



INRCOG
Performance Evaluation Form
For Directors

Employee _____ Date _____

Evaluation Period:
Job Title _____ From _____ To _____

Employment Date _____

Annual Review

First Evaluation

Other

INSTRUCTIONS

Using the scale below, compare the performance of the individual being rated against the performance criteria listed for each factor. Select the letter which best indicates your perception of that individual's performance on each of the criterion and enter it in the box provided. Then enter a letter indicating a composite, or overall evaluation for the factor. Your composite evaluation should not necessarily reflect an average of the criteria rating since some factors are more important than others. Examples of past performance should be cited and must be cited on any factor rated "Outstanding" or "Unsatisfactory".

O=Outstanding – Exemplary performance far exceeding performance factors and deserving special recognition.

E=Exceeds Expectations – Performance that exceeds the level the Executive Director normally expects on nearly all performance factors.

M=Meets Expectations – Performance that meets the Executive Director's expectations on all performance factors.

S=Satisfactory – Performance that generally meets the Executive Director's expectations on most performance factors.

B=Below Expectations – Erratic performance falling short of that normally expected by the Executive Director on most performance factors. Performance requires remedial attention.

U=Unsatisfactory – Unacceptable performance which must receive immediate attention.

NA=Not applicable – Evaluation of the factor or criterion is inappropriate for the employee being rated.

FACTOR 1: DEVELOPMENT OF POLICIES AND IMPLEMENTATION OF INRCOG'S GOALS, POLICIES AND PROGRAMS.

Exercises responsibility in establishing goals, policies and programs for his or her area that are consistent with the needs and resources of INRCOG.	
Violations in policies, procedures and work rules are identified and timely corrective action is taken by the Director.	
Exceptions to policies, procedures and work rules are cleared in advance with the Executive Director.	
Established plans, projects and work activities are implemented on schedule and produce intended results.	
The Director is self-motivated and shows initiative by utilizing improved methods and techniques.	
<i>Composite Evaluation for Factor.</i>	
<i>Cite examples of past performance to support evaluation:</i>	

FACTOR 2: DEVELOPMENT, ADMINISTRATION AND CONTROL OF EXPENDITURES.

Expenditures are based upon prioritized needs/objectives and reflect desired results.	
Management responsibility for ensuring cost effective programs is exercised.	
Actual expenditures correspond to budget schedules.	
No cost over-runs occur without prior justification to and approval by the Executive Director.	
<i>Composite Evaluation for factor.</i>	
<i>Cite examples of past performance to support evaluation:</i>	

FACTOR 3: ASSISTANCE TO THE EXECUTIVE DIRECTOR IN FORMULATING PROGRAM AND POLICIES.

Recommendations to the Executive Director are supported by relevant and documented evidence, presented in prescribed format and cover designated subjects.	
Potential improvements and innovations in operations are identified and recommended to the Executive Director.	
Executive Director is advised of progress of programs, plans, etc., on a timely basis.	
Director continues to examine job skills and requests to attend training sessions, as needed, to enhance job performance. Director is involved and participates in professional organizations, state associations, etc.	
<i>Composite Evaluation for Factor</i>	
<i>Cite examples of past performance to support evaluation:</i>	

FACTOR 4: ASSIGNMENT AND SUPERVISION OF SUBORDINATES

Work assignments by the Director are made in a fair and impartial manner considering the needs of INRCOG and the capabilities of the employee.	
The Director ensures that when he or she is going to be absent, subordinates have been given adequate instruction concerning work assignments.	
The Director sets high personal standards and provides good managerial examples through leadership.	
Problems or deviations by subordinates from established plans, schedules and work activities are confronted promptly and corrected.	
Desired results (quantity and quality of work expected from the Director's employees) are accomplished in a timely manner.	
<i>Composite evaluation for factor.</i>	
<i>Cite examples of past performance to support your evaluation:</i>	

O=Outstanding: E=Exceeds Expectations: M=Meets Expectations: S=Satisfactory: B=Below Expectations: U=Unsatisfactory

FACTOR 5: SELECTION, EVALUATION AND TRAINING OF SUBORDINATES AND EMPLOYEES

The selection of new employees is based upon job related criteria and is consistent with EEO Law.	
Subordinate complaints and/or questions are investigated and/or answered in a timely manner, resolution is sought and the Executive Director is kept informed.	
Subordinates receive timely evaluations and counseling in an objective manner and in line with established procedure with constructive suggestions as to how performance can be improved.	
Unsatisfactory performance is called to attention of subordinates and is documented. Corrective action is taken and the Executive Director is kept informed.	
<i>Composite evaluation for factor.</i>	
<i>Cite examples of past performance to support your evaluation:</i>	

FACTOR 6: COMMUNICATION AND COORDINATION WITH OTHER DIRECTORS.

Few and only minor problems occur because of poor communications or coordination of activities among the different areas of INRCOG.	
Problems that occur in working relationships, among different areas of INRCOG, are resolved by the Director when possible or brought to the Executive Director's attention.	
The Director's assigned employees assist and coordinate activities with other areas of INRCOG as the situation requires.	
<i>Composite evaluation for factor.</i>	
<i>Cite examples of past performance to support your evaluation:</i>	

FACTOR 7: COMMUNICATION AND COORDINATION WITH THE GENERAL PUBLIC AND OUTSIDE AGENCIES.

Director communicates well with the general public and outside agencies. Few and only minor problems occur with outside agencies or the public because of poor dissemination of information.	
Corrective action is taken by the Director on substantiated citizen or outside agency complaints.	
The Director's assigned employees maintain courteous relations with the public and coordinate work activities with concerned agencies.	
Problems which occur are resolved or brought to the attention of the Executive Director.	
<i>Composite evaluation for factor.</i>	
<i>Cite examples of past performance to support your evaluation:</i>	

FACTOR 8: PREPARATION AND PRESENTATION OF ORAL AND WRITTEN REPORTS.

The Director's written reports, correspondence, records, etc., are clear and concise.	
Information on reports is complete, accurate and submitted in prescribed format at the agreed upon time.	
The Director's oral reports are communicated in a clear, well-organized and accurate manner.	
<i>Composite evaluation for factor.</i>	
<i>Cite examples of past performance to support your evaluation:</i>	

Factor 9: Other Factors Important To The Executive Director

Cite examples of past performance to support your evaluation:

OVERALL PERFORMANCE RATING

<input type="checkbox"/> Outstanding	Exemplary overall performance far exceeding performance factors and deserving special recognition.
<input type="checkbox"/> Exceeds Expectations	Performance that exceeds the level the Executive Director normally expects on nearly all performance factors.
<input type="checkbox"/> Meets Expectations	Performance that meets the Executive Director's expectations on all performance factors.
<input type="checkbox"/> Satisfactory	Performance that generally meets the Executive Director's expectations on most performance factors.
<input type="checkbox"/> Below Expectations	Erratic performance falling short of that expected by the Executive Director on most performance factors. Use of this overall rating may result in the following: A special performance review in 90 days and the development of a remedial action plan by the Executive Director that identifies problems, establishes remedial action objectives to be accomplished to correct performance deficiencies and a time-table for completion of the written objectives.
<input type="checkbox"/> Unsatisfactory	Unacceptable performance: Employees who are within their orientation period may be terminated immediately. Use of this overall rating will result in the following: A special performance review in 90 days and the development of a remedial action plan by the Executive Director that identifies problem areas, establishes remedial action objectives to be accomplished to correct performance deficiencies and a time-table for completion of the written objectives.

This report represents my best judgment of the performance of this individual's service during the period stated based upon the evaluation criteria listed in the proceeding pages.

If this is the report of an employee in his/her orientation period, this employee is is not recommended for regular status.

Executive Director's Signature _____ Date _____

Director comments _____

Director's Signature _____ Date _____

ESTABLISHMENT OF OBJECTIVES

This information is designed to assist the Director to know the expectations of the Executive Director. The Director and the Executive Director should agree on several objectives, in order of importance, and the timetable that these objectives are to be accomplished.

Proposed Objectives and Timetable for Completion

1. _____

Timetable to complete action: _____

2. _____

Timetable to complete action: _____

3. _____

Timetable to complete action: _____

4. _____

Timetable to complete action: _____

5. _____

Timetable to complete action: _____

6. _____

Timetable to complete action: _____

7. _____

Timetable to complete action: _____

8. _____

Timetable to complete action: _____

