

PERFORMANCE APPRAISALS

A. Performance Appraisal Guidelines

The performance appraisal system shall be based on job description and result-oriented performance standards. The performance appraisal system shall be designed to assist the employee to reach maximum potential and enhance services provided by the County. Employees shall be evaluated and counseled on work performance at least once a year corresponding to their classification date. (Except for Itasca County Human Services non-contract employees who have a past practice of using job anniversary date - the original date of hire - as the date for performance reviews and consequential salary increases.) Standards against which performance is to be measured shall be specific and related to quantity of work performed.

In addition to the yearly performance evaluation, employees shall also be evaluated under the following conditions:

1. Every three months from the employee's start date during the probationary period.
2. Two weeks prior to the completion of the probationary period for new employees, and for employees promoted or transferred into a new classification.
3. Any time an employee's performance has drastically changed: improved or declined.
4. Any time the department head feels it is in the best interest of the employee and/or the County.

B. Record of Performance Appraisals

Performance appraisals shall be recorded in writing in the form and manner adopted by the department manager. Sample performance appraisal forms can be found further in this policy or received from the Coordinator/Human Resources Department.

C. Performance Appraisal Procedure

Performance appraisals shall be conducted by persons designated in the department; generally, the employee's immediate supervisor. The immediate supervisor is that individual who assigns and directs the employee's work, checks or inspects his/her work for proper methods and results, is responsible for discipline, and is immediately responsible for work of the employee.

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In all instances, however, the person evaluating the performance of an individual must be familiar both with the work and the individual. The performance appraisal shall be used for counseling, and identifying the need for further training and development.

The next higher supervisor is primarily a reviewing rater. He/she should be the immediate supervisor of the first rater. The second rater's main function in the rating process is to review the ratings made by the first line supervisor and to finally approve the rating.

Employees who have been under more than one supervisor during the rating period shall be rated by the official having supervision of the employee at the time the rating is to be prepared. In this case, the present supervisor is encouraged to consult with the previous supervisor in arriving at his/her rating.

D. Review of Performance Report

The rating supervisor shall discuss the performance appraisal report with the employee before the report is made part of the employee's permanent record. The employee shall be notified at least one day before the interview to allow them to assess his/her own performance during the rating period and prepare any questions or suggestions he/she may have regarding more effective ways of performing his/her duties.

E. Incident File

As a supplement to the appraisal process, employee's supervisor shall keep a continuous log of examples of each employee's performance, satisfactory or unsatisfactory. Notations shall be made at the time of occurrence with the full knowledge of the employee. The appraisal process shall include a review of the incident file. Unless the files include documentation of formal disciplinary actions, it is not necessary to file them in the Human Resources Office. They shall, however, be placed in the employee's file kept in each department.

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INTRODUCTION

Every supervisor is responsible for stimulating high performance of personnel in their present positions and for developing employees who are competent to assume the duties and responsibilities of higher level positions within the organization.

This Individual Development and Performance System has drawn heavily upon behavioral sciences and is designed to provide a more efficient and effective way of carrying out this major and continuing management responsibility.

This system is based upon the following observations:

- .Criticism has a negative effect on most people
- .Defensiveness results from criticism
- .Coaching and counseling should be a day-to-day activity
- .Performance tends to improve most when specific objectives are set
- .Participation in objective setting has a motivational effect on the behavior of most people.

This system differs from the past approaches in that it shifts the emphasis from appraisal of personality traits to analysis of results achieved. The employee is no longer the passive recipient of information on which weaknesses and strengths are assessed, but instead becomes an active agent who shares in the appraisal of progress against objectives set. Thus, the employee gains a genuine sense of satisfaction from utilizing talents to achieve both individual objectives and those of the organization.

The knowledge and active participation of both the supervisor and employee are necessary components for this approach.

A. For the employees, this system:

1. Insures that they are fully aware of employees' duties and responsibilities and what is expected of them.
2. Lets them know where they stand in relation to performance on existing responsibilities.
3. Provides an analysis of their strengths and how to increase them.
4. Affords them an opportunity to discuss their job, career

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objectives and future openly with their supervisors.

5. provides the motivation for improving performance and self-development to achieve job satisfaction in terms of increased responsibilities and other compensation.

B. For the supervisors, this system:

1. Insures that all employees are fully aware of their duties and responsibilities and know what is expected to them.
2. Provides a focal point for work objectives.
3. Measures individual fulfillment of job responsibilities.
4. Identifies employees with potential for greater responsibility.
5. Supports personnel action in promotions, transfers, demotions, and removal of incompetent employees.
6. Establishes an effective two-way communication system between supervisor and employee.
7. Guides salary action planning and budget preparation.
8. Provides information for realistic manpower utilization.
9. Motivates employees' self-development.
10. Provides information on training and development needs.

This section presents some guidelines designed to assist supervisors who are responsible for employee performance and development.

POLICY FOR THE INDIVIDUAL DEVELOPMENT & PERFORMANCE SYSTEM

I. **Scope:**

To establish a systematic, uniform approach for the development of employees and evaluation of performance as prescribed by the Itasca County Merit System Plan.

II **Purpose:**

1. The improvement of performance in the individual's

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present position.

2. The development of the individual in order to acquire the knowledge and abilities needed for higher level responsibility.
3. To answer the questions - "How am I doing?", "Where do I go from here?"
4. Improve the quality of supervisor/employee interaction and feedback.

III. General:

1. Each employee will be counseled with respect to individual development and furnished a copy of the completed Performance Appraisal Form not less than once every twelve months and twice during the probationary period, or as otherwise required or desired.
2. The content of the Performance Appraisal Form must be discussed with the employee.
3. Any changes or alterations on the Performance Appraisal Form must be initialed by the employee and supervisor to reflect cognizance of such change in content.
4. Under no condition will an employee be required to sign a blank or incomplete form.

RATIONALE

The basic purpose of many conventional performance appraisal programs has been to let employees know how they are doing, to motivate them to improve their performance by pointing out deficiencies and to justify administrative personnel decisions. In actual practice, such systems tend to create an adversary relationship between the supervisor and employee. Frequently, a supervisor is placed in the role of judge, who - using arbitrary criteria - reaches a conclusion about the personal worth of the employee. The supervisor must then justify these judgements, while the employee is attempting to defend his own interests.

After the trauma of such an experience, many employees become defensive, sullen, cynical and tend to withdraw psychologically from their work by limiting their involvement. The more people withdraw, the lower will be their confidence and self-esteem while their thoughts focus on wages and working conditions rather than self-satisfaction achieved through the work.

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The modern emphasis upon supervisors as leaders who strive to help employees achieve both their own and the organization's objectives is hardly consistent with the role of judge, and though most supervisors would admit to the need for some form of performance appraisal, they frequently do balk at the conventional approach.

The Individual Development and Performance System attempts to minimize subjective judgements which required supervisory justification and replaces them with a system which stresses the setting of objectives.

This system with its clearly defined objectives and readily available feedback, helps the employees to better control their work activities and to evaluate their progress toward personal as well as organizational objectives.

The supervisor's role is shifted from one of judge to that of helping the employee to establish realistic, well-defined objectives.

These objectives then became measurable evidence of effective performance on the job. Instead of monopolizing the planning and controlling activities and presenting employees only with actions to be taken, the problems are shared with the employee and solutions are worked out jointly.

The appraisal of actual results achieved naturally centers around how well the employee has done in pursuing the objectives set. It must be remembered, however, that achieving objectives is not the only measure of success. The employee who sets unrealistically high objectives may fall short of attainment, but in the process makes substantial improvement over past performance. Such an employee may be of more value than the one who sets objectives having little or no challenge and achieves or surpasses all of them. What is important is the total process of establishing objectives and the analysis of what occurred between planned and actual performance.

The ultimate success of this system rests with each individual employee and supervisor.

CONDUCTING DEVELOPMENT & PERFORMANCE COUNSELING

- .Plan your approach ahead of time
- .Discuss the employee's progress and potential
- .Allow a sufficient amount of time

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- .Use the first few minutes to create a relaxed atmosphere
- .Use questions designed to bring out employee's own ideas and suggestions
- .Use the words "you" and "me"
- .Listen with complete attention
- .Help the employee set specific objectives
- .Build the employee's feelings of importance and self-worth
- .Assist in listing possible alternatives for improved performance
- .When objectives are set, establish a time frame for completion
- .Review progress periodically
- .Confront conflict as it arises
- .Respect employee's request for confidentiality

When you set the date and time for your meeting with the employee, ask him to do some preliminary thinking about work objectives. Let him/her know that a part of your discussion will involve mutual goal-setting for the coming twelve-month period. Objectives should be related to both organization and employee needs, and measurable.

Emotionally loaded words and phrases can enhance or destroy the value of employee development counseling.

Positive

"What do you like most about your job?"

"What do you like least about your job?"

"What can I do to help you improve on the job?"

"What can I stop doing to

Negative

"Time for another performance evaluation. Let's get it over with."

"This is what I want you to do."

"Here are your objectives."

"I wasn't too happy with..."

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help you improve on your job?"

"How do you feel about your job?"

"What have you learned in the past year?"

"What would you like to learn in the coming year?"

"Let's see if we can come up with some good ideas."

"Your work has been very good and I appreciate what you have done."

"What suggestions do you have that we might act upon?"

"Your future is more important than your past performance. Let's look at some ways that we can prepare you for greater responsibility."

"What are your ideas as to how we might improve upon this?"

"In what ways can I help with your objectives?"

"I don't know if I can solve that problem, but I'll be more than happy to listen to your suggestion."

"I'm glad you mentioned that."

"Part of my responsibility as a supervisor is to help you."

"What do you think about trying something like this...?"

"Maybe you didn't understand what I said."

"Other employees aren't having trouble with..."

"Why didn't you bring this to my attention sooner?"

"Your last project was a disappointment to me."

"I guess you know that your work has been slipping lately."

"You dropped the ball."

"I'm not here to win a popularity contest."

"I'm just telling you what my boss told me."

"Let's get to the point. I'm very busy."

"You put me on the spot."

"I'm really not qualified to fill out this form on you."

"You should have done something about that sooner."

"How come you took so much time off?"

"That's your responsibility, not mine."

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"Good idea. Let's follow up on that!"

"I'm trying to give you a break."

"What are the possibilities as you see them?"

"You are going to have to change your attitude."

"Is there any other way I might help?"

"Far as I'm concerned, everyone is average until they show us differently."

"Your objectives are sound. Can we establish a reasonable time frame for their completion?"

"Let's not make excuses."

"I expect you to do better from now on."

HOW TO FILL OUT THE PERFORMANCE APPRAISAL FORM

Part I. All blocks will be completed unless otherwise indicated.

- Block #1 - Enter the employee's full name: last, first and middle.
- Block #2 - Enter the department.
- Block #3 - Enter the Social Security number.
- Block #4 - Enter the employee's title.
- Block #5 - Enter the length of time in current position to the nearest month.
- Block #6 - Enter the time period covered by this report.
- Block #7 - Enter the type of report. Use "other" when needed.

Part II.

- A. This section is to be completed by supervisor using the objectives set on the previous performance rating. Briefly state the objectives indicated on that rating, marking each as "exceeded, met or not met". If no objectives were set on last performance rating, indicate that and go on to Part B.
- B. **Superior:** Excellent overall performance in the area being covered. So unusual, it is worthy of special mention. A check in this box should call for appropriate comments in Part IV.

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Highly Satisfactory: Performance is well above the normal expectation for the position.

Meets Expectations: Consistently acceptable performance in the area being covered.

Needs Improvement: Periodically or regularly falls short of normal requirements. Specific deficiencies should be noted under Part IV. To use this evaluation, indicates that the supervisor believes employee can and will make the necessary changes and improvements. It is, however, a LESS than satisfactory performance.

Not Satisfactory: Clearly inadequate performance in the area being rated. Documentation of the problem MUST be indicated in Part IV (and added sheets, if necessary). Employee is either unable to unwilling to improve or to meet standards. Performance is not acceptable for the position held.

1. Job Knowledge - Compare employee's present knowledge and requirements of position held.
2. Productivity - Consider only the amount of work done compared with expectations of the job. Is it completed on schedule?
3. Quality - General quality of work performed - its thoroughness and acceptability.
4. Initiative - Tries to do better. Is self-motivated to improve performance; employee seeks responsibility or avoids it; how does employee accept direction/supervision? Accept change willingly? Handle new or emergency situations?
5. Uses of Time - Reflects absence from work for any reason: makes good use of available time; is there an unusual pattern of absence - does regular absence (even for good reason) require extra work from other employees?
6. Planning - Anticipates and prepares for future needs and requirements involving self and subordinates. Reviews and

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- analyzes current operation - improves and simplifies as appropriate. Is alert to new processes and procedures; effects same and trains subordinates in anticipation of such changes.
7. Follow-up - Assures timely completion of work. Calculates costs (money, effort, etc.) of methods of operation. Uses results to modify, change, stabilize and improve operation.
8. Human Relations - Is empathetic, sensitive to others needs. If supervisor or manager - is fair, impartial, willing to listen and consider differing points of view, easily approachable, generous with praise when due, uses appropriate discipline when needed.
9. Leadership - Inspires others to do better in spite of difficulties. If supervisor/manager, expresses attitudes and philosophy of management to subordinates when goals of county conflict with desires or interests of employees.
10. Subordinate development - Takes positive steps to provide subordinates with additional opportunity and responsibility for growth. Makes a point of discussing subordinates interests and goals and assists in attaining such.

Part III.

- The immediate supervisor should furnish the brief description of employee's duties and responsibilities.
- Only major or significant duties and responsibilities are required. Do not dwell upon description of finite job breakdowns.
- Show current duties and responsibilities for the period of report.

Part IV.

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- General remarks should be given by immediate supervisor.
- Build on strengths. Do not inflate deficiencies. If deficiencies are indicated, structure your remarks positively and show your recommendations positively.
- Show the employee's potential in positive terms.

Additional Use of Part IV.:

Part IV should be used to support and justify recommendations for unusual personnel action; i.e., promotion, merit increase, demotion, discharge, layoff, transfer, suspension, etc.

For Superior Performance:

Show how and in what ways the employee excelled; give specific examples of exceptional performance.

For Disciplinary Use:

Give a documented history of previous counseling, warnings, reprimands, incident reports, etc.; show times, dates. Additional written documentation will lend support to your case. Show specific instances of substandard performance, violation of policy, rules, etc.

Attach additional sheets if necessary.)

Part V.

- Employees, in conjunction with their supervisors, should use Part V, first section, to identify reasonable objectives or goals which can be reached during the next twelve months. Objectives and goals when written down tend to become targets and are more likely to be achieved than if just discussed orally.
- The second section of Part V is optional; the employee is under no obligation or commitment to comment, but should be encouraged to do so.
- The employee, at his option, may check the "concurrence" or "do not concur" box.
- "Non-concurrence" may be expected in the event of a low or unsatisfactory rating. The supervisor is under no obligation to alter his rating in such cases. It is

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good management practice to strive for agreement, when possible. "Non-concurrence" may be an indication that the supervisor has not communicated well.

- "Concurrence" is desired but may be psuedoconcurrence; i.e., the employee may concur if he feels it is expedient or advantageous to do so. Look for concurrence.

Part VI.

This section represents questions related to the personnel area. When a supervisor or department head responds that he/she has not conducted annual performance appraisals with the staff, they are asked to make this a part of their next years goals. Completion of performance appraisal forms provides the employee and supervisor an opportunity to discuss job performance and to document it.

Part VII & VIII

These dimensions of the form have been added compliments of a Human Resources Professional from Honeywell, and are designated to promote conversation related to job performance.

NOTE:

While there is no space for comments by "next higher level supervisor" - "department head", this reviewer should feel free to add comments. These should be on separate sheets of paper and signed by the individual. If brief, there may be space in Part IV under Supervisor's comments and must be signed by the reviewer. Any such comments added AFTER the employee has signed the rating, must be sent to the employee to initial as having been read and noted, before becoming an official copy for the personnel file.

Signature Blocks:

Signatures are required of:

- a. The supervisor
- b. The employee
- c. The next higher level supervisor

PART III. General Remarks by Supervisor - Give Brief Narrative of
Discussion with Employee - Indicates Employee's Strongest Assets
and Potential - Recommendations and Suggestions.

PART IV. Appraisal of objectives. Supervisor and employee are to briefly summarize and rate objectives approved at the last recording period.
OBJECTIVES (EXCEEDED/MET/NOT MET)

PART V. Employee lists work objectives and goals for the next 12 months to be reviewed and approved by the supervisor. (These goals and objectives are the basics for ratings for next years evaluations in Parts II and IV.)

Target Date

PART VI

Personnel related questions to be completed by Department Head and Supervisors.

1. Are you conducting performance appraisals on a regular basis?
Yes _____ No _____
2. If not, please elaborate on why not. If you are, please expand on how the process has worked, how it can be improved, etc.

GENERAL REMARKS BY EMPLOYEE (optional)

SAFETY QUESTIONS:

These questions are to be completed by Department Heads, Supervisors and/or staff.

1. Have you attended annual safety meetings provided during the last year?
Yes _____ No _____

If no, please explain.

2. Have you followed through to investigate claims and accidents?
Yes _____ No _____

If no, please explain.

3. Have you identified recognizable hazards in the worksite?
Yes _____ No _____

a) What, if any, recognizable hazards have you identified in the worksite?

b) Have you documented the recognized hazards?
Yes _____ No _____

c) Who did you report the recognized hazard(s) to?

d) What was done to eliminate and/or reduce the hazard?

e) What has been communicated to employees about these recognized hazards?

f) How was the information communicated?

g) To which employees has this information been communicated to?

4. If you're a supervisor, did you see that subordinates attended necessary safety meetings? Yes _____ No _____ If no, please explain.
5. Please address any other safety related concerns or issues not already covered:

I concur with the general contents of this document. ___yes ___no (check one)

EMPLOYEE'S SIGNATURE PAYROLL TITLE DATE
(employee's signature does not constitute obligation or agreement)

This report is based on my observation and/or knowledge. It represents my best judgement of the employee's performance.

SUPERVISOR'S SIGNATURE PAYROLL TITLE DATE

SUPERVISOR'S SIGNATURE PAYROLL TITLE DATE
Next higher level supervisor's signature and review.

PART VII

The supervisor is to prepare in advance of performance appraisal discussion, responses to the following performance-related questions. The supervisor's responses and the employee's responses (Part VIII) to these performance-related questions will help provide for future examination and discussion of performance.

1. What were the employee's major assignments and how well did he/she perform?
2. What were the employee's most significant accomplishments?
3. What are the employee's strengths?
4. What area(s) of personal improvement would be most helpful?
5. In what area did the employee make the most progress (change)?
6. Has the employee demonstrated the capability to perform all elements of the job?
7. How do you rate the employee's performance relative to peers?
8. What can I do to help the employee perform better and to make his/her job more satisfying?
9. What mutual actions can we take to improve our working relationship?
10. What went very well, what went poorly, and what did we learn?

PART VIII

The employee is to prepare in advance of performance appraisal discussion, responses to the following performance-related questions. The supervisor's responses and the employee's responses (Part VII) to these performance-related questions will help provide for future examination and discussion of performance.

1. What were your major assignments and what did you accomplish?
2. What was your most significant accomplishment?
3. What are your strengths?
4. What area(s) of personal improvement would be most helpful?
5. In what area(s) did you make the most progress (change)?
6. Have you demonstrated the ability to perform all elements of your job?
7. How do you rate your performance relative to your peers?
8. What can your supervisor do to help you perform your job more effectively and satisfying?
9. What can we do to improve our working relationship?
10. What went very well, what went poorly, and what did we learn?

OTHER ITEMS:

ITASCA COUNTY INDIVIDUAL DEVELOPMENT AND PERFORMANCE PROGRAM

NAME: _____

DATE: ___/___/___

DEPARTMENT: _____

	EMPLOYEE			SUPERVISOR		
	Highly Satisfactory	Satisfactory	Needs Improvement	Highly Satisfactory	Satisfactory	Needs Improvement
1. JOB KNOWLEDGE						
2. PRODUCTIVITY						
3. QUALITY						
4. INITIATIVE						
5. USE OF TIME						
6. PLANNING						
7. FOLLOW-UP						
8. HUMAN RELATIONS						

Comments regarding any of the above areas:
 Note: please list the number you are referring to.
 Items with "Needs Improvement" checked require a comment.

GLOSSARY - COURT ADMINISTRATION POSITIONS

JOB KNOWLEDGE - understands responsibilities and specific duties of position, has knowledge of statutes and court rules.

PRODUCTIVITY - able to handle workflow of position and prioritize to meet time requirements set by statutes and rules.

QUALITY - Correctness, completeness, and accuracy.

INITIATIVE - Finds ways to improve methods in individual position and for general office procedures, able to implement legislative changes to workflow by most efficient techniques, is motivated.

USE OF TIME - Can prioritize assignments to make best use of available time and meet deadlines, is dependable and punctual.

PLANNING - Can schedule to keep courtroom workflow running smoothly, has ability to schedule to avoid conflicts between many Judge's assigned court times, can meet anticipated deadlines as set by statutes and rules.

FOLLOW-UP - maintain control of workflow of individual position, ability to understand prioritization of work, able to decipher time restrictions and manage flow of paperwork within these restrictions.

HUMAN RELATIONS - Ability to handle difficult customers by phone and in person, can work harmoniously with other employees, attorneys public contacts and other departments on a daily basis, willing to help others.

1. List goals met in the previous year:

2. List goals not met and reasons why:

3. List goals and objectives for this year:

4. Employee Comments:

5. Supervisor Comments:

Prepared by:

_____/_____/_____
Employee Supervisor

Department Head Signature: _____

Does your present job make the best use of your capabilities? How could you become more productive?

What do you expect to be doing five years from now?

If there were one thing you could change about our office, what would it be?

SAFETY QUESTIONS:

These questions are to be completed by Department Heads, Supervisors and/or staff.

1. Have you attended annual safety meetings provided during the last year?
Yes _____ No _____

If no, please explain.

2. Have you followed through to investigate claims and accidents?
Yes _____ No _____

If no, please explain.

3. Have you identified recognizable hazards in the worksite?
Yes _____ No _____

a) What, if any, recognizable hazards have you identified in the worksite?

b) Have you documented the recognized hazards?
Yes _____ No _____

c) Who did you report the recognized hazard(s) to?

d) What was done to eliminate and/or reduce the hazard?

e) What has been communicated to employees about these recognized hazards?

f) How was the information communicated?

g) To which employees has this information been communicated to?

4. If you're a supervisor, did you see that subordinates attended necessary safety meetings? Yes _____ No _____ If no, please explain.

5. Please address any other safety related concerns or issues not already covered:

ROAD & BRIDGE DEPARTMENT, ITASCA COUNTY
ANNUAL REVIEW OF PERFORMANCE

(The annual review of performance is used to document the progress of an employee; to help the employee and supervisor identify strengths, weaknesses, and how to improve; and to promote communication between the employee and the supervisor.)

Employee Name: _____ Job Title: _____

Date of Review: _____

Supervisor Name: _____ Job Title: _____

Please complete the following chart by indicating your assessment of the employee's performance for each of the areas mentioned. Alongside of the chart, please document your response of "YES" or "NO" to the question on improvement.

	POOR	FAIR	AVERAGE	GOOD	EXCELLENT	HAS THE EMPLOYEE DEMONSTRATED IMPROVEMENT IN THIS AREA? IF NOT, PLEASE SUGGEST IN #5 WHAT CAN BE DONE TO AID IN IMPROVEMENT.
Rapid learning						
Demonstrated initiative						
Dependability						
Work organization						
Work output - Quantity						
Work output - Quality						
Attendance & Punctuality						
Attitude toward job and company						
Job knowledge						
Job skills						
Human relation skills with other employees						
Human relation skills with the public						

#1. Please list the equipment that the employee has operated: _____

#2. Please comment on the employee's ability to operate the equipment:

#3. Please identify the employee's strengths and accomplishments: _____

#4. Please identify the employee's weaknesses: _____

#5. Please make suggestions for how improvements may be made: _____

#6. Other comments by the supervisor: _____

#7. Other comments by the employee: _____

Signature of County Engineer or Designee

Date

Signature of Supervisor

Date

Signature of Employee

Date

PART VI

Personnel related questions to be completed by Department Head and Supervisors.

1. Are you conducting performance appraisals on a regular basis?
Yes ____ No ____
2. If not, please elaborate on why not. If you are, please expand on how the process has worked, how it can be improved, etc.

GENERAL REMARKS BY EMPLOYEE (optional)

SAFETY QUESTIONS:

These questions are to be completed by Department Heads, Supervisors and/or staff.

1. Have you attended annual safety meetings provided during the last year?
Yes ____ No ____

If no, please explain.

2. Have you followed through to investigate claims and accidents?
Yes ____ No ____

If no, please explain.

3. Have you identified recognizable hazards in the worksite?
Yes ____ No ____

a) What, if any, recognizable hazards have you identified in the worksite?

b) Have you documented the recognized hazards?
Yes ____ No ____

c) Who did you report the recognized hazard(s) to?

d) What was done to eliminate and/or reduce the hazard?

e) What has been communicated to employees about these recognized hazards?

f) How was the information communicated?

g) To which employees has this information been communicated to?

4. If you're a supervisor, did you see that subordinates attended necessary safety meetings? Yes ____ No ____ If no, please explain
5. Please address any other safety related concerns or issues not already covered:

ITASCA COUNTY INDIVIDUAL DEVELOPMENT AND PERFORMANCE PROGRAM

NAME:

DATE:

DEPARTMENT:

	EMPLOYEE		SUPERVISOR	
	Satisfactory	Needs Improvement	Satisfactory	Needs Improvement
1. JOB KNOWLEDGE				
2. PRODUCTIVITY				
3. QUALITY				
4. INITIATIVE				
5. USE OF TIME				
6. PLANNING				
7. FOLLOW-UP				
8. HUMAN RELATIONS				

Comments regarding any of the above areas:

List accomplishments made in the previous year:

List goals and objectives for this year:

ITASCA COUNTY INDIVIDUAL DEVELOPMENT AND PERFORMANCE PROGRAM

Employee Comments:

Supervisor Comments:

Safety-Related Questions:

1. Have you attended UNIT Safety meetings during the past year?
2. Have you reported recognizable hazards within the Department in the past year?
3. Have you followed through to investigate claims and/or accidents filed by yourself or employees within your Unit/Division?

Prepared by:

_____/____/____
Employee

_____/____/____
Supervisor

Department Head Signature: _____