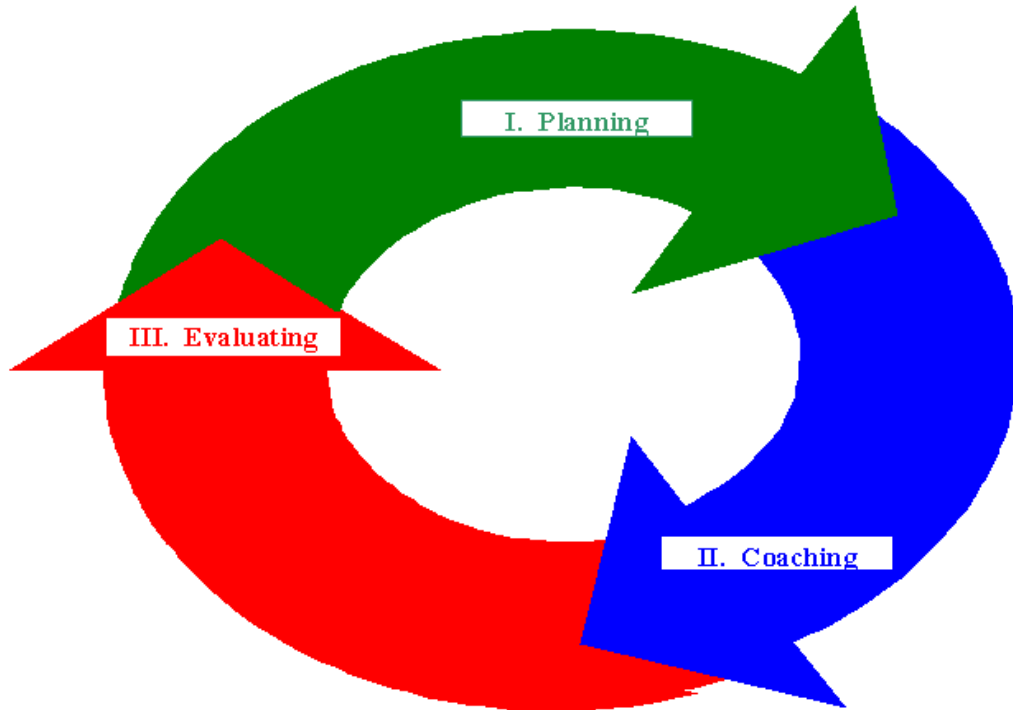


Supervisory Performance Management and Development Program

CONFIDENTIAL



Employee Information

Employee Name: _____ Planning Date: _____

Position Title: _____ Mid-Year Review Date: _____

Division: _____ Evaluation Date: _____

Supervisor/Manager: _____

Performance Planning and Review

General Instructions:

The Performance Management and Development Program is designed to involve employees and managers in developing, measuring and evaluating the individual employee's key functions and competencies. It is a continuously shared communication process focusing on the individual development of each employee. As a part of this process the employee and the supervisor/manager shall meet together at the beginning of the process to mutually develop a performance plan for the employee using this form as a guide. This performance plan shall be reviewed and consulted throughout the year by the employee and supervisor and revised if necessary. There shall be at least a formal year-end performance evaluation meeting. The employee's performance of key job responsibilities and certain performance values will be evaluated based on the following rating categories.

Exceptional	Performance is far above the Exceeds Expectations level. The employee consistently does exceptional work, regularly going far beyond what is expected of employees in this job. Exceptional performance is due to the effort and skills of the employee. Achievements and abilities at this level are obvious to subordinates, peers, managers, and customers. Results have an impact beyond the scope of the work unit.
Exceeds Expectations	Performance clearly and consistently exceeds expectations. The employee contributes unique, innovative, and workable solutions to projects and problems. Achievements and abilities at this level are noticeable to subordinates, peers, managers, and customers. Results can be expected which are timely and accurate with minimum supervision. The employee recognizes, participates in, and adjusts to changing situations and work assignments.
Meets Expectations	Performance consistently meets the requirements, standards, or objectives of the job. Results can be expected which are timely and accurate with appropriate supervision. The employee participates in and adjusts to changing situations and work assignments as warranted. Employees performing at this level demonstrate fully competent performance.
Needs Improvement	Performance does not consistently meet the requirements, standards, or objectives of the job. Performance may meet some of the job expectations, but needs improvement in one or more areas. Problem areas should be monitored and documented. Improvement is required for an employee to meet expectations.
Unsatisfactory	Performance is consistently below requirements and is unacceptable. Performance meets few or none of the standards or objectives. Employee performance shows failure to follow supervisory directions/guidance to initiate substantial performance improvement. Continued unsatisfactory performance may lead to termination.

Appeals

Employees may appeal an overall rating of "Needs Improvement" or "Unsatisfactory." Such appeals must be made through the Administrative Office of the Courts standard grievance procedure in the Human Resources Management Manual. Contact the Employee Relations Manager in the Human Resources Division for procedural information.

An employee who receives a rating of "Meets" and does not agree with that rating may request that the evaluation be reviewed by the next level supervisor above the rating official. This rating is not a grievable issue under the normal grievance procedure.

Section 1A- Key Job Responsibilities

Identify key ongoing job responsibilities and/or specific performance objectives and weight them so that they total 100%. At the year-end performance evaluation, indicate the "Key Job Responsibilities Rating" as described at the end of this section.

1. Job Responsibility	% Value
<p>Standard Expected: (Meets Expectations)</p> <p>Mid-Year Progress Review Comments:</p> <p>Performance Evaluation Comments: <i>(Required if rating is other than "Meets Expectations")</i></p>	
<p>Performance Rating <i>(check one)</i> <input type="checkbox"/> Exceptional <input type="checkbox"/> Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory</p>	

2. Job Responsibility	% Value
<p>Standard Expected: (Meets Expectations)</p> <p>Mid-Year Progress Review Comments:</p> <p>Performance Evaluation Comments: <i>(Required if rating is other than "Meets Expectations")</i></p>	
<p>Performance Rating <i>(check one)</i> <input type="checkbox"/> Exceptional <input type="checkbox"/> Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory</p>	

3. Job Responsibility

% Value

Standard Expected: (Meets Expectations)

Mid-Year Progress Review Comments:

Performance Evaluation Comments: *(Required if rating is other than "Meets Expectations")*

Performance Rating *(check one)* Exceptional Exceeds Meets Needs Improvement Unsatisfactory

4. Job Responsibility

% Value

Standard Expected: (Meets Expectations)

Mid-Year Progress Review Comments:

Performance Evaluation Comments: *(Required if rating is other than "Meets Expectations")*

Performance Rating *(check one)* Exceptional Exceeds Meets Needs Improvement Unsatisfactory

5. Job Responsibility

% Value

Standard Expected: (Meets Expectations)

Mid-Year Progress Review Comments:

Performance Evaluation Comments: (Required if rating is other than "Meets Expectations")

Performance Rating (check one) Exceptional Exceeds Meets Needs Improvement Unsatisfactory

Additional information may be inserted for Section 1A if necessary. Use AOC-A-186A/229A Continuation Page to list additional Key Job Responsibilities.

SECTION 1A - Key Job Responsibilities Rating

Indicate the Key Job Responsibilities Rating by checking the appropriate box below, generally based on the percentage of the Key Responsibilities weight. In order to receive a rating of Exceptional, over 50% of the weighted ratings for Key Job Responsibilities must be at the Exceptional level with no rating below Meets Expectations. For an employee to receive a rating of Exceeds Expectations, over 50% of the weighted ratings for Key Job Responsibilities must be at the Exceeds level or higher with no rating below the Meets Expectations level. If an employee receives a Needs Improvement or Unsatisfactory rating on any Key Responsibility, he or she may, at the supervisor's discretion, receive a rating of Meets, Needs Improvement or Unsatisfactory.

Key Job Responsibilities Rating (check one) Exceptional Exceeds Meets Needs Improvement Unsatisfactory

Leadership

<input type="checkbox"/> Exceptional Provides superior leadership by formulating and conveying the unit's vision. Successfully empowers employees, resulting in achieving individual and team excellence.	<input type="checkbox"/> Exceeds Conveys the unit's vision in a way that motivates employees and fosters high performance. Anticipates needed changes in the unit, communicates them and supports employees as changes occur.	<input type="checkbox"/> Meets Communicates unit plans so that employees understand them. Uses positive recognition to motivate employees as changes occur. Is flexible in adapting to shifting needs and tasks.	<input type="checkbox"/> Needs Improvement Is not supportive of co-workers and employees. Does not effectively motivate employees, or motivates only through negative reinforcement. Resists change. Is sometimes ineffective.	<input type="checkbox"/> Unsatisfactory Requires supervision to perform leadership responsibilities. Does not cultivate leadership skills. Does not motivate employees. Has difficulty making even routine decisions. Does not understand or address change within the unit.
---	---	--	--	--

Mid-Year Progress Review Comments:

Performance Evaluation Comments: *(Required if rating is other than "Meets Expectations")*

Section 1B - Managerial Values Rating

Indicate the Managerial Values Rating by checking the appropriate box below, generally with all Managerial Values receiving equal weight. In order to receive a rating of Exceptional, at least two of the three rating for Managerial Values must be at the Exceptional level with no rating below Meets Expectations. For an employee to receive an Exceeds rating at least two of the three ratings must be at the Exceeds level or higher with no ratings below the Meets Expectations level. If an employee receives a Needs Improvement or Unsatisfactory rating on any Managerial Value, he or she **may**, at the supervisor's discretion, receive a rating of Meets, Needs Improvement or Unsatisfactory.

Managerial Values Rating *(check one)* Exceptional Exceeds Meets Needs Improvement Unsatisfactory

COMBINED SECTION 1 RATING (comprising Section 1A and Section 1B ratings)

Indicate the Combined Section 1 Rating by checking the appropriate box below. The combined Section 1 rating will combine the Key Job Responsibilities Rating and Managerial Values Rating giving each section equal weight. A Combined Section 1 rating of Exceptional requires an Exceptional rating for both Key Job Responsibilities and Managerial Values. If a manager rates Exceeds in one section and an Exceptional in the other, the Combined Section 1 rating should be Exceeds. An Unsatisfactory rating for either Key Job Responsibilities or Managerial Values will not support a Combined Section 1 rating above Needs Improvement. If an employee receives a Needs Improvement or Unsatisfactory rating as his or her Key Job Responsibilities Rating or his or her Managerial Values Rating, the employee **may**, at the supervisor's discretion, receive a Combined Section 1 rating of Meets, Needs Improvement or Unsatisfactory.

SECTION 1 RATING *(check one)* Exceptional Exceeds Meets Needs Improvement Unsatisfactory

Section 2 - Performance Values Rating

Determine the performance level for each Performance Value based on the definitions for each rating category. Check the box next to the applicable rating. Indicate the Section 2 Performance Value Rating as at the end of this section.

Communication

<input type="checkbox"/> Exceptional Displays superior communication skills by actively listening to and appropriately responding to others in all situations. Serves as a universal resource for highly effective communication solutions (written and verbal).	<input type="checkbox"/> Exceeds Constantly displays effective communication skills when listening and responding to others. Effectively advocates point of view in individualized and group situations. Expresses thoughts and ideas (written and verbal) in a concise, understandable and persuasive manner. Initiates and maintains communications to ensure job is completed successfully.	<input type="checkbox"/> Meets Routinely shares relevant information with others in a timely and efficient manner. Communicates (written and verbal) in an appropriate manner. Responds to communication in an effective and timely manner. Maintains communication to ensure job is completed successfully.	<input type="checkbox"/> Needs Improvement Shares and provides necessary information with others only upon request. Inconsistently communicates with others to ensure job is completed successfully. Does not communicate information in a manner which makes it easy to understand.	<input type="checkbox"/> Unsatisfactory Does not share or provide information which will help others to get their job done. Information which is shared is incomplete or inaccurate. Does not check to see if others understand the information. Fails to understand others or express self clearly.
--	--	--	--	--

Mid-Year Progress Review Comments:

Performance Evaluation Comments: *(Required if rating is other than "Meets Expectations")*

Teamwork

<input type="checkbox"/> Exceptional Provides leadership in helping co-workers to achieve individual and team goals. Champions teamwork consistently within employee's unit and throughout the organization.	<input type="checkbox"/> Exceeds Demonstrates teamwork by helping co-workers to achieve goals. Promotes a positive and supportive work environment. Strives to develop shared objective with other team/units.	<input type="checkbox"/> Meets Works cooperatively with other co-workers to accomplish goals. Effectively shares information and communicates with team members. Develops positive and productive relationships with other team members. Works collaboratively with other units.	<input type="checkbox"/> Needs Improvement Does not consistently offer assistance to co-workers when needed. Occasionally fails to recognize the needs of others. Inconsistently cooperates openly and fairly. Does not make sufficient effort to avoid destructive conflicts with other team members. Does not always support team goals.	<input type="checkbox"/> Unsatisfactory Fails to offer assistance to co-workers when needed. Does not recognize the needs of others. Does not cooperative openly and fairly. Provokes destructive conflicts with other team members. Ignores team goals.
--	--	--	--	--

Mid-Year Progress Review Comments:

Performance Evaluation Comments: *(Required if rating is other than "Meets Expectations")*

Dependability

<input type="checkbox"/> Exceptional Enthusiastically responds to agency needs. Takes exceptional measures to make sure that all key responsibilities are met. Ensures other team members are provided with what they need to get their job done even when employee is not available.	<input type="checkbox"/> Exceeds Prioritizes and completes assigned tasks in a highly efficient manner, adjusting to unscheduled situations. Maintains a high degree of accuracy and creativity under pressure. Models adherence to established policies and procedures.	<input type="checkbox"/> Meets Can be counted on to complete assigned tasks in an efficient manner. Works well under pressure. Uses resources effectively. Consistently follows established policies and procedures. Follows attendance and punctuality policy.	<input type="checkbox"/> Needs Improvement Has failed to complete assigned tasks efficiently. Sometimes does not use resources effectively. Fails to consistently follow established policies and procedures. Takes unauthorized absences or has been tardy.	<input type="checkbox"/> Unsatisfactory Fails to complete assigned tasks efficiently. Does not use resources effectively. Rarely follows established policies and procedures. Takes excessive unauthorized absences or is excessively tardy.
---	--	---	--	--

Mid-Year Progress Review Comments:

Performance Evaluation Comments: *(Required if rating is other than "Meets Expectations")*

Customer Service

<input type="checkbox"/> Exceptional Anticipates customer needs and proactively initiates solutions. Always demonstrates excellent service. Evidences commitment to serving all AOC customers.	<input type="checkbox"/> Exceeds Prioritizes and responds to customer service needs. Identifies opportunities to enhance service practices. Evaluates and monitors service response. Demonstrates effective and positive service standards. Treats customer service as top priority.	<input type="checkbox"/> Meets Demonstrates effective customer service skills. Effectively identifies service needs and responds appropriately. Meets the needs of others by providing quality service.	<input type="checkbox"/> Needs Improvement Not fully responsive to the importance of service. Shows lack of concern and courtesy. Sometimes offers assistance in response to service needs.	<input type="checkbox"/> Unsatisfactory Resists recognizing the importance of service. Often shows lack of concern and courtesy. Fails to offer assistance in response to service needs.
--	--	---	---	--

Mid-Year Progress Review Comments:

Performance Evaluation Comments: *(Required if rating is other than "Meets Expectations")*

Continuous Improvement

<input type="checkbox"/> Exceptional Continuously demonstrates initiative by implementing ideas that improve individual and work unit processes. Always looks for creative and better ways of doing things throughout the organization.	<input type="checkbox"/> Exceeds Demonstrates initiative by making suggestions that lead to improved work processes. Looks for creative and better ways of doing things.	<input type="checkbox"/> Meets Cooperates and participates in improving work processes in the work environment. Demonstrates flexibility in response to new or improved work processes.	<input type="checkbox"/> Needs Improvement Sometimes cooperates or participates in initiatives to improve work performance.	<input type="checkbox"/> Unsatisfactory Fails to cooperate or participate in initiatives to improve work processes.
---	--	---	---	---

Mid-Year Progress Review Comments:

Performance Evaluation Comments: *(Required if rating is other than "Meets Expectations")*

Judgment

<input type="checkbox"/> Exceptional Anticipates potential problems and proactively minimizes impact. Effectively makes decisions and accepts responsibility for consequences of the decisions. Universally recognized as a resource for complex problem solving.	<input type="checkbox"/> Exceeds Solves complex problems and accepts responsibility for consequences of decisions. Accurately assesses priority of problems/decisions. Occasionally is a resource for complex problem solving.	<input type="checkbox"/> Meets Recognizes and successfully resolves routine problems. Consistently recognizes and recommends possible solutions for routine problems.	<input type="checkbox"/> Needs Improvement Sometimes fails to recognize or resolve routine problems. Occasionally overlooks appropriate alternatives. Fails to seek sufficient guidance from supervisor or input from peers, resulting in poor decision-making.	<input type="checkbox"/> Unsatisfactory Often fails to recognize or resolve routine problems. Does not identify appropriate alternatives.
---	--	---	---	---

Mid-Year Progress Review Comments:

Performance Evaluation Comments: *(Required if rating is other than "Meets Expectations")*

Mutual Respect

<input type="checkbox"/> Exceptional Takes initiative to promote understanding of individual and cultural differences throughout the organization. Consistently cultivates and instills respect for all people.	<input type="checkbox"/> Exceeds Consistently fosters respect in the workplace. Promotes understanding and acceptance of individual differences and cultural differences.	<input type="checkbox"/> Meets Treats co-workers and customers with dignity and respect. Is open and responsive to the diverse experiences and backgrounds of other people. Demonstrates respect and appreciation for individual or cultural differences.	<input type="checkbox"/> Needs Improvement Occasionally fails to treat co-workers and customers with dignity and respect. Sometimes uncooperative in working with people of different backgrounds. Is not consistently sensitive to individual or cultural differences.	<input type="checkbox"/> Unsatisfactory Fails to treat co-workers and customers with dignity and respect. Uncooperative in working with people. Creates tension within the work environment, reflecting insensitivity to individual differences or cultural differences.
---	---	---	---	--

Mid-Year Progress Review Comments:

Performance Evaluation Comments: *(Required if rating is other than "Meets Expectations")*

SECTION 2 - PERFORMANCE VALUES RATING

Indicate the Performance Values Rating by checking the appropriate box below. In order to receive a rating of Exceptional, at least four of the seven ratings for Performance Values must be at the Exceptional level with no rating below Meets Expectations. For an employee to receive an Exceeds Expectations Rating, at least four of the seven ratings for Performance Values must be at the Exceeds level or higher with no ratings below the Meets Expectations level. If an employee receives a Needs Improvement or Unsatisfactory rating on any Performance Value, he or she **may**, at the supervisor's discretion, receive a rating of Meets, Needs Improvement or Unsatisfactory.

SECTION 2 RATING: *(check one)* Exceptional Exceeds Meets Needs Improvement Unsatisfactory

Section 3 - Overall Employee Annual Performance Review Rating

Indicate the Overall Employee Annual Performance Review (APR) Rating by checking the appropriate box below. The Overall Employee APR Rating is determined by combining the Combined Section 1 and Section 2 Ratings giving each approximately equal weight, subject to the following provisions:

(1) an Overall Employee Rating of Exceptional requires Exceptional ratings for both Combined Section 1 and Section 2; (2) If the employee receives a rating of Exceptional in one section and Exceeds in the other the overall rating should be Exceeds; (3) If an employee receives an Exceeds rating for one section and a Meets Expectations for the other the Overall Employee Rating can be at the supervisor's discretion either Exceeds or Meets Expectations; (4) A Needs Improvement or Unsatisfactory rating for either the Section 1 or Section 2 ratings will not support an Overall Rating above Needs Improvement.

Overall Annual Performance Review Rating

Exceptional Exceeds Meets Needs Improvement Unsatisfactory

Areas For Development

What could this employee do to enhance his/her current job performance and/or opportunities for career advancement (current, new, untapped skills)?

Additional Supervisor/Manager Comments:

Employee Comments:

STATE OF NORTH CAROLINA
JUDICIAL BRANCH OF GOVERNMENT
Human Resources Division

SUPERVISORY
EMPLOYEE PERFORMANCE
APPRAISAL SUMMARY

INSTRUCTIONS: Finalize the annual Employee Performance Appraisal form. Then complete and forward this Performance Appraisal form to the Administrative Office of the Courts, Human Resources Division, Courier Box 56-10-50, Raleigh, NC, OR, if courier is not available, mail to P. O. Box 2448, Raleigh, NC 27602.

Name Of Employee (First, MI, Last)		Social Security No. (Last Four Digits)	Employee Classification Title	Planning Date
Name Of Evaluating Supervisor		Name Of Hiring Authority		Mid-Year Evaluation Date
Position Location:	Division	District No.	County	Annual Evaluation Date

SECTION 1A KEY JOB RESPONSIBILITIES	PERCENT VALUE	RATING				
		<input type="checkbox"/> Exceptional	<input type="checkbox"/> Exceeds	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
1		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SECTION 1A RATING		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 1B MANAGERIAL VALUES	RATING				
	<input type="checkbox"/> Exceptional	<input type="checkbox"/> Exceeds	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Managing Mutual Respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managing Employee Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SECTION 1B RATING	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMBINED 1A AND 1B RATING	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 2 PERFORMANCE VALUES	RATING				
	<input type="checkbox"/> Exceptional	<input type="checkbox"/> Exceeds	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teamwork	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dependability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Continuous Improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Judgment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mutual Respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SECTION 2 RATING	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Employee Annual Rating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

EXTENSION OF RATING PERIOD: Please explain the reason for extending the rating period.

CERTIFICATION

I, the undersigned employee, certify that this performance appraisal has been discussed with me and I have been given the opportunity to comment in writing. I understand that my signature does not constitute agreement.

Date Of Annual Evaluation Review	Signature Of Employee
Date Of Annual Evaluation Review	Signature Of Evaluating Supervisor
Date Of Annual Evaluation Review	Signature Of Hiring Authority