The policy of performance appraisal in public sector is to ensure that formal and informal performance appraisal processes are developed and implemented. It is also the public sector policy to ensure that managers and other employees covered by this policy receive periodic performance feedback, recognition, and corrective instructions through an annual performance appraisal in order to promote effective job performance.

Performance appraisals will provide fair, objective, useful feedback to employees when based on performance documentation that meets these standards:

- **Consistent**
  Use the same standarts and performance areas for people in the same job.
- **Personalized**
  Incorporate each employee’s progress toward individual goals.
- **Measurable**
  Use numbers to document accomplishments wherever possible.
- **Result-oriented**
  Track results, such as number of jobs completed. In other words, is the employees accomplishing the main point of the job?
- **Effort-oriented**
  Track efforts such as dependability, attendance, or ability to follow instructions when employee can control personal behavior but not situation.
- **Accurate**
  Be specific and correct about incidents, dates, etc.
- **Timely**
  Focus on what happened during the appraisal period.
- **Behavioral**
  Focus on what happened, not on perceptions or thoughts.
- **Complete**
  Draw conclusions only when supported by sufficient factual examples.

It is very important to ensure that the employee’s performance is evaluated in terms of measurable results as well as how these results are achieved. As example of performance evaluation instrument which is used in local government in Latvia we can offer below mentioned. This document is based on City of San Marcos in Texas USA operates under a Mayor-Council form of government with some changes in local conditions.
PERFORMANCE EVALUATION INSTRUMENT

Employer Name _______________________________________________________
Dept./Sec.__________________ Date of Employment: /                   /   Supervisor:____
JobTitle:______________________________________________________________

This Review Covers the Period_______________to_______

Key Element (from job description)________________________________________

INSTRUCTIONS: Consider the employee’s typical performance during the ENTIRE rating period, that is, since the date of hire or the last performance evaluation. Cite examples of actual conduct that demonstrate the rating given for the factor. If it is too early to tell how employee should be rated under a particular factor, do not assign a rating, but write “Too early to tell” in the “Examples” space.

### 1. JOB KNOWLEDGE:

- **Technical, mechanical skills; ability to perform duties outlined in the job description.**
  - **UNSATISFACTORY:** poorly informed; serious gaps in job knowledge; requires constant attention.
  - **MARGINAL:** moderate knowledge of routine phases of job; lacks knowledge in some phases of job.
  - **SATISFACTORY:** seeks assistance when needed.
  - **ABOVE AVERAGE:** seldom needs help.
  - **EXCEPTIONAL:** excellent knowledge; expert in all phases; extremely well informed.

### 2. QUALITY OF WORK:

- **Degree of excellence of output; meets acceptable standards; degree that output is accurate and complete.**
  - **UNSATISFACTORY:** continually makes errors, cannot be depended upon to meet minimum standards.
  - **MARGINAL:** usually meets minimum standards.
  - **SATISFACTORY:** meets minimum standards.
  - **ABOVE AVERAGE:** work is done well; good in accuracy and completeness.
  - **EXCEPTIONAL:** outstanding quality; consistent excellence in neatness and accuracy.

### 3. QUANTITY OF WORK:

- **Amount of useful output; volume of work relative to work conditions.**
  - **UNSATISFACTORY:** seldom gets work done in allotted time; below minimum standards of output.
  - **MARGINAL:** does enough to get by; barely meets minimum standards.
  - **SATISFACTORY:** reasonable output; meets minimum standards.
  - **ABOVE AVERAGE:** consistently produces more than average; does more than is required.
  - **EXCEPTIONAL:** superior work production, a hard worker.

### 4. ABILITY TO GET THINGS DONE/MEETS DEADLINES:

- **Completes assignments on time; effective worker.**
  - **UNSATISFACTORY:** very slow; does not finish assignments in normally allotted time.
  - **MARGINAL:** slow in completing assignments; misses deadlines.
• **SATISFACTORY**: completes assignments in reasonable time; standard efficiency.
• **ABOVE AVERAGE**: completes assignments in minimum time.
• **EXCEPTIONAL**: completes assignments in advance when possible; works ahead.

5. **PLANNING/ORGANIZING**: ability to formulate plans, set priorities, and implements these plans; ability to arrange and/or work of subordinates.
   • **UNSATISFACTORY**: virtually no planning or forethought; reacts to situations; disorganized.
   • **MARGINAL**: ineffective preparation; occasional problems due to poor planing.
   • **SATISFACTORY**: adequate preparation; anticipates routine problems and organizes accordingly.
   • **ABOVE AVERAGE**: anticipates unusual, nonroutine problems; good preparation.
   • **EXCEPTIONAL**: exceptional systematic work performance resulting from thorough planning and organizing.

6. **COMPLIANCE WITH CITY RULES/PROCEDURES**: understanding conformance to, and application on appropriate work methods; ability to adapt, accept and respect established rules.
   • **UNSATISFACTORY**: ignores city procedures; does not follow rules.
   • **MARGINAL**: only adheres to a few rules and procedures; generally does whatever is convenient; no consistency.
   • **SATISFACTORY**: usually follows established rules and procedures.
   • **ABOVE AVERAGE**: consistently follows city procedures.
   • **EXCEPTIONAL**: follows, supports and explains city procedures; thorough understanding and implementation.

7. **ATTENTION TO DUTY**: Faithful performance of job duties; degree that employee works thoroughly and conscientiously.
   • **UNSATISFACTORY**: Wastes time; does not work seriously.
   • **MARGINAL**: Only moderately industrious.
   • **SATISFACTORY**: Shows ordinary interest and application.
   • **ABOVE AVERAGE**: Willing worker; always does a full day’s work.
   • **EXCEPTIONAL**: Exceptionally industrious and conscientious in work.

8. **VERSATILITY**: The willingness and capability of the employee to do successfully several related jobs.
   • **UNSATISFACTORY**: Unable unwilling to perform any job other than current job.
   • **MARGINAL**: Capable of performing a few, low-skill jobs in work area; willing to perform a few.
   • **SATISFACTORY**: Can adequately perform in several, related jobs.
   • **ABOVE AVERAGE**: Very competent in numerous related jobs.
   • **EXCEPTIONAL**: Has enthusiastically learned and performs several jobs in work area; sees role as a team player.

9. **SUPERVISION REQUIRED**: Supervisory attention or instruction necessary to accomplish task how often must be checked on work technicalities and/or follow-through.
10. ATTITUDE TOWARD PUBLIC: Constructive and effective public relations; an attitude of service and caring

- **UNSATIFACTORY**: No tact or courtesy in public dealing; poor representative of the city.
- **MARGINAL**: Minimal courtesy; annoying at times.
- **SATISFACTORY**: Overall good attitude and behavior toward public; usually tactful and courteous.
- **ABOVE AVERAGE**: Has sincere interest in others and shows it; usually makes others feel at ease.
- **EXCEPTIONAL**: Invariably impresses others with work; manners and attitude of helpfulness.

11. LEADERSHIP/MOTIVATING OTHERS: Ability to inspire and direct others; a strong force for morale; effect on the output of others; “Brings out the best in others”; helps and teaches willingly.

- **UNSATIFACTORY**: Shows no aptitude or skill in leadership; often antagonizes subordinates.
- **MARGINAL**: Accepted reluctantly by subordinates; often fails to offer effective leadership.
- **SATISFACTORY**: Can provide leadership and direction under ordinary situations; adequate motivator.
- **ABOVE AVERAGE**: Consistently a good leader and motivator; effective and fairly well accepted by subordinates.
- **EXCEPTIONAL**: Exceptional skills; others naturally follow the example or direction; full support and loyalty of subordinates.

12. APPEARANCE: The personal impression individual makes on others (cleanliness, grooming, appropriateness)

- **UNSATIFACTORY**: Very untidy; poor taste in dress; indifferent to attire and grooming.
- **MARGINAL**: Sometimes untidy and careless about personal appearance.
- **SATISFACTORY**: Generally neat and clean; personal appearance, appropriate to job.
- **ABOVE AVERAGE**: Careful about personal appearance; good taste in dress.
- **EXCEPTIONAL**: Usually well groomed; immaculate; excellent taste in dress.

13. ATTENDANCE/PUNCTUALITY: Faithfulness in coming to work daily and conforming to work hours; depended upon to be on the job for a full workday.

- **UNSATIFACTORY**: Often absent without good excuse and/or frequently reports for work late; extends breaks past limits.
14. ATTITUDE/INTEREST: Disposition of employee; willingness; moods; temperaments; emotional reactions.

- UNSATISFACTORY: Uncooperative; resents new ideas or suggestions; displays little interest.
- MARGINAL: May cooperate; does not automatically resist new ideas.
- SATISFACTORY: Generally responsive; usually cooperates in most circumstances; works well with others.
- ABOVE AVERAGE: Very responsive; cooperates well; meets others more than halfway.
- EXCEPTIONAL: Enthusiastic; outstanding in cooperation; tries new ideas.

15. STABILITY/MATURITY: Ability to withstand pressure and to remain calm in crisis situations; can disagree with others yet remain calm. Capacity to control one's emotions.

- UNSATISFACTORY: No tolerance; under pressure; jumpy and nervous.
- MARGINAL: Occasionally “blows up” under pressure; easily irritated; loses temper.
- SATISFACTORY: Has average tolerance for crises; usually remains calm.
- ABOVE AVERAGE: Tolerates most pressures; handles crises better than average individual.
- EXCEPTIONAL: Thrives under pressure; enjoys effectively handling problems and sensitive issues.

16. RESPONSIBILITY: Willingness to accept and fulfill obligations; genuinely accepts responsibility.

- UNSATISFACTORY: Cannot be depended upon; irresponsible.
- MARGINAL: Reluctant to accept responsibility.
- SATISFACTORY: Accepts additional responsibility.
- ABOVE AVERAGE: Willingly accepts additional responsibility.
- EXCEPTIONAL: Seeks and effectively performs additional responsibility.

17. PHYSICAL FITNESS/HEALTH/ENERGY: Ability to work consistently with only moderate fatigue (consider also physical alertness); degree that employee is physically capable of handling physical and mental work expectations.

- UNSATISFACTORY: Tires easily; frail; habitually ill.
- MARGINAL: Frequently tires and is slow; often ill; below average capacity for sustained effort.
- SATISFACTORY: Meets physical and energy job requirements.
- ABOVE AVERAGE: Energetic; seldom “wears down”; good health and endurance.
- EXCEPTIONAL: Excellent health; virtually no fatigue; almost never ill.
18. WRITTEN AND ORAL COMMUNICATION: expresses ideas in logical, coherent fashion; ability to achieve mutual understanding; effective in interchanging ideas; ability to summarize
- UNSATISFACTORY: Unable to express thoughts clearly; lacks organization.
- MARGINAL: Able to express thoughts on routine matters.
- SATISFACTORY: Usually organizes and expresses thoughts clearly and concisely.
- ABOVE AVERAGE: Consistently able to express ideas clearly.
- EXCEPTIONAL: Outstanding ability to communicate ideas to others.

19. LOYALTY TO CITY: Faithful adherence of the employee to respect, speak well of, and personally defend the city as an employer and considers the city a good place to live.
- UNSATISFACTORY: Consistently speaks ill of the city; demonstrates a lack of respect in manner and behavior.
- MARGINAL: Complains and criticizes the City.
- SATISFACTORY: Neither criticizes nor compliments the City.
- ABOVE AVERAGE: Usually is positive toward the City as employer and place to live.
- EXCEPTIONAL: Enthusiastically supports and defends the City to co-workers and the public.

20. HUMAN RELATIONS: The degree of working wholeheartedly with & for others; willing worker; works harmoniously with others in getting job done.
- UNSATISFACTORY: Does not get along well with others; hinders effectiveness.
- MARGINAL: Some difficulty in getting along with associates.
- SATISFACTORY: Gets along with people adequately; average skill at maintaining good human relations.
- ABOVE AVERAGE: Above average skills; a real asset in working with others; works in harmony.
- EXCEPTIONAL: Outstanding skills in human relations; actively promotes harmony.

Identify areas most requiring improvement. List how these areas are to be improved, and within what time frame__________________________________________

What are employees greatest strengths? __________________________________________________________

Actions to be taken by supervisor, if any: ________________________________________________________

JUSTIFICATION OF ANY RATING OF 1 OR 2 POINTS OR 9 OR 10 POINTS
(By Supervisor)

EMPLOYEE COMMENTS (optional)
I have reviewed this evaluation with my supervisor and:
__ agree with this evaluation .
__ disagree with this evaluation .
__ do not wish to comment on my evaluation at this time.

___________________________
Signature of Employee          Date
One of the most difficult managerial duties is conducting performance appraisals. Handling the paperwork and other bureaucratic details is usually easy – the challenge comes with the actual interview. For making the session productive for both employer and employee it is necessary:

- to be specific as possible,
- talk in private,
- allow enough time,
- be prepared to defend employer position,
- give precise steps for improvement.

It is important that priority performance objectives be jointly established and not imposed by the supervising manager, which requires negotiation and active listening. It may be helpful to identify conditional factors that will influence the manager’s ability to accomplish the objective, various kinds of support needed, official approvals, changes in priorities, dramatic shifts in client population. If such conditions change, it is usually time to renegotiate the priority performance objectives.

**References**