evaluation should accurately reflect an employees job description



PERFORMANCE EVALUATIONS

▶ TIPS FOR CONDUCTING REVIEWS

- Emphasize what is valued, liked and appreciated about the employee
- Then move to discussing those areas that require improvement
- Never criticize without making a specific suggestion for improvement
- Significant time should be spent discussing the future, more effective ways to accomplish essential job functions, and goals for continued professional development
- Provide an adequate meeting time and location with privacy and without interruptions
- Explain all content of the evaluation regarding job description emphasis, performance and expectations
- Reviews should never be ONE-SIDED; instead give the employee a chance to discuss issues of concern
- Supervisors should never become defensive; remain objective and listen carefully to an employee's statements



PERFORMANCE EVALUATIONS

▶ SET GOALS:

- Specific: Tells employees EXACTLY what is expected, when and how much
 - Gives supervisors the ability to easily measure the employees progress
- Measurable: Provides attainable milestones, self motivating success markers
 - Supervisors can never know whether their employee is making progress or not if a measurable goal is not provided
- Attainable: Goals must be realistic and attainable by even average employees
 - The best goals require employees to stretch a bit to achieve them, but they are not extreme
- Realistic: Meaning the goals are actually do-able, not out of reach or meaningless
 - If goals are set too high, employees will tend to ignore them
 - If goals are set too low, employees may feel insulted
- Time-Bound: Goals must have starting and ending points of a fixed duration
 - Commitment by managers to follow through on goals established helps employees focus their attention on completing them.



PERFORMANCE EVALUATIONS

▶ AVOID BIAS

- SINGLE /RECENT FOCUS: all dimensions of performance are rated the same based on one single or recent performance issue that impressed the supervisor– either positive or negative
- OVERLY CRITICAL: Setting unrealistically high standards, employees will feel they will never be able to measure up and eventually stop trying.
- OVERLY LENIENT: If an employee can have any behavior or perform marginally and nothing is ever said, then why would they try harder?
- MIDDLE OF THE ROAD: All employees are rated marginally or the same; creates resentment and is confusing. Why would an employee perform well, if their efforts are never recognized or differentiated between marginal employees.



DISTRICT COURT DEPUTY CLERK PERFORMANCE EVALUATION

EMPLOYEE NAME: _____
POSITION NUMBER: _____
EMPLOYEE TITLE: _____

EVALUATION PERIOD: _____
EVALUATION DATE: _____
NEXT REVIEW DATE: _____

RATING SCALE:

1 – UNACCEPTABLE	2 – NEEDS IMPROVEMENT	3 – MEETS EXPECTATIONS	4 – EXCEEDS EXPECTATIONS	5 – FAR EXCEEDS EXPECTATIONS
Inadequate performance that is consistently below job requirements and clearly problematic. <i>A performance improvement plan is required.</i>	Generally adequate performance but needs some improvement in order to consistently meet job requirements. <i>A performance improvement plan is required.</i>	Capable, satisfactory performance that consistently meets and occasionally exceeds job requirements.	Strong performance that consistently meets and frequently exceeds job requirements.	Superior performance that consistently exceeds job requirements. This rating should be reserved for truly outstanding performance.

EVALUATION AREA	RATING	IMPROVEMENT NEEDED	COMMENTS/NOTES
ATTENDANCE <ul style="list-style-type: none"> Manages leave/absences so as to minimize job impact Plans for and adjusts workload to meet scheduled deadlines Reports absences due to illness or emergencies promptly in accordance with local policy/procedure Requests use of annual, personal, and compensatory leave in advance with Supervisor approval Observes working hours (arrival and departure), lunch period, and any breaks in accordance with policy 	<input type="checkbox"/> 1 – UNACCEPTABLE <input type="checkbox"/> 2 – NEEDS IMPROVEMENT <input type="checkbox"/> 3 – MEETS EXPECTATIONS <input type="checkbox"/> 4 – EXCEEDS EXPECTATIONS <input type="checkbox"/> 5 – FAR EXCEEDS EXPECTATIONS	<input type="checkbox"/> Leave management <input type="checkbox"/> Workload planning <input type="checkbox"/> Leave reporting <input type="checkbox"/> Leave requests <input type="checkbox"/> Observation of working hours <input type="checkbox"/> Other: _____	_____
COMPUTER RESPONSIBILITIES <ul style="list-style-type: none"> Maintains MOAT certification Practices appropriate IT/internet usage Complies with Email communications/password policy 	<input type="checkbox"/> 1 – UNACCEPTABLE <input type="checkbox"/> 2 – NEEDS IMPROVEMENT <input type="checkbox"/> 3 – MEETS EXPECTATIONS <input type="checkbox"/> 4 – EXCEEDS EXPECTATIONS <input type="checkbox"/> 5 – FAR EXCEEDS EXPECTATIONS	<input type="checkbox"/> Maintaining MOAT certification <input type="checkbox"/> IT/Internet usage <input type="checkbox"/> Email communication <input type="checkbox"/> Password policy <input type="checkbox"/> Other: _____	_____

EVALUATION AREA	RATING	IMPROVEMENT NEEDED	COMMENTS/NOTES
<p><u>CUSTOMER SERVICE RESPONSIBILITIES</u></p> <ul style="list-style-type: none"> • Evokes positive reactions amongst public, attorneys, and others • Demonstrates a positive attitude in sensitive and high pressure situations with the public and others • Maintains open line of communication and responds to public and other inquiries accurately and timely • Timely responds to email and voicemail • Models good customer service interactions (incl. willingness to go the extra mile) • Uses good judgment to determine when to recommend exceptions or involve Supervisors and/or the Clerk of Court • Friendly, courteous, and non-prejudicial 	<input type="checkbox"/> 1 – UNACCEPTABLE <input type="checkbox"/> 2 – NEEDS IMPROVEMENT <input type="checkbox"/> 3 – MEETS EXPECTATIONS <input type="checkbox"/> 4 – EXCEEDS EXPECTATIONS <input type="checkbox"/> 5 – FAR EXCEEDS EXPECTATIONS	<input type="checkbox"/> Evoking positive reactions amongst public, attorneys, and others <input type="checkbox"/> Demonstrating a positive attitude with the public and others <input type="checkbox"/> Timely responses to public and others (incl. email and voicemail) <input type="checkbox"/> Modeling good customer service interactions <input type="checkbox"/> Using good judgment <input type="checkbox"/> Being friendly, courteous, and non-prejudicial <input type="checkbox"/> Other: _____	<hr/>
<p><u>PROFESSIONAL RESPONSIBILITIES</u></p> <ul style="list-style-type: none"> • Respects all co-workers • Behaves in a manner that does not detract from the Court's mission and values • Refrains from workplace harassment of any kind and stays current on OES training • Works independently without being easily distracted or distracting others • Exercises sound judgment • Works ahead and shows initiative • Refrains from conflict with others • Responds timely and appropriately via email and other methods of communication • Promotes a positive and productive teamwork environment with judges, the Clerk, and staff; minimizes complaining and addresses concerns/disagreements in a respectful manner • Promptly reports any safety or security concerns • Timely accomplishes all tasks assigned and maintains organized, user friendly work area • Complies with the Rules of Conduct for Judicial System Employees 	<input type="checkbox"/> 1 – UNACCEPTABLE <input type="checkbox"/> 2 – NEEDS IMPROVEMENT <input type="checkbox"/> 3 – MEETS EXPECTATIONS <input type="checkbox"/> 4 – EXCEEDS EXPECTATIONS <input type="checkbox"/> 5 – FAR EXCEEDS EXPECTATIONS	<input type="checkbox"/> Being respectful of coworkers, Supervisors, the Clerk, and Judges <input type="checkbox"/> Not detracting from the Court's mission and values <input type="checkbox"/> Refraining from harassment or behavior that could be perceived as harassment <input type="checkbox"/> Working independently <input type="checkbox"/> Exercising sound judgment <input type="checkbox"/> Showing initiative <input type="checkbox"/> Refraining from conflict <input type="checkbox"/> Responding timely to email/voicemail <input type="checkbox"/> Communicating appropriately <input type="checkbox"/> Promoting a positive work environment/teamwork <input type="checkbox"/> Reporting safety/security Concerns <input type="checkbox"/> Timely accomplishing all tasks assigned and maintaining organized, user friendly work area <input type="checkbox"/> Complying with the Rules of Conduct for Judicial System Employees <input type="checkbox"/> Other: _____	<hr/>

EVALUATION AREA	RATING	IMPROVEMENT NEEDED	COMMENTS/NOTES
<p>GENERAL DUTIES & RESPONSIBILITIES</p> <ul style="list-style-type: none"> • Demonstrates a thorough knowledge of current statutes, legal practices, and the Court's "Administrative Policies and Procedures" and applies them consistently • Demonstrates efficient case processing methods • Completes and follows through on all work accurately and legibly • Labels unfinished tasks for easy identification • Files all completed work in a timely manner • Ensures case information is accurately and timely entered into the case management system and other required court software • Ensures proper execution of all court documents • Maintains discretion and confidentiality of all court records and proceedings • Consults with Supervisors, Clerk of Court, or designee, before acting in any situation where they are unsure of the appropriate procedure • Assumes additional responsibilities as needed or required by management 	<input type="checkbox"/> 1 – UNACCEPTABLE <input type="checkbox"/> 2 – NEEDS IMPROVEMENT <input type="checkbox"/> 3 – MEETS EXPECTATIONS <input type="checkbox"/> 4 – EXCEEDS EXPECTATIONS <input type="checkbox"/> 5 – FAR EXCEEDS EXPECTATIONS	<input type="checkbox"/> Demonstration, knowledge, and consistent application of current statutes, legal practices, and the Court's "Administrative Policies and Procedures" and/or case processing methods <input type="checkbox"/> Completing work accurately and legibly <input type="checkbox"/> Labeling unfinished tasks <input type="checkbox"/> Filing completed work <input type="checkbox"/> Entering data timely and accurately into the case management system and/or other court software <input type="checkbox"/> Ensuring proper execution of all court documents <input type="checkbox"/> Maintaining discretion and confidentiality of all court records and proceedings <input type="checkbox"/> Consulting with Supervisors, Clerk of Court, or designee, before acting <input type="checkbox"/> Assuming additional responsibilities as needed or required by management <input type="checkbox"/> Other: _____	<hr/>
<p>SPECIFIC JOB DUTIES</p> <ul style="list-style-type: none"> • _____ • _____ • _____ • _____ • _____ • _____ • _____ • _____ • _____ • _____ • _____ 	<input type="checkbox"/> 1 – UNACCEPTABLE <input type="checkbox"/> 2 – NEEDS IMPROVEMENT <input type="checkbox"/> 3 – MEETS EXPECTATIONS <input type="checkbox"/> 4 – EXCEEDS EXPECTATIONS <input type="checkbox"/> 5 – FAR EXCEEDS EXPECTATIONS	<input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____	<hr/>

<u>OVERALL RATING</u>	<input type="checkbox"/> 1 – UNACCEPTABLE <input type="checkbox"/> 2 – NEEDS IMPROVEMENT <input type="checkbox"/> 3 – MEETS EXPECTATIONS <input type="checkbox"/> 4 – EXCEEDS EXPECTATIONS <input type="checkbox"/> 5 – FAR EXCEEDS EXPECTATIONS	Performance Improvement Plan Required? (<i>Improvement Plan is required for any Evaluation Area rating lower than 3</i>) <input type="checkbox"/> Yes <input type="checkbox"/> No	<u>Next Review Date</u> (<i>no later than 90 days if Improvement Plan is required</i>): _____
<u>ADDITIONAL COMMENTS</u>	_____		
<u>GOALS FOR UPCOMING YEAR</u>	1. _____ 2. _____ 3. _____ 4. _____ 5. _____		

SIGNATURES		
I have reviewed the content of this performance evaluation with my supervisor and received a copy. I understand that I may submit a written statement to the Clerk of Court within 7 calendar days to be attached to this evaluation.	EMPLOYEE'S SIGNATURE	DATE
I have discussed the content of this performance evaluation with the above-named employee. SUPERVISOR'S NAME: _____	SUPERVISOR'S SIGNATURE	DATE
I have reviewed and approve of this performance evaluation for the above-named employee. CLERK OF COURT'S NAME (OR DESIGNEE): _____	CLERK OF COURT'S SIGNATURE (OR DESIGNEE)	DATE
RESIDENT DISTRICT COURT JUDGE'S NAME: _____	RESIDENT DISTRICT COURT JUDGE'S SIGNATURE	DATE
CHIEF DISTRICT COURT JUDGE'S NAME: _____ <i>IF COMBINED COURT, CHIEF GDC JUDGE'S NAME:</i> _____ <i>IF COMBINED COURT, CHIEF JDR JUDGE'S NAME:</i> _____	CHIEF DISTRICT COURT JUDGE'S SIGNATURE <i>(IF COMBINED COURT, CHIEF GDC JUDGE'S SIGNATURE)</i>	DATE
	<i>(IF COMBINED COURT, CHIEF JDR JUDGE'S SIGNATURE)</i>	DATE

NEW PERFORMANCE EVALUATION

- ▶ WHO USED IT?
 - POSITIVES
 - NEGATIVES
- ▶ WHAT WAS MISSING?
- ▶ WHAT WOULD YOU CHANGE?
- ▶ 5 RATINGS APPROPRIATE OR SHOULD IT BE REDUCED TO 3?



PERFORMANCE RATINGS

UNACCEPTABLE (1)
<ul style="list-style-type: none">• The employee consistently performs below the level expected of this position in all or almost all key aspects of the position.• Both what is produced and how it is produced are below standards and clearly unacceptable.• Unless there is obvious and immediate improvement, earning this rating should cause the court and the employee to seriously consider whether continued employment is appropriate.• A performance improvement plan and review by HR is required.
NEEDS IMPROVEMENT (2)
<ul style="list-style-type: none">• The employee demonstrates adequate performance in most areas, but needs improvement in one or more significant aspects that are critical to the position.• Either what is produced or how it is produced require improvement in one or more areas to meet expectations of the position.• Such performance shortfalls may be attributable to newness on the job, missing or undeveloped skills, and/or experience. Regardless, the rating conveys that performance is below expectations in one or more areas and must be improved.• A performance improvement plan and review by HR is required.
MEETS EXPECTATIONS (3)
<ul style="list-style-type: none">• The employee consistently demonstrates capable or satisfactory performance.• Both what is produced and how it is produced meet the Courts standards and expectations of the position.• Results add value beyond the scope of the current role, often benefiting the division/department. Examples of these results must be given to receive this rating.• This rating conveys solid, effective performance.
EXCEEDS EXPECTATIONS (4)
<ul style="list-style-type: none">• The employee demonstrates strong, consistent performance in all or almost all competencies, skills and responsibilities.• Both what is produced and how it is produced meet and often exceed standards and expectations of the position.• Results add value beyond the scope of the current role, often benefiting the division/department. Examples of these results must be given to receive this rating.• This rating should be reserved for employees with strong, commendable performance.
FAR EXCEED EXPECTATIONS (5)
<ul style="list-style-type: none">• The employee consistently demonstrates superior performance.• Both what is produced and how it is produced far exceed standards and expectations of the position.• The employee is extraordinarily competent and productive. Performance at this level occurs throughout the year and across all key aspects of the position.• The employee is often sought out by others for counsel and assistance, and is widely recognized as a role model. Examples of the results and sought after expertise must be given to receive this rating.• This rating should be used sparingly and reserved for truly outstanding performance throughout the review period.