**Performance Evaluation Program (PEP):**

**Overview for the BSC Director**

**Levels of Fulfilling Each Category**

1. Unacceptable
2. Not Proficient
3. Fully Proficient
4. Commendable
5. Exceptional

Each level has different criteria that must be met in order to accomplish it.

Each category below has different weights, based upon the position in the department.

**Categories**

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| Item | Description | Weight |
| 1 | Strategic Leadership | 15 |
| 2 | Personnel Management | 10 |
| 3 | Fiscal and Procurement Management | 5 |
| 4 | Planning, Organizing, and Goal Setting | 10 |
| 5 | Team Leadership | 10 |
| 6 | Analytical Thinking | 5 |
| 7 | Continuous Improvement | 15 |
| 8 | Initiative | 10 |
| 9 | Professionalism | 15 |
| 10 | Problem Solving and Decision Making | 5 |
|  | Total |  |

Each category is described on the following pages with details for each.

**Performance Categories**

**1.** Strategic Leadership– (1) Displays leadership with respect to main functions, processes or initiatives that have a major impact on the operations of the department and the County. (2) Develops functional strategies and translates into tactical plans that involve core functions that will take long range planning. (3) Provides vision, balance, creativity and perspective to the department in executing job duties.

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| **Not Proficient** | After at least one documented incident, in addition to several training opportunities, incumbent did not display proficient level of leadership or planning in a main functional area or project assigned related to necessary job knowledge and job skills. |
| **Fully Proficient** | (1) Incumbent demonstrates a full understanding of the details of his/her job requirements as described in his/her job description. (2) Incumbent displays proficient level of leadership and planning in main functional areas and projects assigned. (3) Additionally, employee has the skills that are necessary to perform the job in all of the required job areas. |
| **Commendable** | (1) Incumbent demonstrates a full understanding of and proficiency in the details of his/her job requirements, and (2) employee has the required skills that are necessary to perform the job in all of the required job areas necessary to properly plan and implement main functions and assignments. Additionally, (3) employee aggressively pursues continuing education, certifications and self-study that will enhance his/her ability to perform the requirements of the job, and (4) transfers the educational benefits into office or departmental initiatives. |
| **Exceptional** | (1) Incumbent demonstrates a full understanding of the details of his/her job requirements and (2) has the required skills that are necessary to perform the job in all of the required areas. Additionally, (3) employees aggressively pursues continuing education, certifications and self-study that will enhance his/her ability to perform the requirements of the job. Furthermore, (4) employee has a global understanding of our business (county government) and how to use his/her skills to enhance his/her performance in a county government environment. (5) Administration is made aware in advance of major plans, main functions and projects assigned, along with workable plans and timetables. |

Level –

**2.** Personnel Management – (1) Handles personnel matters such as hiring, promotion, discipline, termination, grievances, etc., in an appropriate manner consistent with County policies. (2) Consistently evaluates subordinates on the basis of achievement and results. (3) Schedules available personnel and equipment in an effective manner. (4) Motivates and encourages employees. (5) Develops necessary departmental procedures. (6) Monitors work and work plans of subordinates to ensure County policy and departmental procedures are followed. (7) Ensures employees keep up-to-date with technical and professional certifications, skills and requirements. (8) Appropriately delegates work to subordinates. (9) Holds subordinates accountable for work results and achieving performance measures. (10) Appropriately recommends and uses personnel strategies such as hiring, promotion, reorganization, cross-training and termination to achieve successful work team.

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| **Not Proficient** | On at least one documented incident, incumbent's failure to promptly or properly address a personnel matter required additional action and/or involvement by management. Needs frequent supervision in the area of personnel management. Incumbent has at least one documented event exhibiting this behavior. |
| **Fully Proficient** | (1) Consistently performs normal personnel management job duties in proficient manner with respect to subordinates, customers, co-workers and supervisor. (2) Rarely, if ever, forces management to either do his/her work or to devise work-arounds due to his/her failure to properly address personnel matters. |
| **Commendable** | This person (1) consistently exceeds proficient personnel management performance in fulfilling commitments to subordinates, customers, co-workers and supervisor in an above proficient manner. The incumbent, (2) without being asked, will commit himself/herself to difficult or distasteful assignments, and fulfill those commitments as promised. (3) Personnel problems do not rise to the level of County Administration that have not been addressed. |
| **Exceptional** | (1) Always anticipates and handles personnel matters proactively and proficiently. The incumbent (2) demonstrates exceptional personnel management performance in fulfilling commitments to subordinates, customers, co-workers and supervisor. This person, (3) without being asked, will proactively commit himself/herself to personnel management tasks that are difficult or distasteful, and fulfill those commitments as promised. (4) Personnel problems do not rise to the level of County Administration that have not been addressed. |

Level –

**3.** Fiscal and Procurement Management **–** (1) Develops sound fiscal budget within guidelines established. (2) Operates within budget constraints, minimizes controllable costs and utilizes resources (people, equipment, money) effectively. (3) Looks for creative ways to improve efficiency, encourages cost-savings suggestions and performance from employees, encourages recycling.

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| **Not Proficient** | On at least one documented occasion or incident, employee's work created procurement and/or budget problems, including but not limited to budget shortfalls, due to failure to meet original fiscal and procurement management specifications and/or requirements. Did not provide adequate or complete budget justification on one or more documented occasions. Did not submit budget request timely, or requested an extension for budget submittal. |
| **Fully Proficient** | (1) Incumbent consistently and proficiently manages procurement and budgetary issues, with little or no corrective action required. (2) Consistently operates within approved budget. |
| **Commendable** | (1) Incumbent consistently and proficiently manages procurement and budgetary issues, with little or no corrective action required. Additionally, (2) employee frequently identifies and recommends preemptive actions that will prevent fiscal and procurement problems. (3) Projects areas where funding may be a problem and develops and implements strategies to preempt such problems. (4) Develops and presents complete, responsible and realistic budget requests with appropriate and adequate justifications for requested funding. (5) Consistently operates within approved budget. |
| **Exceptional** | (1) Incumbent consistently meets and usually exceeds County and departmental quality goals. (2) Incumbent frequently identifies and recommends preemptive actions that will prevent quality defects from occurring at a future date. Additionally, (3) employee is often an advisor and advocate on quality issues, and (4) assists in developing quality guidelines relating to the budget, finance or procurement management. (5) Department develops budget with complete, responsible and realistic justifications for requested funding and (6) always operates within approved budget. (7) Identifies measurable and realistic methods to save County funds and/or increase County revenue. |

Level – Exceptional

**4.** Planning, Organizing, and Goal Setting **–** (1) Gathers facts and anticipates events in relation to the department's function in order to (2) define, establish and communicate realistic goals. (3) Determines policies, projects, programs, procedures, methods, systems, budgets and strategies necessary to achieve goals. (4) Adapts goals, schedules, etc., as necessary to meet changing needs and priorities. (5) Achieves high-quality results and smooth operation of the department. (6) Tracks and follows up on status of projects and goals.

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| **Not Proficient** | After at least one documented incident, incumbent or work unit continues to exhibit a lack of planning, organizing or setting goals, resulting in disruption of the work flow. Department does not have clear written list of goals. |
| **Fully Proficient** | (1) Incumbent or work unit displays proficient results of proper planning, organization and goal setting, contributing to a smooth work flow. (2) Department and all subordinates have clear written list of goals. |
| **Commendable** | (1) Incumbent or work unit consistently displays measurable, above proficient results of proper planning, organization and goal setting, contributing to a smooth work flow. (2) Department and all subordinates have clear written list of goals for at least the current appraisal period. (3) Employee demonstrates a full understanding of the details of his/her job requirements, and (4) employee has the required skills that are necessary to perform the job in all of the required functional areas. Additionally, (5) employee aggressively pursues continuing education, certification and self-study that will enhance his/her ability to perform the requirements of the job. |
| **Exceptional** | (1) Incumbent or work unit displays consistent and measurable above proficient results, proper planning, organization and goal setting, contributing in a smooth work flow. (2) Department and all subordinates have clear written list of goals for at least the next 8 months. (3) Department focuses on strategic planning. |

Level –

**5.** Team Leadership **–** (1) Provides leadership in a team environment and instills a cooperative level of interaction with the public and intra/interdepartmental members. (2) Work unit effectively adapts to change and maintains composure when supervising work loads. (3) Recognizes and effectively implements solutions in decision-making and problem solving in a timely manner. (4) Readily accepts responsibility for departmental performance. (5) Delegates authority effectively throughout department. (6) Appropriately recommends and uses personnel strategies for team building.

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| **Not Proficient** | On at least one documented occasion or incident, incumbent and/or members of work unit have been uncooperative, or have been ineffective in establishing and maintaining working relationships, or have been involved in interpersonal conflicts, or have been difficult to work with, or have occasionally shown disrespect towards the County, the department and/or coworkers of the department. Any type of gossip, either inside or outside of the department, by the incumbent or members of work unit will cause an 'unacceptable' rating in this category. |
| **Fully Proficient** | (1) Incumbent and/or members of work unit consistently show professional cooperation with customers, coworkers and supervisor. (2) Incumbent and/or members of work unit consistently establish and maintain effective interpersonal relationships. (3) Rarely, if ever, is incumbent or members of work unit involved in interpersonal conflicts. (4) Incumbent and/or members of work unit do not gossip. (5) Incumbent and/or members of work unit consistently show respect towards the County, the department and coworkers. (6) Shares knowledge and expertise with coworkers whenever required. |
| **Commendable** | (1) Incumbent and members of work unit consistently show professional cooperation with coworkers, customers and supervisor. (2) Incumbent and members of work unit consistently show establish and maintain effective interpersonal relationships. (3) Incumbent and members of work unit rarely, if ever are involved in interpersonal conflicts. (4) Incumbent and members of work unit do not gossip. (5) Incumbent and members of work unit consistently show respect towards customers, the County, the department and coworkers. (6) Incumbent and members of work unit volunteer to share knowledge and expertise in an effort to cross-train coworkers. (7) Incumbent and members of the work unit volunteer to help coworkers with their projects or problems. |
| **Exceptional** | (1) Incumbent and members of work unit are ambassadors for the department to outside departments, agencies, groups and individuals. (2) Incumbent and members of work unit defend the County and department against written and verbal complaints. (3) Incumbent and members of work unit are also ambassadors for Richland County, promoting the positives of our employer. (4) Incumbent initiates internal 'team building' activities within the department. (5) Incumbent and members of work unit exceed all of the internal team worker characteristics described in the 'commendable' category, and (6) are well-respected by all coworkers. |

Level –

**6.** Analytical Thinking– (1) Has understanding of a situation, issue, problem, etc., by breaking down into smaller pieces, or taking the implication of a situation in a step-by-step way. (2) Makes systematic comparisons of different features and options, then sets priorities on rational basis. (3) Prioritizes tasks in order of importance. (4) Considers pros and cons of work situations. (5) Anticipates work obstacles and thinks ahead and plans for next steps.

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| **Not Proficient** | After at least one documented incident, the incumbent demonstrated a lack of a few of the necessary job knowledge and job skills relating to analysis or establishing of proper priorities. |
| **Fully Proficient** | (1) Incumbent demonstrates a full understanding of the details of his/her job requirements as described in his/her job description relating to analysis or establishing of proper priorities. (2) Additionally, incumbent has the required skills that are necessary to perform the job in all of the required job areas relating to analysis or establishing of proper priorities. |
| **Commendable** | (1) Incumbent consistently demonstrates a fully proficient understanding of the details of his/her job requirements relating to analysis or establishing of proper priorities. (2) The incumbent has the required skills that are necessary to perform the job in all of the required job areas. Additionally, (3) employee aggressively pursues continuing education, certifications and self-study that will (4) enhance his/her ability to perform the requirements of the job relating to analysis and establishing of proper priorities. |
| **Exceptional** | (1) Incumbent always demonstrates a full understanding of the details of his/her job requirements and (2) has the required skills that are necessary to perform the job in all of the required areas relating to analysis and establishing of proper priorities. Additionally, (3) incumbent aggressively pursues and encourages the appropriate members of his/her work unit to pursue continuing education, certifications and self-study that will enhance their abilities to perform the requirements of the job relating to analysis and establishing of proper priorities. (4) Furthermore, the incumbent displays a global understanding of our business (county government) and (5) is able to use his/her skills to enhance his/her performance in a county government environment. |

Level –

**7.** Continuous Improvement – (1) Takes new or unique approach to how work is done when appropriate. (2) Strives to constantly improve processes and quality of work output. (3) Encourages new ideas. (4) Generates and maintains creative environment among subordinates and colleagues that results in effective ideas and results. (5) Adapts own thinking to meet challenges and changes.

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| **Not Proficient** | On as least one documented occasion or incident, incumbent or work unit did not respond well, failed to seek out appropriate methods for improvement, or exhibited a negative attitude towards changes in work conditions. |
| **Fully Proficient** | (1) Incumbent and work unit members consistently demonstrate a willingness to alter activities to accommodate job, customer service needs, requests of management and organizational changes. |
| **Commendable** | (1) Incumbent and work unit members consistently demonstrate a sincere willingness to alter activities to accommodate job, customer service needs and organizational changes, and (2) are willing to offer assistance or suggestions to facilitate those changes. |
| **Exceptional** | (1) Incumbent and work unit members consistently demonstrate a willingness to alter activities to accommodate job, customer service and organizational changes, and (2) are instrumental in facilitating those changes. |

Level –

**8.** Initiative **–** (1) Proactive. (2) Performs with minimal supervision. (3) Comes up with ideas to improve methods, processes or cost improvements. (4) Displays ability to work independently. (5) Takes action to achieve goals beyond what is required. (6) Self motivated to develop and bring ideas, suggestions, alternatives and solutions for implementation. (7) Willingness to assume new assignments, challenging projects and/or additional responsibilities. (8) Takes independent action appropriate for job. (9) Uses time efficiently and effectively. (10) Open to ideas and suggestions from others. (11) Follows through on assignments.

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| **Not Proficient** | Needs frequent motivation, direction or supervision. Only performs the work that is requested. Rarely spearheads an idea, not submits a written idea, on ways to improve the department and/or his/her job function. Often takes too long to complete assignments. Employee has at least one documented event exhibiting this behavior. Does not put in time necessary to get job done proficiently or timely. |
| **Fully Proficient** | (1) Performs normal job duties with little motivation, direction or supervision. (2) Occasionally spearheads an idea, or submits a written idea, on ways to improve the department and/or his/her job function. (3) Assignments are always done promptly and accurately and meet deadlines. |
| **Commendable** | (1) Is self-motivated. Does not need any motivation, direction or supervision. (2) Performs independent research without being asked. (3) Often spearheads an idea, or submits a written idea, on ways to improve the department and/or his/her job function. (4) This person often finds and presents a better way to do something. (5) Puts in time necessary to get job done proficiently or timely as well as holding supervisors in the work unit to same fully proficient standards. |
| **Exceptional** | (1) Constantly demonstrates leadership in spearheading ideas on ways to improve the County, the department and/or his/her job function. (2) Ideas and actions of this person add measurable value to the County in terms of cost savings, streamlined business processes, additional revenue, etc. (3) Puts in time necessary to get job done proficiently or timely as well as holding supervisors in the work unit to same fully proficient standards. |

Level –

**9.** Professionalism – (1) Demonstrates professional ethics, honesty and integrity. (2) Works and supervises with a customer service focus. (3) Recognizes, respects and follows the chain of command. (4) Promotes the value of diversity actively. (5) Demonstrates the ability to communicate tactfully and appropriately, both verbally and in writing, with customers, supervisors, peers, and/or subordinates. (6) Follows, supports, and applies the policies, rules and procedures of the County and the respective department fairly and consistently.

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| **Not Proficient** | Incumbent or member of work unit needs frequent supervision relating to ethics, chain of command, diversity, tactful communications or policies. Incumbent only performs the work that is requested. Does not complete assignments in a professional manner. Incumbent or member of work unit has at least one documented event or incident exhibiting this behavior. |
| **Fully Proficient** | (1) Incumbent or member of work unit consistently performs normal job duties and assignments proficiently. (2) Rarely, if ever, fails to fulfill normal job commitments to customers, coworkers or supervisor. (3) Rarely, if ever, forces supervisor or co-workers to either do his/her work, or to devise work-arounds, due to his/her unprofessional actions. |
| **Commendable** | (1) Incumbent and members of work unit exceed proficient job performance in fulfilling commitments to the customers, coworkers and supervisor in a professional manner. (2) This person without being asked, will commit himself/herself to difficult or distasteful assignments, and will fulfill those commitments as promised in an ethical and professional manner. |
| **Exceptional** | (1) Incumbent and members of work unit consistently demonstrate exceptional professional performance in fulfilling commitments to customers, coworkers and supervisor. (2) This person, without being asked, will commit himself/herself to difficult or distasteful assignments, and will fulfill those commitments as promised. (3) Displays the highest degrees of ethical behavior, policy adherence, respect for the chain of command, and embracement of diversity, and (4) these characteristics are consistently displayed in business actions and decisions of the incumbent. |

Level –

**10.** Problem Solving and Decision Making – (1) Recognizes problems before they arise or are likely to arise. (2) Can see opportunities within problems. (3) Takes action on problems in early stages. (4) Uses Assistant County Administrator appropriately as a resource. (5) Documents steps taken to solve problems. (6) Follows up to make sure problem has been completely resolved and does not reoccur. (7) Considers alternatives and makes good decisions, and implements decisions effectively. (8) Shows creativity in seeking solutions to problems.

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| **Not Proficient** | On at least one documented occasion or incident, incumbent or work unit failed to recognize a problem in its early stages, and/or failed to resolve a problem in a reasonable or agreed upon time frame. |
| **Fully Proficient** | (1) Incumbent and work unit consistently recognize problems early and resolve the problem, not the symptom, in a reasonable or agreed upon time frame. |
| **Commendable** | (1) Incumbent and work unit recognize problems early and resolve the problem, not the symptom. (2) Incumbent will proactively seek out appropriate resources necessary to promptly and properly resolve problems. (3) Problems are not permitted to fester in incumbent's work unit. |
| **Exceptional** | (1) Incumbent works proactively to establish procedures and policies to prevent the occurrence of problems before they happen. (2) Work unit has no record of problems that were not timely and properly addressed. (3) If problem arises, incumbent and work unit recognize the problem early and resolve the problem, not the symptom. (4) Incumbent will proactively seek out appropriate resources necessary to promptly and properly resolve problems. (5) Problems are not permitted to fester in incumbent's work unit. |

Level –