



OREGON DEPARTMENT OF FISH AND WILDLIFE POLICY

Human Resources Division

Title:	Performance Management	HR_450_05
Supersedes:	HR_450_05, dated July 1, 2008	
Applicability:	All trial service, limited duration, permanent and seasonal employees	
Reference:	State Policy 50.035.01	
Effective Date:	November 1, 2008	Approved:

I. PURPOSE

To assist managers and supervisors in managing the performance of their subordinates by promoting employee understanding of successful job performance and commitment to the mission, principles and priorities of the department.

II. POLICY

A. A written performance plan and a career development plan shall be used for each employee in the department.

1. The performance plan, as set forth in Part 3 of the Performance Evaluation Form (Attachment A), shall be established at the beginning of each performance cycle. The performance plan shall:
 - a. be based on performance goals which describe what needs to be accomplished in order for the employee to be successful; and
 - b. provide the specific work-related factors upon which the employee shall be evaluated.
2. For Seasonal employees, the optional form (Attachment B) may be used in lieu of Attachment A.
3. The career development plan (Attachment C) provides for the continuous improvement of the employee's job-related knowledge and skills. It shall be reviewed and updated annually at the time of the employee's performance appraisal.

B. The period of the appraisal

1. For trial service employees, the appraisal period shall be from time of hire through the end of the trial service period.
2. For regular status classified represented employees, the appraisal period shall be the annual period ending with the employee's scheduled salary eligibility date.
3. For regular status classified seasonal employees, the appraisal period shall end at the conclusion of the season of work.
4. For regular status management service employees and for unclassified executive service employees, the appraisal period shall be the annual period ending November 15.

- C. Employee performance shall be reviewed periodically throughout the appraisal period.
1. All trial service employees shall receive an informal interim performance review at least twice during the trial service period.
 2. At approximately half way through the appraisal period for a regular status employee, the supervisor and employee shall discuss the employee's performance progress, any deficiencies and plan updates as needed.
 3. At any time during the appraisal period, the supervisor and employee may address any issues related to work performance and update the performance and/or development plans as needed.
- E. Performance Evaluation Process.
1. Each supervisor shall complete an annual written performance evaluation for each employee prior to the employee's performance appraisal date. The evaluation shall be based on the employee's performance plan and include:
 - a. A performance discussion between supervisor and employee.
 - b. Documented performance achievements and/or deficiencies.
 - c. A rating of each employee that is consistent with the department's rating system.
 - d. Establishment of performance goals for the coming performance year.
 - e. Establishment or review of employee's career development plan.
 2. The supervisor shall discuss the proposed rating with the reviewer and obtain the reviewer's signature prior to finalizing and communicating the performance rating to the employee, and obtaining the employee's signature.
 3. A copy of the completed, signed appraisal shall be given to the employee. The original shall be sent to the Human Resources Division for retention in the employee's official personnel file. A copy should be retained in the supervisor's working file.
 4. Human Resources Division staff shall enter a code in each employee's record on the state Personnel and Position Data Base (PPDB) to indicate that the employee received a written performance evaluation.
 5. The employee may prepare written comments or rebuttal to the evaluation within 30 calendar days of receiving the evaluation. The comments or rebuttal shall be attached to the evaluation form and become part of the official record.


III. POLICY CLARIFICATION

A performance evaluation shall be completed for all employees new to the agency or supervisory unit with a starting date at least four months prior to the end of a performance plan year and prior to completion of trial service for each employee. Except for trial service, supervisors have the option to complete performance evaluations for new employees with less than four months of service.

Attachment A Performance Evaluation Form

Attachment B Seasonal Performance Evaluation Form (optional form to be used in lieu of Attachment A)

Attachment C Career Development Form

		OREGON DEPARTMENT OF FISH AND WILDLIFE PERFORMANCE EVALUATION	
EMPLOYEE NAME: _____		EIN: _____	
CLASS NO: _____		POSITION NO: _____	
CLASS TITLE: _____		DIVISION/REGION: _____	
REPORT PERIOD: From _____	To _____	NEXT EVALUATION DUE: _____	
EVALUATION FOR: <input type="checkbox"/> Annual <input type="checkbox"/> Trial Service <input type="checkbox"/> Other _____			
SUPERVISOR NAME (print): _____			

This form will be used to evaluate all classified, management, and executive service employees. All employees will be evaluated on categories A through D. Management and executive service employees are additionally evaluated on categories E through I. Management service measures may be selected for classified employees where appropriate (e.g., lead workers, working out of class).

PART 1 - PERFORMANCE SUMMARY

Check the appropriate level of performance based on employee's performance plan and the typical attributes for each performance category. Refer to Part 5 for definitions of the rating levels.

ALL EMPLOYEES

- A. INDIVIDUAL CHARACTERISTICS:**
 High Performing Successful Unsatisfactory
- B. JOB PERFORMANCE:**
 High Performing Successful Unsatisfactory
- C. TEAMWORK/CUSTOMER SERVICE/WORKPLACE:**
 High Performing Successful Unsatisfactory
- D. COMMUNICATION:**
 High Performing Successful Unsatisfactory

MANAGEMENT/EXECUTIVE SERVICE EMPLOYEES

- E. AA/EEO/DIVERSITY:**
 High Performing Successful Unsatisfactory
- F. SAFETY/WORKERS COMPENSATION:**
 High Performing Successful Unsatisfactory
- G. EMPLOYEE SELECTION/DEVELOPMENT:**
 High Performing Successful Unsatisfactory
- H. MANAGEMENT OF SUBORDINATES:**
 High Performing Successful Unsatisfactory
- I. LEADERSHIP:**
 High Performing Successful Unsatisfactory

PART 2 – PERFORMANCE CATEGORY RATINGS

In the spaces provided, write a narrative summary for each performance category. The employee's specific strengths and areas for improvement should be addressed. If more space is required, use additional pages (clearly identify the performance measure/category). The narrative must support any rating higher than or must explain deficiencies which warrant any rating lower than "Successful."

Performance Category	Typical attributes may include:
A. Individual Characteristics	<ul style="list-style-type: none"> • Projects professionalism in appearance, dress and demeanor • Deals effectively with and accepts change • Maintains acceptable attendance record, arrives and departs work, meetings and breaks on time • Maintains well-organized and neat work area • Receptive to constructive criticism and suggestions • Uses sound judgment and common sense
Narrative (provide sufficient detail): _____	
B. Job Performance	<ul style="list-style-type: none"> • Sets appropriate priorities and accomplishes goals; uses time and materials wisely • Competent in areas of responsibility, applies knowledge needed to perform the job • Completes assigned duties in a timely and competent manner meeting expectations for quality and quantity of work • Identifies and corrects errors • Identifies and responds correctly to work-related problems, defines problem and alternative solution • Makes decisions after careful analysis of available information • Involves supervisor in solution process appropriately • Participates in public outreach activities
Narrative (provide sufficient detail): _____	
C. Teamwork/Customer Service/Workplace	<ul style="list-style-type: none"> • Follows established policies and procedures • Obeys all safety rules and looks for ways to make work safe • Cooperates to accomplish team/work unit objectives • Publicly supports the department, its policies and programs while acting in an official capacity • Promotes and maintains a work environment that is respectful of all persons • Appropriately shares work-related information with others • Builds relationships (networks) • Considers impact of decisions on customers and organization units • Responds to customer needs in a professional and friendly manner
Narrative (provide sufficient detail): _____	
D. Communication	<ul style="list-style-type: none"> • Communicates in a clear, accurate, concise and constructive manner • Practices active listening • Exercises discretion and good judgment when dealing with confidential information • Uses established channels of communication
Narrative (provide sufficient detail): _____	
E. AA/EEO/Diversity	<ul style="list-style-type: none"> • Is proactive in achieving AA/EEO objectives of the department • Promotes a discrimination/harassment-free workplace • Fosters and promotes a diverse workforce and an open and supportive work environment
Narrative (provide sufficient detail): _____	
F. Safety/Workers Compensation	<ul style="list-style-type: none"> • Promotes and ensures a safe work environment • Facilitates early return to work of injured workers • Actively trains employees on safety issues • Regularly attends safety meetings
Narrative (provide sufficient detail): _____	
G. Employee Selection/Development	<ul style="list-style-type: none"> • Selects qualified, competent people to fill positions • Follows established rules in the selection process • Works with employees to identify training needs • Ensures employees are given necessary job-related and/or on-the-job training
Narrative (provide sufficient detail): _____	

H. Management of Subordinates	<ul style="list-style-type: none"> • Coaches and fosters open communication with employees • Identifies needs for behavior and/or work product changes when standards are not met; takes prompt and appropriate corrective action as necessary • Uses performance management system as a tool to communicate work expectations • Completes performance evaluations in a timely manner • Appropriately delegates work and projects to employees
Narrative (provide sufficient detail): _____	
I. Leadership	<ul style="list-style-type: none"> • Establishes goals aligned with department priorities • Sets example by modeling the highest standards of conduct and professional public service • Fosters a work environment that motivates employees • Ensures that work product accountability is established • Accepts responsibility for results achieved by section/unit
Narrative (provide sufficient detail): _____	

**PART 3 – ALL EMPLOYEES
EMPLOYEE PERFORMANCE PLAN**

At the beginning of the performance year, identify performance goals for employee (Note: 3-5 goals are typically adequate) . List the performance goals on which the employee is being evaluated:

Goal: _____
 Goal: _____
 Goal: _____

**PART 4 – ALL EMPLOYEES
EMPLOYEE DEVELOPMENT PLAN**

Identify development goals for employee and how they will be achieved on the ODFW Career Development Form and attach to completed evaluation. Review mandatory training to ensure employee is current, supervisor recommended training, and employee desired training.

**PART 5 - ALL EMPLOYEES
OVERALL RATING**

Check the appropriate box based on category ratings. Include additional narrative if needed to clarify or support the overall rating.

<input type="checkbox"/>	High Performing:	Consistently provides end results of a higher quality and/or quantity than normal job expectations, and has no major areas of performance weakness. Has made notable contributions to ODFW principles and priorities that go well beyond requirements of the position.
<input type="checkbox"/>	Successful:	Demonstrates good solid performance in managing work expectations; makes reliable and meaningful contribution to ODFW principles and priorities. Performance may exceed expectations in some areas and may need development in others. Successful is not marginal; if performance is considered marginal, this rating should not be given.
<input type="checkbox"/>	Unsatisfactory:	Performing marginally and is not meeting the requirements of the position. Performance needs improvement and/or is inconsistent and fails to meet expectations in some or all areas. Improvement is essential for employee to be successful in his/her position.
Summary Narrative: _____		

Signatures: Sign in the order listed.	Sign-Off Section (initials)	
<hr/>		
Supervisor _____ Date _____	Interim Discussion: _____	<u>Supervisor</u> _____ <u>Employee</u> _____
Reviewer _____ Date _____	Date of Discussion: _____	
Employee* _____ Date _____	Position Description Review: _____ <input type="checkbox"/> Revision attached <input type="checkbox"/> No change	
Appointing Authority _____ Date _____	Career Development Work Plan: _____	
	Annual Criminal History <input type="checkbox"/> Check Required: _____	
	Emergency Information: _____ <input type="checkbox"/> Current and complete (attached)	

* Employee's signature is required only to indicate that employee has read the evaluation.



OREGON DEPARTMENT OF FISH AND WILDLIFE Performance Evaluation for Seasonal Employee

Name: _____ Position #: _____ Official Station: _____
 Classification Title: _____ Division/Region: _____
 Report period from _____ to _____
 Evaluation for: End of Season Trial Service Other

	High Performing	Successful	Unsatisfactory	N/A
1. Work completed on time				
2. Accuracy of work				
3. Amount of work completed				
4. Effective Communication:				
a. orally				
b. in writing				
5. Judgment				
6. Initiative				
7. Harmonious working relations with				
a. the public				
b. co-workers				
c. supervisors				

OVERALL RATING

Check the appropriate box based on category ratings. Include additional narrative if needed to clarify or support the overall rating.

<input type="checkbox"/>	High Performing:	Consistently provides end results of a higher quality and/or quantity than normal job expectations, and has no major areas of performance weakness. Has made notable contributions to ODFW principles and priorities that go well beyond requirements of the position.
<input type="checkbox"/>	Successful:	Demonstrates good solid performance in managing work expectations; makes reliable and meaningful contribution to ODFW principles and priorities. Performance may exceed expectations in some areas and may need development in others. Successful is not marginal; if performance is considered marginal, this rating should not be given.
<input type="checkbox"/>	Unsatisfactory:	Performing marginally and is not meeting the requirements of the position. Performance needs improvement and/or is inconsistent and fails to meet expectations in some or all areas. Improvement is essential for employee to be successful in his/her position.
Summary Narrative: _____		

Employee's signature is required only to indicate that employee has read the evaluation. Sign in order indicated.

 (1) Reviewer Date (3) Employee Date

 (2) Supervisor Date (4) Appointing Authority Date

Note: Sign in order indicated. Employee's signature is required only to indicate that employee has read the evaluation.

OREGON DEPARTMENT OF FISH AND WILDLIFE

Performance Evaluation for Seasonal Employee

Instructions

- * Seasonal employees receive a performance evaluation at the conclusion of their seasonal appointment.
 1. Supervisor drafts performance evaluation and assigns overall rating.
 2. Supervisor sends performance evaluation to reviewer for review and signature. Reviewer must be management service.
 3. Reviewer returns performance evaluation to supervisor.
 4. Supervisor signs performance evaluation and discusses it with employee.
 5. Employee signs performance evaluation and is given a copy at this time.
 6. Supervisor sends original performance evaluation to Human Resources Division (keeps copy for him/herself) for appointing authority signature.
 7. Human Resources Division files original in employee's official personnel file.
 8. Employees have the right to attach their own comments to all official copies of the performance evaluation.
- * Supervisors should use the regular performance evaluation form for year-round seasonals.

ODFW Career Development Form

The Department of Fish and Wildlife (ODFW) places high value on developing and realizing the full potential of employees through investment in their training and professional development to meet changing needs, keep skills current, and further career goals. For additional information when completing this form, please review the ODFW Career Development Manual located at: <http://inside.dfw.state.or.us/hr/docs/CareerDevManual.pdf>

Name		Division	
Date		Supervisor	

Employee chooses not to participate in Career Development.

Signature of employee:

Participant Development Objective(s)

Mandatory Training, Supervisor Recommended Training, and/or Employee Desired Training (identify each specific area):

Action Steps To be determined by the manager and/or participant

Action	Start Date	Completion Date
<input type="checkbox"/> ODFW Mentor Identified		
<input type="checkbox"/> Job Shadow(s)		
<input type="checkbox"/> Job Rotation		
<input type="checkbox"/> Cross Training		
<input type="checkbox"/> Participate in ODFW Meetings Type		
<input type="checkbox"/> Develop and Manage Budget <ul style="list-style-type: none"> <input type="checkbox"/> Sit on a Departmental Budget Committee <input type="checkbox"/> Assist with Unit Budget <input type="checkbox"/> Spend One (1) Day in Budget Unit <input type="checkbox"/> Other 		
<input type="checkbox"/> Develop Presentation		
<input type="checkbox"/> Represent Department on Outside Committee Type		
<input type="checkbox"/> Lead/Facilitate a Committee <ul style="list-style-type: none"> <input type="checkbox"/> Be Assigned to a Committee <input type="checkbox"/> Observe a Committee Meeting <input type="checkbox"/> Other 		
<input type="checkbox"/> Attend Training Session <ul style="list-style-type: none"> <input type="checkbox"/> Attend Agency-Sponsored training <input type="checkbox"/> Attend Outside Training 		

<input type="checkbox"/>	Sit on Hiring/Selection Panel		
<input type="checkbox"/>	Other Action Steps		
<input type="checkbox"/>	Other Action Steps		
6 Month De-briefs with Manager/Supervisor:			
Dates:			
Comments:			
Resources			
Mentor			
HR Analyst			
Training			
Other			
Signatures			
Career Development Participant		Date	
Supervisor/Manager		Date	