

Fifth Judicial Department of Correctional Services

**Supervisor Job Evaluation DRAFT**

DATE: \_\_\_\_\_  Probationary Review  Annual Review  Special Review \_\_\_\_\_

EMPLOYEE NAME: \_\_\_\_\_

SUPERVISOR: \_\_\_\_\_

<p><b>Interpersonal Relations and Communications</b></p> <p><b>Performance Measures:</b>                  Selects, organizes and presents information effectively                  Displays and models effective written and verbal communication                  Adapts communication style and approach to diverse audiences                  Presents new ideas effectively and gains the support of others                  Shares appropriate information                  Promotes/fosters teamwork and a cooperative work environment                  Listens effectively, and uses reflective listening; uses MI skills</p> <p><b>Performance Indicators-</b> observation, feedback from peers, staff and others, staff exit interviews, quality for written material and documents, MI skills.</p> <p><b>Comments:</b></p>	<p>Does Not Meet Expectations</p> <p>1</p> <p>(Does not meet the expectations in this category)</p>	<p>Needs Improvement</p> <p>2</p> <p>(Is inconsistent and could use some improvement on skills or performance in this category)</p>	<p>Meets Expectations</p> <p>3</p> <p>(Communicates effectively and fosters individual and team productivity)</p>	<p>Exceeds Expectations</p> <p>4</p> <p>(Communicates effectively and models these skills to others)</p>	<p>Consistently Exceeds Expectations</p> <p>5</p> <p>(Consistently Communicates skillfully and is a key influencer/ motivator in developing individual and team skill and productivity)</p>
<p><b>Work Motivation/Initiative/Innovation</b></p> <p><b>Performance Measures:</b>                  Initiative, self motivating, strives to perform beyond minimum requirements                  Requires minimal direction or prompting                  Looks for and acts on opportunities to continuously improve services                  Adapts to changes and new situations                  Anticipates problems and develops effective strategies to prevent or overcome them                  Seeks to assume addition responsibilities</p> <p><b>Performance Indicators-</b> look for involvement in committees, associations and other activities/initiatives, timely follow through on assignments/duties.</p> <p><b>Comments:</b></p>	<p>Does Not Meet Expectations</p> <p>1</p> <p>(Demonstrates an inability or an unwillingness to perform beyond what is expected or to strive to improve or grow)</p>	<p>Needs Improvement</p> <p>2</p> <p>(Demonstrates some drive but not to the level of what is expected in this position)</p>	<p>Meets Expectations</p> <p>3</p> <p>(Exhibits the level of initiative and drive for this position)</p>	<p>Exceeds Expectations</p> <p>4</p> <p>(Exceeds the level of initiative and drive expected for the position)</p>	<p>Consistently Exceeds Expectations</p> <p>5</p> <p>(Significantly exceeds the level of initiative and drive for the position. Continually looks for ways to improve and grow, leads new initiatives, and strives far beyond what is expected)</p>
<p><b>Production/Results/Outcomes</b></p> <p><b>Performance Measures:</b>                  Organized and uses time productively                  Maintains a safe and healthy work environment                  Collects, evaluates and integrates relevant information to make decisions                  Sets and adheres to priorities                  Meets established productivity standards, deadlines and work schedules                  Holds staff accountable for performance                  Produces accurate and timely work with minimal assistance or supervision                  Assures that resources are used efficiently                  Keep the district as a whole in mind when making final decisions                  Anticipates problems and develops effective strategies to prevent or overcome them                  Identifies and removes barriers that may impede progress                  Uses creative/innovative thinking                  Exhibits initiative and follow through                  Looks for and acts on opportunities to continuously improve quality or productivity                  Demonstrates knowledge, support and enforcement of EBP</p> <p><b>Performance Indicators-</b> ratings of unit customer satisfaction surveys, quality production of the unit, unit fee collection rates, case audits as well as other applicable audits, deadlines, outcomes, supervisor conducting expected # of audits and meets time lines (ie case plan audits, ASSISST audits, cleanliness audits), ICON information/reports number of case plans done, unit LSIs completed/updated, number of high risk offenders receiving interventions, offender attendance to interventions, number or percentage of offenders that successfully complete supervision, units use of intermediate sanctions. Unit progress can be seen and/or measured.</p> <p><b>Comments:</b></p>	<p>Does Not Meet Expectations</p> <p>1</p> <p>(Fails to deliver outcomes/results expected in the position)</p>	<p>Needs Improvement</p> <p>2</p> <p>(Delivers some but not all outcomes/ results expected in the position)</p>	<p>Meets Expectations</p> <p>3</p> <p>(Delivers outcomes/ results expected in the position)</p>	<p>Exceeds Expectations</p> <p>4</p> <p>(Exceeds outcomes/ results expected for the position)</p>	<p>Consistently Exceeds Expectations</p> <p>5</p> <p>(Frequently and consistently exceeds outcomes/ results expected in the position)</p>
<p><b>Reliability/Dependability</b></p>	<p>Does Not Meet</p>	<p>Needs</p>	<p>Meets</p>	<p>Exceeds</p>	<p>Consistently Exceeds</p>

<p><b>Performance Measures:</b>  Punctuality  Appropriate use of sick leave  Timely, meets deadlines and due dates  Good follow up and follow through  Is dependable and loyal to the district and the district's mission, vision and goals</p> <p><b>Performance Indicators-</b> Sick leave usage, deadlines, need for supervision and direction, mission and vision consistent)</p> <p><b>Comments:</b></p>	<p>Expectations</p> <p>1</p> <p>(Is not dependable, tasks are not done accurately or on time)</p>	<p>Improvement</p> <p>2</p> <p>(Completes some but not all tasks accurately and/or on schedule)</p>	<p>Expectations</p> <p>3</p> <p>(Dependable and completes tasks accurately and on schedule)</p>	<p>Expectations</p> <p>4</p> <p>(Dependable and completes tasks beyond required standards of quality and timeliness)</p>	<p>Expectations</p> <p>5</p> <p>(Shows superior performance in this area and requires minimal direction far beyond expectations)</p>
<p><b>Leadership/Professionalism</b></p> <p><b>Performance Measures:</b>  Exhibits integrity, honesty and other highly esteemed attributes/behaviors that positively reflect upon self, the unit and the district  Promotes, supports and is responsive to the mission, vision, values and goals of the district  Assures that goals and behavior of individuals and goals of the unit are aligned with mission, vision, values and goals of the district  Sees the big picture- views the success of the district and the team as more important than individual wants or needs  Contributes to the development, cohesion and productivity of the team.  Encourages and recognizes the contributions of others  Adapts to new situations embraces change and helps others work through resistance  Creates a progressive climate that supports and reinforces progress and change  Demonstrates initiative, persistence and courage in meeting our mission, vision and goals.  Empowers employees by delegating responsibility and authority to staff  Provides opportunities for others to develop leadership skills  Involves staff in problem-solving and decision-making  Accepts responsibility for decision and ownership for outcomes  Leads by example. Models ethical workplace behavior.  Behaves in a manner that promotes a workplace free of violence, harassment and intimidation.  Demonstrates sensitivity and appreciation for individual differences and promotes mutual respect of all staff.  Refrains from and promptly addresses comments that are or may be perceived as offensive or demeaning.</p> <p><b>Performance Indicators-</b> Observation, Peer and staff feedback and complaints. Demonstrated Foundational Leadership skills: Model the Way, Inspire a shared vision, Challenge the Process, Enable others to Act, and Encourage the Heart.</p> <p><b>Comments:</b></p>	<p>Does Not Meet Expectations</p> <p>1</p> <p>(Does not meet the level of leadership and/or professionalism expected for the position and/or actions do not reflect the mission/vision of the district)</p>	<p>Needs Improvement</p> <p>2</p> <p>(Shows some leadership and professionalism but could improve and/or actions do not always reflect the mission/vision of the district)</p>	<p>Meets Expectations</p> <p>3</p> <p>(Meets the level or leadership and professionalism expected for the position and abides by the mission/vision of the district)</p>	<p>Exceeds Expectations</p> <p>4</p> <p>(Exceeds the level of leadership and professionalism expected and is committed to the mission/vision)</p>	<p>Consistently Exceeds Expectations</p> <p>5</p> <p>(Significantly exceeds the level of leadership and professionalism expected and is a role model. Shows commitment and passion for the mission/vision . Adds unique and exceptional value to the unit and district as a whole)</p>
<p><b>Staff Development/Management/Supervision</b></p> <p><b>Performance Measures:</b>  Uses EBP in staff selection/hiring  Recruits, selects, hires, orients, trains and manages consistent with quality principles and practices  Conducts regular audits to assure work quality, effectiveness and efficiency.  Assures staff are updated on policies  Clearly defines expectations and provides timely and frequent feedback on performance  Monitors, documents and evaluates employee performance and conduct  Models, motivates, recognizes, reinforces and rewards staff performance and behavior that is consistent with quality principle and practices  Counsels, coaches, mentors, motivates, re-directs, provides training, and disciplines (if necessary) behavior or performance that in not consistent with the district's principles and practices  Acts proactively and quickly on unacceptable performance/behavior.  Investigates and resolves any allegations or complaints  Monitors staff attendance  Determines work priorities and develops work schedules to provide adequate staff coverage  Manages effectively and objectively in a diverse work environment  Embraces and promotes diversity through recruiting, selecting, developing, training, managing, and retaining diverse staff  Promotes equal opportunity and protects the rights of all staff  Follows all legislation/policies/laws concerning Equal Employment Opportunity, Affirmative Action, and Sexual Harassment.  Encourages staff growth and development</p>	<p>Does Not Meet Expectations</p> <p>1</p> <p>(Does not meet the level of management and supervisory skills expected for the position)</p>	<p>Needs Improvement</p> <p>2</p> <p>(Show some management and supervisory skills but could show some improvement)</p>	<p>Meets Expectations</p> <p>3</p> <p>(Meets the expected level of management and supervisory skills for the position.)</p>	<p>Exceeds Expectations</p> <p>4</p> <p>(Exceeds the level of management and supervisory skills for the position which shows in their performance and in the improving</p>	<p>Consistently Exceeds Expectations</p> <p>5</p> <p>(Show superior ability in managing and supervising staff which shows in the high performance of the unit. Is a model supervisor who advocates and embraces diversity. Is able to show</p>

<p><b>Performance Indicators-</b> Hiring decisions, documentation and quality of staff selection. Quality of interviews and other staff selection assessments. Staff turnover, feedback from staff, annual staff training records, diversity of staff, unit's staff's use of sick leave, quality, timeliness and thoroughness of performance evaluations, staff files, % of staff that complete expected/required training and training hours within established timeframe. Timeliness and quality of investigations. Policies tracking sheets signed by all staff. Founded complaints.</p> <p><b>Comments:</b></p>				performance of their staff. Promotes and embraces diversity)	accountability while still motivating performance and building morale)
<p><b>Other:</b> _____</p> <p><b>Performance Measures:</b></p> <p><b>Performance Indicators-</b></p> <p><b>Comments:</b></p>	<p>Unsatisfactory</p> <p>1</p>	<p>Marginal</p> <p>2</p>	<p>Competent</p> <p>3</p>	<p>Exceeds</p> <p>4</p>	<p>Superior</p> <p>5</p>

Supervisor's Summary and Comments: (Supervisor should include information on staff member's overall performance highlights. List what the employee is doing well as well as growth areas. List what you want the employee to do more of as well as less of. List any needed improvements with the course of action necessary to consistently meet standards).

<b>Achievements/Accomplishments:</b>
<b>Strengths:</b>
<b>Progress on Goals:</b>
<b>Growth Areas:</b>
<b>Goals for Next Evaluation Period:</b>
<b>Training Needs:</b>
<b>Professional/Career Development Plan:</b>
<b>Overall Supervisor Summary/Comments:</b>

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor's Signature

\_\_\_\_\_  
Date