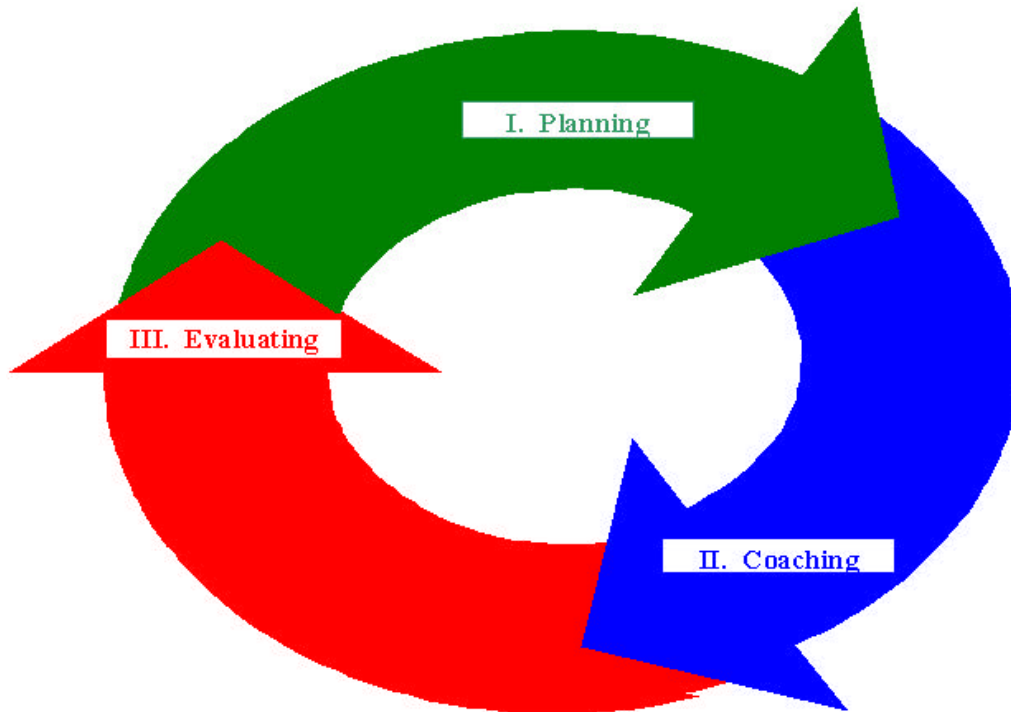


AOC Performance Management and Development Program

CONFIDENTIAL



Employee Information

Employee Name: _____ Planning Date: _____

Position Title: _____ Mid-Year Review Date: _____

Division: _____ Evaluation Date: _____

Supervisor/Manager: _____

The Performance Management and Development Program is designed to involve employees and managers in developing, measuring, discussing and evaluating individual key result areas and competencies. It is a continuously shared communication process focusing on the individual development of each employee.

Appeals

Employees may appeal an overall rating of "Needs Improvement" or "Unsatisfactory." Such appeals must be made through the Administrative Office of the Courts standard grievance procedure. Contact the Employee Relations Manager in the Human Resources Division for procedural information.

An employee who receives a rating of "Fully Achieves Expectations" and does not agree with that rating may request that the evaluation be reviewed by the next level supervisor above the rating official. This rating is not a grievable issue under the normal grievance procedure.

Section I Key Responsibilities and Performance Objectives *(continued)*

2. Job Responsibility/Objective	% Value
<p>Standard Expected: (Fully Achieves Expectations)</p> <p>Mid-Year Progress Review Comments:</p> <p>Performance Evaluation Comments: <i>(Required if rating is other than "Fully Achieves Expectations")</i></p> <p>Performance Rating <i>(check one)</i> <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Fully Achieve Expectations <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory</p>	

3. Job Responsibility/Objective	% Value
<p>Standard Expected: (Fully Achieves Expectations)</p> <p>Mid-Year Progress Review Comments:</p> <p>Performance Evaluation Comments: <i>(Required if rating is other than "Fully Achieves Expectations")</i></p> <p>Performance Rating <i>(check one)</i> <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Fully Achieve Expectations <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory</p>	

Section I Key Responsibilities and Performance Objectives *(continued)*

4. Job Responsibility/Objective	% Value
<p>Standard Expected: (Fully Achieves Expectations)</p> <p>Mid-Year Progress Review Comments:</p> <p>Performance Evaluation Comments: <i>(Required if rating is other than "Fully Achieves Expectations")</i></p>	
<p>Performance Rating <i>(check one)</i> <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Fully Achieve Expectations <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory</p>	

5. Job Responsibility/Objective	% Value
<p>Standard Expected: (Fully Achieves Expectations)</p> <p>Mid-Year Progress Review Comments:</p> <p>Performance Evaluation Comments: <i>(Required if rating is other than "Fully Achieves Expectations")</i></p>	
<p>Performance Rating <i>(check one)</i> <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Fully Achieve Expectations <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory</p>	

Additional pages may be inserted (5A) for Section I if necessary.

General Instructions:

Indicate the Key Job Responsibilities Rating by checking the appropriate box below. In order to receive a rating of "Exceeds Expectations," more than half the weighted ratings for Key Job Responsibility must be at the "Exceeds Expectations" level with no rating below "Fully Achieves Expectations."

Key Job Responsibility Rating *(check one)* Exceeds Expectations Fully Achieve Expectations Needs Improvement Unsatisfactory

Section IA Managerial Values

Complete Section IA for SUPERVISORS/MANAGERS, only. Determine the performance level for each Managerial Value based on the definitions for each rating category. Check the box next to the applicable rating. Determine the Managerial Values Rating as described on page seven.

Managing Mutual Respect/Diversity

Exceeds Expectations

Demonstrates leadership and guidance in creating an atmosphere of openness and trust. Encourages and values people's diversity and individuality. Makes active use of the contributions of each employee. Actively promotes the AOC's EEO policy.

Fully Achieve Expectations

Manages people with dignity and respect. Allows for diverse opinions, individual needs, experiences, backgrounds and cultural styles. Works to optimize contribution of each employee to create an environment of openness, trust and acceptance. Strictly adheres to AOC's EEO policy.

Needs Improvement

Occasionally fails to manage people with dignity and respect. Is not consistently sensitive to individual needs, experiences, backgrounds or cultural differences. Does not consistently demonstrate support for AOC's EEO policy. Has received guidance regarding managing diversity and mutual respect.

Unsatisfactory

Does not manage people with dignity and respect. Does not allow for individual needs, experiences, backgrounds or cultural styles. Fails to create an environment of openness and trust. Ignore's AOC's EEO policy. **Has been previously counseled regarding managing diversity and mutual respect**

Mid-Year Progress Review Comments:

Performance Evaluation Comments: (Required if rating is other than "Fully Achieves Expectations")

Managing Employee Performance

Exceeds Expectations

Ensures employees play an active role in the planning and evaluation process. Delegates challenging assignments to employees to aid in development plan. Actively supports employee in achieving development objective. Motivates employee's commitment by displaying trust in their abilities.

Fully Achieve Expectations

Sets mutual and achievable goals with employees. Provides accurate and timely review of performance process. Involves employees in preparations and update of performance plans. Encourages performance improvement through development. Provides continuous coaching and feedback on performance.

Needs Improvement

Sometimes discusses job expectations, performance, and development plans with employees. Seldom conducts planning, update and evaluation meetings with employees. Limited discussion concerning performance improvement through development. Has received guidance regarding managing performance.

Unsatisfactory

Does not discuss job expectations, performance and development opportunities with employees. Must be instructed to conduct planning, update and evaluation meetings. Has no development plans for employees. **Has been previously counseled regarding managing performance.**

Mid-Year Progress Review Comments:

Performance Evaluation Comments: (Required if rating is other than "Fully Achieves Expectations")

Section IA Managerial Values *(continued)*

Communication

Exceeds Expectations

Displays superior communication skills in listening and responding to others in all situations. Effectively advocates point of view in individualized and group situations.

Fully Achieve Expectations

Effectively shares relevant information with others in a timely and efficient manner. Expresses thoughts and ideas (written and verbal) in a concise, understandable and persuasive manner. Responds to all communications in an effective manner. Initiates and maintains communication to ensure job is completed successfully.

Needs Improvement

Shares and provides necessary information with others on request. Infrequently initiates communication with others to ensure job is completed successfully. Needs improvement in communicating information in a manner which makes it easy to understand. Has received guidance regarding communication.

Unsatisfactory

Does not share or provide information which will help others to get their job done. Information which is shared is incomplete and inaccurate. Does not check to see if others understand the information. Fails to understand others or express self clearly. **Has been previously counseled regarding communication.**

Mid-Year Progress Review Comments:

Performance Evaluation Comments: *(Required if rating is other than "Fully Achieves Expectations")*

Leadership

Exceeds Expectations

Provides, formulates and conveys the unit's vision in a way that motivates employees and leads to excellence. Models the Performance and Managerial Values. Anticipates needed changes in the unit, communicates them and supports employees as they occur.

Fully Achieve Expectations

Communicates unit plans so that employees understand them. Fully meets expectations of the Performance and Managerial Values. Uses positive recognition to motivate employees as changes occur. Is flexible in adapting to shifting needs and tasks.

Needs Improvement

Has not fully communicated the unit's plans and goals to employees. Is not supportive of the performance or managerial values. Does not effectively motivate employees, or motivates through fear. Often does not understand the need to change or resists change. Is sometimes ineffective. Has received guidance regarding leadership.

Unsatisfactory

Requires supervision to perform leadership responsibilities. Does not cultivate leadership skills. Does not motivate employees. Has difficulty at making even routine decisions. Does not understand or address change within the unit. **Has been previously counseled regarding leadership.**

Mid-Year Progress Review Comments:

Performance Evaluation Comments: *(Required if rating is other than "Fully Achieves Expectations")*

Managerial Values Rating (for Supervisors/Managers ONLY)

Indicate the Managerial Values Rating by checking the appropriate box below. In order to receive a rating of "Exceeds Expectations," more than half the weighted ratings for Key Job Responsibility must be at the "Exceeds Expectations" level with no rating below "Fully Achieves Expectations."

Managerial Values Rating *(check one)*

Exceeds Expectations

Fully Achieve Expectations

Needs Improvement

Unsatisfactory

SECTION I RATING (comprising approximately half of the employee's Annual Performance Review (APR) Rating)

Indicate the Section I Rating by checking the appropriate box below. For employees with no supervisor/manager duties the Section I rating will be the same as the Key Job Responsibilities Rating. For supervisor/manager employees the Section I Rating will combine the Key Job Responsibilities Rating and the Managerial Values Rating based upon an appropriate ratio as determined in the employee's performance plan. A section of "Exceeds Expectations" for a supervisor/manager requires "Exceeds Expectations" ratings for both Key Job Responsibilities and Managerial Values while an "Unsatisfactory" rating for either Key Job Responsibilities or Managerial Values will not support a Section I rating above "Needs Improvement."

Section I Rating *(check one)*

Exceeds Expectations

Fully Achieve Expectations

Needs Improvement

Unsatisfactory

Section II Performance Values

Determine the performance level for each Performance Value based on the definitions for each rating category. Check the box next to the applicable rating. Determine the Section II Performance Value Rating as described on page ten.

Teamwork

Exceeds Expectations

Demonstrates leadership in helping co-workers to achieve goals. Promotes positive and supportive work environment. Strives to develop shared objectives with other teams/units.

Fully Achieve Expectations

Works cooperatively with other co-workers to accomplish goals. Effectively shares information and communicates with team members. Develops positive and productive relationships with other team members. Works collaboratively with other units.

Needs Improvement

Occasionally offers assistance to co-workers when needed. Occasionally recognizes the needs of others. Occasionally cooperates openly and fairly. Occasionally engages in destructive conflicts with other team members. Supports team goals only when instructed. Has received guidance regarding teamwork.

Unsatisfactory

Fails to offer assistance to co-workers when needed. Does not recognize the needs of others. Does not cooperate opening and fairly. Provokes destructive conflicts with other team members. Ignores team goals. **Has been previously counseled about teamwork.**

Mid-Year Progress Review Comments:

Performance Evaluation Comments: (Required if rating is other than "Fully Achieves Expectations")

Dependability

Exceeds Expectations

Prioritizes and completes assigned tasks in a highly efficient manner; adjusting to unscheduled situations. Maintains high degree of accuracy and creativity under pressure. Takes initiative in using resources effectively. Models established policies and procedures. Rarely or never takes unscheduled absences. Rarely or never tardy.

Fully Achieve Expectations

Can be counted on to complete assigned tasks in an efficient manner. Works well under pressure. Uses resources effectively. Consistently follows established policies and procedures. Follows attendance and punctuality policy.

Needs Improvement

Often fails to complete assigned tasks efficiently. Sometimes does not use resources effectively. Fails to consistently follow established policies and procedures. Frequently takes unscheduled absences and or frequently tardy. Has received guidance regarding dependability.

Unsatisfactory

Does not discuss job expectations, performance and development opportunities with employees. Must be instructed to conduct planning, update and evaluation meetings. Has no development plans for employees. **Has been previously counseled regarding dependability.**

Mid-Year Progress Review Comments:

Performance Evaluation Comments: (Required if rating is other than "Fully Achieves Expectations")

Section II Performance Values *(continued)*

Customer Service

Exceeds Expectations

Prioritizes and responds to customer service needs. Identifies opportunities to enhance service practices. Evaluates and monitors service response. Demonstrates effective and positive service standards. Treats customer service as top priority. Models the AOC's Standards for Responding to Requests for Service.

Fully Achieve Expectations

Demonstrates effective customer service skills. Effectively identifies service needs and responds appropriately. Meets the needs of others by providing quality services. Fully achieves the AOC's Standards for responding to Requests for Service.

Needs Improvement

Not fully responsive to the importance of service. Often shows lack of concern and courtesy. Sometimes offers assistance in response to service needs. Does not consistently achieve the AOC's Standards for Responding to Requests for Service. Has received guidance regarding customer service standards.

Unsatisfactory

Actively resists recognizing the importance of service. Consistently shows lack of concern and courtesy. Fails to offer assistance in response to service needs. Seldom achieves the AOC's Standards for Responding to Requests for Service. **Has been previously counseled regarding services orientation.**

Mid-Year Progress Review Comments:

Performance Evaluation Comments: *(Required if rating is other than "Fully Achieves Expectations")*

Continuous Improvement

Exceeds Expectations

Continuously demonstrates initiative by making suggestions that lead to improved work progress. Always looks for creative and better ways of doing things.

Fully Achieve Expectations

Cooperates and participates in improving work processes in the work environment. Demonstrates flexibility in response to new or improved work

Needs Improvement

Sometimes cooperates or participates in initiatives to improve work processes. Has received guidance regarding continuous improvement.

Unsatisfactory

Fails to cooperate or participate in initiatives to improve work processes. **Has been previously counseled about continuous improvement.**

Mid-Year Progress Review Comments:

Performance Evaluation Comments: *(Required if rating is other than "Fully Achieves Expectations")*

Section II Performance Values *(continued)*

Judgment

Exceeds Expectations

Solves complex problems and accepts responsibility for consequences of decisions. Anticipates problems and develops remedial plan. Accurately assesses priority of problems/decisions. Acts as a resource for complex problem solving.

Fully Achieve Expectations

Recognizes and successfully resolves routine problems. Consistently recognizes and recommends possible solutions for more complex problems.

Needs Improvement

Occasionally fails to recognize or resolve routine problems. Occasionally overlooks appropriate alternatives. Has received guidance regarding the use of judgment.

Unsatisfactory

Fails to recognize or resolve routine problems. **Has been previously counseled regarding the use of judgment.**

Mid-Year Progress Review Comments:

Performance Evaluation Comments: *(Required if rating is other than "Fully Achieves Expectations")*

Mutual Respect/Diversity

Exceeds Expectations

Consistently fosters respect in the workplace. Promotes understanding and acceptance of individual and cultural differences.

Fully Achieve Expectations

Treats co-workers and customers with dignity and respect. Is open and responsive to the diverse experiences and backgrounds of other people. Demonstrates respect and appreciation for individual and cultural differences.

Needs Improvement

Occasionally fails to treat co-workers and customers with dignity and respect. Sometimes uncooperative in working with people of different backgrounds. Is not consistently sensitive to individual and cultural differences. Has received guidance regarding mutual respect/diversity.

Unsatisfactory

Fails to treat co-workers and customers with dignity and respect. Uncooperative in working with people of different backgrounds. Creates tension within the work environment, reflecting insensitivity of individual and cultural differences. **Has been previously counseled regarding mutual respect/diversity.**

Mid-Year Progress Review Comments:

Performance Evaluation Comments: *(Required if rating is other than "Fully Achieves Expectations")*

SECTION II PERFORMANCE VALUES RATING

Determine Rating for Section II and check appropriate box below. The Section II Rating is equal to approximately half of the employee's total Annual Performance Review Rating. All six performance values are weighted equally. In order to receive a rating of "Exceeds Expectations," more than half of the ratings in Section II must be at the "Exceeds Expectations" level with no ratings below "Fully Achieves Expectations."

Section II Rating *(check one)*

Exceeds Expectations

Fully Achieve Expectations

Needs Improvement

Unsatisfactory

Section III Annual Performance Review Rating

Indicate the employee's Annual Performance Review (APR) Rating by checking the appropriate box below. The APR Rating is determined by combining the Section I and Section II Ratings giving each approximately equal weight, subject to the following provisions.

(1) an APR Rating of "Exceeds Expectations" requires "Exceeds Expectations" ratings for both Section I and Section II Ratings; (2) an "Unsatisfactory" rating for either Section I or Section II Ratings will not support an APR Rating above "Needs Improvement." Thus, Section I and Section II Ratings of "Fully Achieves Expectations" would result in an APR Rating of "Fully Achieves Expectations," Section I and Section II Ratings of "Fully Achieves Expectations" and "Needs Improvement" could result in an APR Rating of either "Fully Achieves Expectations" or "Needs Improvement," in the supervisor's discretion.

Annual Performance Review Rating

Exceeds Expectations Fully Achieve Expectations Needs Improvement Unsatisfactory

Areas For Development

What could this employee do to enhance his/her current job performance and/or opportunities for career movement (current, new, untapped skills)?

Supervisor/Manager Comments:

Employee Comments:

Section IV Acknowledgment

The following signatures certify only that the employee and supervisor/manager participated in the performance evaluation.

Individual's Name	Signature	Date
Supervisor/Manager		
Employee		
Hiring Authority		