

**SALARY RESOLUTION  
and  
PERSONNEL ACTION  
for  
PERSHING COUNTY EMPLOYEES**

**TYPE OF ACTION:**

- |                                                      |                                                           |
|------------------------------------------------------|-----------------------------------------------------------|
| <input type="checkbox"/> Salary Increase Application | <input type="checkbox"/> Application for Leave of Absence |
| <input type="checkbox"/> Change in Employment Status | <input type="checkbox"/> Denial of Merit Step Increase    |

\_\_\_\_\_  
Name of Employee

\_\_\_\_\_  
Department

\_\_\_\_\_  
Date Submitted

\_\_\_\_\_  
Employee ID

**SALARY INCREASE APPLICATION**

It is hereby requested that the above employee be granted a base salary increase for the following reason(s)

- ☐ Annual Merit Increase (2.5%). The employee's performance evaluation for the most current rating period achieved a rating of "Meets Standards" or better.
- ☐ Extended Service Recognition (additional 1% of Step 10).

Date of Appointment to Current Classification: \_\_\_\_\_ Original Date of Hire \_\_\_\_\_

- ☐ Vacation Accrual Change Required

Review Date: \_\_\_\_\_ Rating Period: \_\_\_\_\_ to \_\_\_\_\_

Salary Range: \_\_\_\_\_

Current Step: \_\_\_\_\_ Proposed Step: \_\_\_\_\_

**DENIAL OF MERIT STEP INCREASE** *(Employee signature of this form is not required.)*

It is hereby requested that the above employee be denied a merit increase for the following reason:

- ☐ Based upon the employee's performance evaluation for the most current rating period, the employee failed to achieve a rating of "Meets Standards" or better.

Date of Appointment to Current Classification: \_\_\_\_\_ Original Date of Hire \_\_\_\_\_

Review Date: \_\_\_\_\_ Rating Period: \_\_\_\_\_ to \_\_\_\_\_

Salary Range: \_\_\_\_\_ Current Step: \_\_\_\_\_

**REQUEST FOR LEAVE OF ABSENCE**

It is hereby requested that the above employee be granted a leave of absence without pay for the following reason:

- |                                                         |                                                      |
|---------------------------------------------------------|------------------------------------------------------|
| <input type="checkbox"/> Personal Leave                 | <input type="checkbox"/> Military Leave              |
| <input type="checkbox"/> Educational Leave              | <input type="checkbox"/> Short-Term Leave of Absence |
| <input type="checkbox"/> Family or Medical Leave (FMLA) | (less than thirty (30) days)                         |

Starting Date of Leave: \_\_\_\_\_

Expected Date of Return: \_\_\_\_\_

Personal Leave Balances:

To be used prior to Leave of Absence

Annual Leave \_\_\_\_\_ hours

☐ Yes ☐ No

Sick Leave \_\_\_\_\_ hours

☐ Yes ☐ No

CTO \_\_\_\_\_ hours

☐ Yes ☐ No

Other \_\_\_\_\_ hours

☐ Yes ☐ No

**CHANGE IN EMPLOYMENT STATUS**

It is hereby requested that the above employee be granted a change in employment status for the following reason

- |                                                              |                                                       |
|--------------------------------------------------------------|-------------------------------------------------------|
| <input type="checkbox"/> Promotion                           | <input type="checkbox"/> Leave of Absence             |
| <input type="checkbox"/> Voluntary Demotion                  | <input type="checkbox"/> Return from Leave of Absence |
| <input type="checkbox"/> Disciplinary Demotion               | <input type="checkbox"/> Department Transfer          |
| <input type="checkbox"/> Reclassification                    | <input type="checkbox"/> Layoff                       |
| <input type="checkbox"/> Termination                         | <input type="checkbox"/> Other                        |
| <input type="checkbox"/> Initial Employment at Advanced Step |                                                       |

Explanation: *(if applicable)*

Current Classification: \_\_\_\_\_

Proposed Classification: \_\_\_\_\_

Current Range: \_\_\_\_\_

Proposed Range: \_\_\_\_\_

Current Step: \_\_\_\_\_

Proposed Step: \_\_\_\_\_

Date: \_\_\_\_\_

\_\_\_\_\_  
*(Signature of Employee)*

Date: \_\_\_\_\_

\_\_\_\_\_  
*(Signature of Department Head or Designee)*

\_\_\_\_\_  
*(Title)*

\_\_\_\_\_  
*(Department)*

Date: \_\_\_\_\_

\_\_\_\_\_  
*(Personnel Officer)*

*Change in Employment Status requires Commission approval*

**ACTION OF COUNTY COMMISSION**

The Pershing County Commission at a regular meeting has taken the following action with regards to the above request:

- ☐ Approved Request
- ☐ Denied Request
- ☐ Other Action: \_\_\_\_\_

Dated this \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_  
*(Day) (Month) (Year)*

\_\_\_\_\_  
*(Chair, Pershing County Commission)*



## EMPLOYEE PERFORMANCE EVALUATION

Job Title \_\_\_\_\_

Rating Period \_\_\_\_\_ to \_\_\_\_\_

*(A Merit Increase Application must be completed for employees receiving a merit step increase)*

## Final Probation

Annual

Special

Current Salary Step:

Salary increase to step:

Effective Date:

Date of Appointment to Current Classification: \_\_\_\_\_

\* A rating of less than "Meets Standards" in any of the Overall Factor Ratings listed below requires the rater to complete Section D of this performance evaluation by including narrative comments on performance needing improvement. An Employee Improvement Plan form is required.

**Completion Instructions:** Check the appropriate box that describes the employee's job performance during the rating period. Carefully review the employee's performance based on the listed rating factors and subfactors. If a factor or subfactor does not apply to the position, indicate by marking the not applicable box. Add to this form any job standard which is applicable to the position which you wish to include. The overall rating of the employee's performance in Section C must be consistent with the factor ratings and comments.

Sick Leave Balance \_\_\_\_\_ Hours

Copy to Employee

- A. Attendance
- B. Observance of working hours
- C. Safety conscious
- D. Follows Instructions
- E. Orderliness of work
- F. Operation & care of equip.
- G. Time management
- H.

Outstanding  
Exceeds Standards  
Meets Standards  
Improvement Needed  
Unacceptable  
Not Applicable


- A. Planning & Organizing
- B. Training & Instruction
- C. Evaluating employee performance
- D. Leadership
- E. Decision Making
- F. Sensitivity to staff
- G. Delegating Ability
- H. Promotes harmony in the worksite

Outstanding  
Exceeds Standards  
Meets Standards  
Improvement Needed  
Unacceptable  
Not Applicable


- A. Decision Making
- B. Budget Administration
- C. Planning & Organizing
- D. Leadership
- E. Management control
- F. Policy implementation
- G. Cooperation
- H. Personnel Management
- I. Analysis & problem solving
- J.


- ☐ OUTSTANDING
- ☐ EXCEEDS STANDARDS
- ☐ MEETS EXPECTATIONS
- ☐ IMPROVEMENT NEEDED\*
- ☐ UNACCEPTABLE\*

**D. COMMENT SECTION:** Raters should use this section to comment on job performance. Factors with an overall rating of "Improvement Needed" or "Unacceptable" must be substantiated. This section may also be used as an employee development plan identifying recommended training, objectives to be achieved during the next appraisal period, recommended job assignments, employee career goals and interests. Use additional sheets if more space is needed.

Title



# RATING WORK PERFORMANCE OF EMPLOYEES

## Information for Raters, Reviewers and Appointing Authorities

This is an appraisal to let the employee know how well the employee is performing their job and what areas need improvement in order to meet the standards established for the job. The appraisal ratings should be directly related to job performance standards. The employee performance evaluation process should be helpful in:

- Making careful review of the employee's work performance.
- Determining additional training needs of the employee.
- Giving recognition to employee's work.
- Guiding the employee toward the fullest development of the employee's potential.
- Determining eligibility for merit step increases and promotional examination.
- Improving communication between the employee and supervisor.

**EMPLOYEE DISCUSSION:** Constructive discussion with an employee regarding the employee's work performance and progress is an essential element of employee development and good supervision. The performance review provides an excellent opportunity to answer any questions, explain departmental and unit objectives or plans and to develop better supervisor-employee understanding and communication regarding work performance.

### RATINGS DEFINED:

**OUTSTANDING:** Work performance is consistently above standards in all areas. Employee is self-motivated and often performs assignments above and beyond the position standards, as well as striving to improve and improving the work environment.

**EXCEEDS STANDARDS:** Work performance is consistently above standards in most areas. The employee displays self-initiative in assignments and satisfactorily completes them in a timely and efficient manner.

**MEETS STANDARDS:** Employee's job performance meets the standards of the job. This is the performance expected of a trained, qualified employee.

**IMPROVEMENT NEEDED:** Employee's work performance is below the standards expected for the job. Improvement must be made to achieve the minimum standards for the job within a reasonable amount of time. Additional effort, training, or experience may be necessary.

**UNACCEPTABLE:** Work performance is inadequate and definitely below standards of the job. Improvement is urgently needed and much greater effort, training, or experience may be necessary. Performance at this level must be significantly improved and cannot remain at this level and requires immediate remedial action.

### DESCRIPTION OF JOB FACTORS/SUBFACTORS

#### 1. WORK PERFORMANCE

- A. Quality of Work: The competence of work performed based upon departmental job standards.
- B. Quantity of Work: The amount of work performed based upon departmental job standards.

#### 2. JOB KNOWLEDGE

- A. Communication Oral/Written: Proficiency, skill and effectiveness of written and oral communication.
- B. Technical/Professional Skills: The possession and application of specific knowledge, skill and ability learned through schooling or experience; keeping skills and knowledge current; and acceptance of beneficial new knowledge or techniques to appropriate work programs and problems.
- C. Job Understanding: Overall knowledge and understanding of policies, regulations and procedures which relate to the position being rated.
- D. Analytical Ability: The ability to assemble, analyze, reason and present information, data or facts.
- E. Judgment: The ability to judge situations and reach sound decisions.
- F. Effort to Improve Skills: Efforts undertaken to improve one's job skills through additional experience, education or training.

#### 3. PERFORMANCE CHARACTERISTICS

- A. Adaptability: The ability to adjust to changes in assignments and/or situations.
- B. Initiative: The ability to be a self-starter, motivated toward accomplishing unit goals and being able to work independently.
- C. Reliability: The extent to which an individual can be trusted to complete assignments.
- D. Flexibility: The ability to change to new or different situations recognizing new opportunities, as well as problems in new or different situations.
- E. Creativity: The ability to develop new ideas, solutions and responses.
- F. Problem Solving: The ability to assemble information, analyze and evaluate the information, apply logic in selecting the best decision needed to solve a problem.



#### 4. INTERPERSONAL RELATIONSHIPS

- A. Cooperation with Co-Workers: The extent to which an individual promotes and maintains effective working relationships and interacts in a cooperative and productive manner with co-workers.
- B. Meeting and handling the public: The extent to which an individual is able to work tactfully, courteously and effectively with the public and other agencies.
- C. Promotes harmony in the worksite: The manner in which an individual conducts themselves in striving to promote and maintain a friendly and harmonious atmosphere in the work unit.
- D. Accepts supervision: The extent to which an individual is responsive and willing to carry out instructions or suggestions from the supervisor.

#### 5. SICK LEAVE USAGE

The extent to which an individual has used sick leave during the period of review and the amount of sick leave balance remaining as of the last day of the review period. Discuss with the employee if the number of unanticipated absences is or is not within acceptable limits. (Rate in the Attendance factor of Work Habits).

#### 6. WORK HABITS

- A. Attendance: The ratio of time off work to time spent on the job (i.e., sick leave, leave of absence, etc.). What is the impact of unanticipated absences.
- B. Observance of working hours: The extent to which an individual adheres to the department's work hours and punctuality required for the position being evaluated.
- C. Safety conscious: Observes safety practices in handling equipment, tools and other instruments; performs work assignments in a safe manner.
- D. Follows Instructions: The extent to which an individual follows written and oral directions.
- E. Orderliness of work: The extent to which an individual is able to plan and schedule work to get expected results within the required time.
- F. Operation and care of equipment: Operation and maintenance of equipment used in the performance of work.
- G. Time management: How an individual goes about planning ahead and effectively utilizing time.

#### 7. SUPERVISION

- A. Planning and Organizing: The extent to which an individual has been able to plan, organize and direct work of subordinate staff to get expected results within the desired time.
- B. Training and Instruction: The extent to which an individual is able to develop and provide adequate and effective training and instruction to subordinate staff.
- C. Evaluating employee performance: The extent to which an individual is able to evaluate the work performance of subordinate staff; communicate job expectations and assess results, including problem areas and achievements; effectively develop plans for improvement and maintain employee discipline.
- D. Leadership: The skill and ability to effectively motivate others, maintain morale and achieve consistent performance standards.
- E. Decision Making: The ability to make sound decisions in judgment with decisiveness, thoughtfulness and follow-through.
- F. Sensitivity to staff: The willingness to be helpful and/or assist subordinate staff with fairness and in a tactful manner which maximizes the performance of work assignments and establishes a harmonious working environment.
- G. Delegating Ability: The ability to assign subordinate staff the ongoing duties and responsibilities needed to accomplish basic functions, tasks and assignments.
- H. Promotes harmony in the worksite: The extent to which a supervisor addresses the need to maintain a harmonious workplace and actively discourages and eliminates employees harassment, discrimination or hostility between workers.

#### 8. ADMINISTRATIVE/MANAGEMENT

- A. Decision Making: The ability to make sound decisions in judgment with decisiveness, thoughtfulness and follow-through.
- B. Budget Administration: The ability to develop County or Departmental budgets, monitor and make necessary adjustments and complete fiscal year within authorized appropriations.
- C. Planning and Organizing: The extent to which an individual has anticipated the requirements of tasks and expected results, planned and organized the work needed to complete tasks within the required time frame, coordinated plans with others when interrelationships existed and advanced anticipated problems.
- D. Leadership: The skill and ability to effectively motivate others, articulate a clear vision and establishing confidence in oneself.
- E. Management control: The ability and skill to plan, organize, direct and coordinate the work of others and meet work objectives.
- F. Policy implementation: Understanding and ability to follow established policies, regulations and guidelines.
- G. Cooperation: Ability to work with various interest groups, departments and organizations needed to accomplish the goals and objectives of the County and the Department.
- H. Personnel Management: The ability to utilize staff, select, discipline, evaluate and recognize staff.
- I. Analysis and problem solving: The ability to assemble information, analyze the data or issues objectively, select the best decision from among the options available, sharing the decision with others as appropriate.