##### 

Commonwealth of Pennsylvania  
**S**enior **M**anagement **S**ervice

Performance Evaluation System

Evaluation Form

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| GENERAL INFORMATION | **TYPE REPORT:**  **ANNUAL**  **INTERIM** | | |
| **EMPLOYEE NAME** | | **EMPLOYEE NUMBER** | AGENCY |
| JOB TITLE | | ORGANIZATION | |
| RATER NAME | | RATING PERIOD **FROM**  **TO** | |

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| **LeadershiP** *Measures commitment to excellence, development and implementation of strategic vision, ability to achieve results, and learning from successes and shortcomings.* | | | | | | | | | | |
| **Far Exceeds Expectations** | **Exceeds Expectations** | **Meets**  **Expectations** | **Needs**  **Improvement** | **Unsatisfactory** | **FEE** | **EE** | **M**  **E** | **NI** | **U**  **N**  **S** | **N**  **/A** |
| • Creates and communicates a shared vision, setting clear direction for the organization. | | | | |  |  |  |  |  |  |
| • Establishes a commitment to excellence throughout the organization. | | | | |  |  |  |  |  |  |
| • Leads by example and encourages professionalism, inspiration, competence, integrity, and ethics. | | | | |  |  |  |  |  |  |
| • Demonstrates and encourages customer-focused work results. | | | | |  |  |  |  |  |  |
| • Marshals necessary commitment and resources to achieve objectives. | | | | |  |  |  |  |  |  |
| • Empowers others to act by emphasizing decision-making and requiring accountability. | | | | |  |  |  |  |  |  |
| • Builds partnerships and strategic alliances with key stakeholders to carry-out the organization’s mission. | | | | |  |  |  |  |  |  |
| • Anticipates and plans for current and future internal and external influences on the organization. | | | | |  |  |  |  |  |  |
| • Challenges the status quo and promotes beneficial change, resulting in improvements and efficiencies. | | | | |  |  |  |  |  |  |
| • Fosters work environments that cultivate initiative, collaboration/teamwork, inclusiveness/diversity, and mutual respect. | | | | |  |  |  |  |  |  |
| **Significant Work Results and Comments to Support Ratings** | | | | | | | | | | |
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| **Opportunities for Development** | | | | | | | | | | |
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| **Planning** *Measures excellence in strategic planning, change management, project planning, and maximization of resources.* | | | | | | | | | | |
| **Far Exceeds Expectations** | **Exceeds Expectations** | **Meets**  **Expectations** | **Needs**  **Improvement** | **Unsatisfactory** | **FEE** | **EE** | **M**  **E** | **NI** | **UNS** | **N /**  **A** |
| • Creates an adaptive planning climate that provides for necessary change and opportunities for improvement. | | | | |  |  |  |  |  |  |
| • Aligns and maximizes resources to achieve desired outcomes. | | | | |  |  |  |  |  |  |
| • Models and encourages supportive and inclusive planning efforts. | | | | |  |  |  |  |  |  |
| • Scans the work environment; anticipates and assesses factors that contribute to success or failure, and acts accordingly. | | | | |  |  |  |  |  |  |
| • Anticipates, plans, schedules, and organizes work to ensure alignment with agency and program vision. | | | | |  |  |  |  |  |  |
| • Conceives, prepares for, stimulates, and sustains change to improve or streamline operations. | | | | |  |  |  |  |  |  |
| • Utilizes effective change management techniques, challenging staff to embrace creativity and seek innovation. | | | | |  |  |  |  |  |  |
| • Acts as a change agent, challenging and re-engineering processes, as necessary. | | | | |  |  |  |  |  |  |
| • Cultivates future leaders through active human resource development and succession planning. | | | | |  |  |  |  |  |  |
| • Prioritizes, delegates work, and plans accordingly, maximizing the use of available resources. | | | | |  |  |  |  |  |  |
| **Significant Work Results and Comments to Support Ratings** | | | | | | | | | | |
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| **Opportunities for Development** | | | | | | | | | | |
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| **Management** *Measures the effectiveness of managing programs, operations, and human, financial, and technological resources.* | | | | | | | | | | |
| **Far Exceeds Expectations** | **Exceeds Expectations** | **Meets**  **Expectations** | **Needs**  **Improvement** | **Unsatisfactory** | **FE**  **E** | **EE** | **M**  **E** | **NI** | **UNS** | **N /**  **A** |
| * • Demonstrates organizational understanding, expertise to direct, encourage, and facilitate individual / team performance. | | | | |  |  |  |  |  |  |
| • Exhibits skill in problem-solving, decision-making, and managing programs and staff. | | | | |  |  |  |  |  |  |
| • Demonstrates sound judgment and flexibility in designing and applying adaptive approaches to demands and change. | | | | |  |  |  |  |  |  |
| • Creates a workplace that ensures a diverse, harmonious, productive, safe, and non-discriminatory work environment. | | | | |  |  |  |  |  |  |
| • Effectively delegates work, communicates expectations in a clear and constructive manner, and measures results. | | | | |  |  |  |  |  |  |
| • Recognizes employee accomplishments and appropriately and swiftly manages unsatisfactory performance. | | | | |  |  |  |  |  |  |
| • Creates a results- and service-oriented climate that contributes to organizational goals and objectives. | | | | |  |  |  |  |  |  |
| • Judiciously manages assigned funds and resources within operating guidelines. | | | | |  |  |  |  |  |  |
| • Encourages employees to excel through coaching, motivation, mentoring, and developmental opportunities. | | | | |  |  |  |  |  |  |
| • Implements strategies that achieve priorities, objectives, and deadlines. | | | | |  |  |  |  |  |  |
| **Significant Work Results and Comments to Support Ratings** | | | | | | | | | | |
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| **Opportunities for Development** | | | | | | | | | | |
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| **Interpersonal Relations** *Measures the ability to establish and maintain interpersonal relationships, effectiveness of communications, and degree of positive engagement with others.* | | | | | | | | | | |
| **Far Exceeds Expectations** | **Exceeds Expectations** | **Meets**  **Expectations** | **Needs**  **Improvement** | **Unsatisfactory** | **FEE** | **EE** | **M**  **E** | **NI** | **UNS** | **N /**  **A** |
| • Communicates personal commitment to agency vision, policies, and standards. | | | | |  |  |  |  |  |  |
| • Directs with clear and persuasive communication. | | | | |  |  |  |  |  |  |
| • Models and encourages open and interactive communication. | | | | |  |  |  |  |  |  |
| * • Discerns the sensitivity and confidentiality of information and acts appropriately. | | | | |  |  |  |  |  |  |
| • Establishes trust, and is approachable by employees at all organizational levels. | | | | |  |  |  |  |  |  |
| • Constructively manages conflict and differences of opinion, and fosters a positive resolution of issues. | | | | |  |  |  |  |  |  |
| • Exhibits effective oral / written communication that is articulate, confident, well-organized, persuasive, and appropriate. | | | | |  |  |  |  |  |  |
| • Demonstrates effective listening skills with comprehension and empathy. | | | | |  |  |  |  |  |  |
| • Engages others in a tactful, courteous, respectful, and sensitive manner. | | | | |  |  |  |  |  |  |
| • Balances concerns between individuals and productivity. | | | | |  |  |  |  |  |  |
| **Significant Work Results and Comments to Support Ratings** | | | | | | | | | | |
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| **Opportunities for Development** | | | | | | | | | | |
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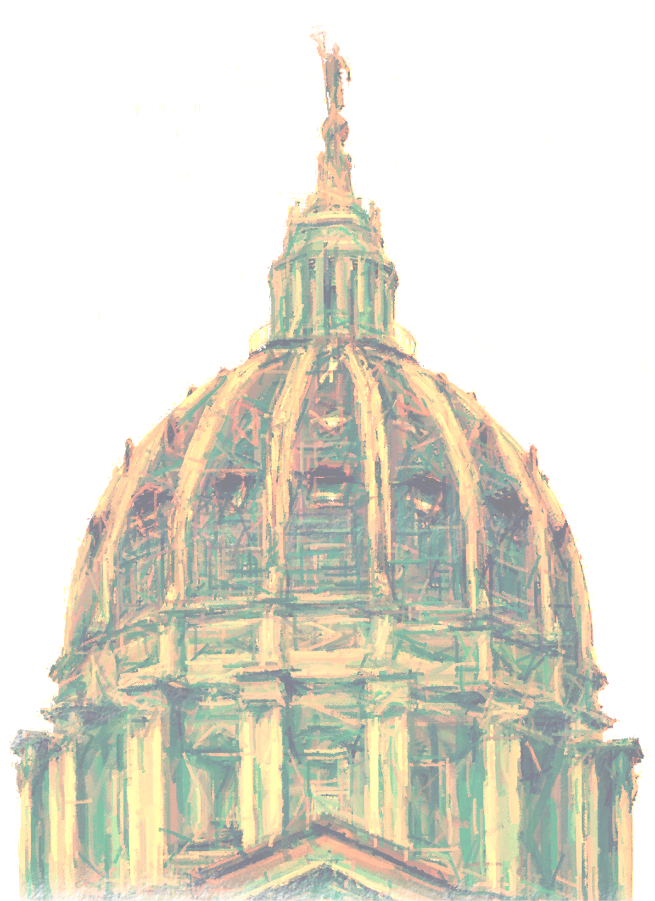
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| **Results** *Measures excellence in achievement and evaluation of organizational goals within established timeframes.* | | | | | | | | | | |
| **Far Exceeds Expectations** | **Exceeds Expectations** | **Meets**  **Expectations** | **Needs**  **Improvement** | **Unsatisfactory** | **FEE** | **EE** | **M**  **E** | **NI** | **UNS** | **N /**  **A** |
| • Designs, develops, and implements organizational strategies and supporting policies. | | | | |  |  |  |  |  |  |
| • Demonstrates and encourages excellence in results. | | | | |  |  |  |  |  |  |
| • Allocates and adjusts available resources to accomplish desired work results. | | | | |  |  |  |  |  |  |
| • Achieves assigned objectives within employee’s span of control. | | | | |  |  |  |  |  |  |
| • Achieves assigned objectives within established timeframes. | | | | |  |  |  |  |  |  |
| • Performs with speed and sense of urgency, as necessary, while prioritizing tasks. | | | | |  |  |  |  |  |  |
| • Exercises discerning judgment in problem-solving and decision-making to ensure smooth operations and desired results. | | | | |  |  |  |  |  |  |
| • Applies measurements, assesses progress, and modifies course(s) of action, as necessary, to achieve strategic outcomes. | | | | |  |  |  |  |  |  |
| • Demonstrates and encourages responsiveness; provides accurate, constructive, appropriate, and timely input/feedback. | | | | |  |  |  |  |  |  |
| • Completes constructive and timely employee performance reviews as a rater and/or reviewing officer. | | | | |  |  |  |  |  |  |
| **Significant Work Results and Comments to Support Ratings** | | | | | | | | | | |
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| **Opportunities for Development** | | | | | | | | | | |
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| Overall Rating | | | | |
| **Far Exceeds Expectations** | **Exceeds Expectations** | **Meets**  **Expectations** | **Needs**  **Improvement** | **Unsatisfactory** |
| **RATER’S OVERALL COMMENTS:** | | | | |
| **SUMMARY OF EMPLOYEE’S STRENGTHS:** | | | | |
| SUMMARY OF OPPORTUNITIES FOR EMPLOYEE DEVELOPMENT: | | | | |
| Rater’s Signature:       Date: | | | | |

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| REVIEWING OFFICER’S COMMENTS |
| Comments: |
| Reviewing Officer’s Signature:  Date: |

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| **EMPLOYEE’S COMMENTS** |
| **I agree with this rating.   I disagree with this rating.   I would like to discuss this rating with my Reviewing Officer. Discussion occurred on**  **I acknowledge that I have read this report and I have been given an opportunity to discuss it with the evaluator.**  **My signature does not necessarily mean that I agree with the report.**  **Additional Comments:** |
| **Employee Signature:**  **Date:** |



Commonwealth of Pennsylvania

**S**enior **M**anagement **S**ervice

Performance Evaluation System

Objectives Planning Document

(Optional for Agency Use)

|  |  |  |  |
| --- | --- | --- | --- |
| GENERAL INFORMATION |  | | |
| **EMPLOYEE NAME** | | **EMPLOYEE NUMBER** | AGENCY |
| JOB TITLE | | ORGANIZATION | |
| SUPERVISOR | | MEASUREMENT PERIOD **FROM** **TO** | |

**Performance Categories: Leadership – Planning – Management – Interpersonal Relations – Results**

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| **Performance Objective** | **Aligned with**  **Strategic Priorities?** | **Expected**  **Completion Date** |
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Employee Signature

Date

Supervisor Signature

Date