

## PERSONAL STRATEGY PLAN

<b>GENERAL INFORMATION</b>		TYPE REPORT <input type="checkbox"/> PROBATIONARY <input type="checkbox"/> INTERIM <input type="checkbox"/> ANNUAL	
EMPLOYEE NAME		AGENCY	EMPLOYEE NUMBER
<input type="checkbox"/> SUPERVISOR <input type="checkbox"/> NON-SUPERVISOR		<input type="checkbox"/> UNION <input type="checkbox"/> NON-UNION	
SUPERVISOR NAME		RATING PERIOD	
		FROM	TO
<b>GENERAL INSTRUCTIONS</b>			
<input type="checkbox"/> THIS FORM IS STRICTLY VOLUNTARY AND IS BEING COMPLETED AS PART OF THE PROCESS OF IMPROVING THE EMPLOYEE'S OVERALL JOB PERFORMANCE. THIS COMPLETED FORM WILL BECOME PART OF THE FILE DOCUMENTATION FOR THIS PERFORMANCE APPRAISAL.			
<input type="checkbox"/> VERIFY/COMPLETE THE ABOVE GENERAL INFORMATION			
A. REVIEW FACTORS			
<input type="checkbox"/> BASE THE APPRAISAL ON THE EMPLOYEE'S PERFORMANCE DURING THE REVIEW PERIOD, NOT PERFORMANCE PRIOR TO THE CURRENT REVIEW PERIOD.			
<input type="checkbox"/> COMMENTS MUST BE PROVIDED FOR ALL RATINGS OTHER THAN "MEETS EXPECTATIONS." MANAGER AND EMPLOYEE COMMENTS ARE TO BE RELEVANT AND JOB RELATED. THE COMMENTS SECTIONS FOR REVIEW FACTORS A1 THROUGH 10 SHOULD BE USED TO : SUPPORT PERFORMANCE RATINGS, INDICATE PROBLEM AREAS AND PROVIDE GUIDANCE TO EMPLOYEES ON HOW TO IMPROVE PERFORMANCE. ADDITIONAL COMMENTS FOR ANY SECTIONS SHOULD BE MADE BY ATTACHING ADDITIONAL 8 1/2 BY 11 PAPER IN SIMILAR FORMAT.			
<input type="checkbox"/> RATE EACH REVIEW FACTOR A1 THROUGH 10 IN RELATION TO THE STANDARDS ESTABLISHED AND THE GUIDELINES LISTED ON THE FORM FOR EACH RATING.			
B. EMPLOYEE OBJECTIVES			
<input type="checkbox"/> IN SECTION B ON PAGE 6, SET FORTH SPECIFIC OBJECTIVES TO BE ACCOMPLISHED BY THE EMPLOYEE DURING THE NEXT RATING PERIOD. THOSE OBJECTIVES CAN EITHER BE SPECIFIC WORK PROJECTS THAT NEED TO BE COMPLETED, OR DESIRED BEHAVIORAL CHANGES THAT WILL IMPROVE THE EMPLOYEES PERFORMANCE.			
C. OPPORTUNITIES FOR DEVELOPMENT			
<input type="checkbox"/> IDENTIFY OPPORTUNITIES WHERE THE EMPLOYEE COULD IMPROVE OR REQUIRES ADDITIONAL KNOWLEDGE OR SKILL. INCLUDE PROJECTED DEVELOPMENT NEEDS TO MEET ANTICIPATED ASSIGNMENTS DURING THE NEXT RATING PERIOD. OBTAIN EMPLOYEE INPUT REGARDING THEIR TRAINING NEEDS. WHEN RATING EMPLOYEES, CONSIDER THEIR PARTICIPATION AND WILLINGNESS TO PARTICIPATE IN EMPLOYEE DEVELOPMENT OPPORTUNITIES.			
D. COMMENTS			
<input type="checkbox"/> THE COMMENTS SECTION IS INTENDED TO PROVIDE EMPLOYEES WITH THE OPPORTUNITY TO DISCUSS ANY CIRCUMSTANCES THEY WISH TO BRING TO THE ATTENTION OF MANAGEMENT. DISCUSSION ITEMS MAY INCLUDE JOB PROGRESS, WORK ISSUES, THE REVIEW PROCESS, OR ANY OTHER JOB RELATED ISSUES.			
E. SIGNATURES			
<input type="checkbox"/> PLEASE RATE YOUR SATISFACTION WITH THE REVIEW PROCESS. ALSO, YOU HAVE THE OPPORTUNITY TO INDICATE EITHER THAT YOU ARE SATISFIED WITH THE REVIEW PROCESS OR THAT YOU WISH TO DISCUSS YOUR REVIEW FURTHER WITH SENIOR MANAGEMENT OR WITH YOUR UNION REPRESENTATIVE. FINALLY, SIGN AND DATE THE LAST PAGE WHERE INDICATED.			

## Office of the General Treasurer

<b>PERSONAL STRATEGY PLAN</b>	
EMPLOYEE NAME:	EMPLOYEE NUMBER:

**A. REVIEW FACTORS**

**1. CUSTOMER SERVICE** Contributes to a satisfying and sustainable customer experience. Supports proactive customer service practices. Strives for first call/contact resolution.

CONSISTENTLY EXCEEDS EXPECTATIONS 5 <input type="checkbox"/>	EXCEEDS EXPECTATIONS 4 <input type="checkbox"/>	MEETS ALL EXPECTATIONS 3 <input type="checkbox"/>	MEETS SOME EXPECTATIONS 2 <input type="checkbox"/>	BELOW EXPECTATIONS 1 <input type="checkbox"/>
<ul style="list-style-type: none"> <li>●Delivers innovative customer solutions based on exceptional expertise</li> <li>●Always makes customer service their highest priority</li> <li>●Mentors others to develop “customer first” attitude</li> </ul>	<ul style="list-style-type: none"> <li>●High level of customer service enhances agency reputation</li> <li>●Sought out by customers for high level of service and expertise</li> <li>●Frequently achieves first contact resolution</li> </ul>	<ul style="list-style-type: none"> <li>●Demonstrates full understanding of customer needs</li> <li>●Efficiently applies resources to resolution of customer requirements</li> <li>●Strives for and achieves first contact resolution</li> </ul>	<ul style="list-style-type: none"> <li>●Not yet fully competent in addressing customer needs</li> <li>●Still learning customer requirements</li> <li>●Requires frequent customer follow-up to resolve issues</li> </ul>	<ul style="list-style-type: none"> <li>●Does not comprehend customer needs</li> <li>●Customer satisfaction compromised by poor follow-up, lack of urgency</li> <li>●Inadequate attention to needs of customer</li> </ul>

Comments:  
EMPLOYEE \_\_\_\_\_

MANAGER \_\_\_\_\_

Rating \_\_\_\_\_

**2. JOB KNOWLEDGE/SKILLS** Demonstrates knowledge and skills necessary to perform tasks and functions of job. Adheres to established policies regarding procedures and makes effective usage of resources.

CONSISTENTLY EXCEEDS EXPECTATIONS 5 <input type="checkbox"/>	EXCEEDS EXPECTATIONS 4 <input type="checkbox"/>	MEETS ALL EXPECTATIONS 3 <input type="checkbox"/>	MEETS SOME EXPECTATIONS 2 <input type="checkbox"/>	BELOW EXPECTATIONS 1 <input type="checkbox"/>
<ul style="list-style-type: none"> <li>●Possesses superior job skills and knowledge; effectively applies them to work assignments</li> <li>●Willingly mentors staff; shares knowledge</li> <li>●Seeks/applies innovative and relevant techniques</li> </ul>	<ul style="list-style-type: none"> <li>●Work reflects thorough and current knowledge/skill of job generating positive impact on agency activities/related resources</li> <li>●Uses opportunities to expand knowledge/skills</li> <li>●Shares job knowledge with co-workers</li> </ul>	<ul style="list-style-type: none"> <li>●Fully competent in all knowledge/skills required for job</li> <li>●Stays current with major changes impacting on knowledge or skill</li> <li>●Accepts and quickly adapts to changing job requirements</li> </ul>	<ul style="list-style-type: none"> <li>●Requires more experience or effort to strengthen job knowledge/skills to perform functions of the job</li> <li>●Occasionally is resistant to changing knowledge and/or skill requirements or processes</li> <li>●Must take greater responsibility for own development</li> </ul>	<ul style="list-style-type: none"> <li>●Consistently demonstrates a lack of basic job knowledge and/or skills to perform job</li> <li>●Rarely takes advantage of available skill enhancement or training opportunities</li> <li>●Often is resistant to changing requirements</li> </ul>

Comments:  
EMPLOYEE \_\_\_\_\_

MANAGER \_\_\_\_\_

Rating \_\_\_\_\_

3. QUALITY OF WORK/WORK RESULTS Completes duties as specified in the position description, thoroughly and accurately. Maintains high level of quality.

CONSISTENTLY EXCEEDS EXPECTATIONS 5 <input type="checkbox"/>	EXCEEDS EXPECTATIONS 4 <input type="checkbox"/>	MEETS ALL EXPECTATIONS 3 <input type="checkbox"/>	MEETS SOME EXPECTATIONS 2 <input type="checkbox"/>	BELOW EXPECTATIONS 1 <input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Work consistently exceeds expectations of quality, quantity, and timeliness</li> <li>• Serves as quality mentor for staff and co-workers</li> </ul>	<ul style="list-style-type: none"> <li>• Work frequently exceeds expected quality, quantity, and timeliness standards</li> <li>• Relied upon by others to achieve superior quality</li> </ul>	<ul style="list-style-type: none"> <li>• Work meets expectations of quality and timeliness</li> <li>• Consistent effort to achieve high quality results</li> </ul>	<ul style="list-style-type: none"> <li>• Sometimes has to repeat work to correct errors.</li> <li>• Capable of higher quality work</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently fails to meet expected quality standards</li> <li>• Inconsistent effort to address quality shortcomings</li> </ul>

Comments:

EMPLOYEE \_\_\_\_\_

MANAGER \_\_\_\_\_

Rating \_\_\_\_\_

4. PRODUCTIVITY Establishes priorities and completes assigned tasks in a timely manner. Strives to increase productivity while maintaining accuracy.

CONSISTENTLY EXCEEDS EXPECTATIONS 5 <input type="checkbox"/>	EXCEEDS EXPECTATIONS 4 <input type="checkbox"/>	MEETS ALL EXPECTATIONS 3 <input type="checkbox"/>	MEETS SOME EXPECTATIONS 2 <input type="checkbox"/>	BELOW EXPECTATIONS 1 <input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Productivity and skill are a model for others</li> <li>• Capable and willing to teach others to achieve superior production standards</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently exceeds productivity standards through exceptional skill</li> <li>• Assists others to do the same</li> </ul>	<ul style="list-style-type: none"> <li>• Meets productivity expectations</li> <li>• Always strives to achieve "right first time" efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Could benefit from some help with prioritization</li> <li>• Understands productivity targets</li> </ul>	<ul style="list-style-type: none"> <li>• Fails to meet acceptable productivity standards</li> <li>• Approach to work is disorganized</li> <li>• Fails to meet deadlines</li> </ul>

Comments:

EMPLOYEE \_\_\_\_\_

MANAGER \_\_\_\_\_

Rating \_\_\_\_\_

5. **INITIATIVE/PROBLEM SOLVING** Employee is self-directed, resourceful, and creative in performing job duties. Employee identifies and resolves problems, and follows through on assignments.

CONSISTENTLY EXCEEDS EXPECTATIONS 5 <input type="checkbox"/>	EXCEEDS EXPECTATIONS 4 <input type="checkbox"/>	MEETS ALL EXPECTATIONS 3 <input type="checkbox"/>	MEETS SOME EXPECTATIONS 2 <input type="checkbox"/>	BELOW EXPECTATIONS 1 <input type="checkbox"/>
<ul style="list-style-type: none"> <li>●Exceptional initiative in resolving and/or preventing problems and promoting improvements</li> <li>●Maximizes resources, innovation/technology to achieve long-term solutions</li> <li>●Analyzes full dimension of complex problems</li> </ul>	<ul style="list-style-type: none"> <li>●Prevents/resolves problems</li> <li>●Suggests innovations to improve operations or streamline procedures.</li> <li>●Defines and analyzes complex problems</li> <li>●Develops/implements creative solutions</li> </ul>	<ul style="list-style-type: none"> <li>●Addresses existing and significant potential problems</li> <li>●Suggest or assists in developing solutions</li> <li>●Carries through on implementation of solutions</li> </ul>	<ul style="list-style-type: none"> <li>●Resolves routine problems</li> <li>●Needs to demonstrate more initiative in identifying problems, solutions, or improvements</li> <li>●Requires more than routine supervision</li> </ul>	<ul style="list-style-type: none"> <li>●Consistently fails to recognize or seek help in resolving routine problems</li> <li>●Rarely suggests improvements</li> <li>●Requires frequent reminders and supervision</li> </ul>

Comments:  
EMPLOYEE \_\_\_\_\_

MANAGER \_\_\_\_\_

Rating \_\_\_\_\_

6. **COMMUNICATIONS** Exchanges information with others in a clear and concise manner. Includes speaking, writing, presenting and generally sharing information with customers as well as co-workers. Listens effectively and with understanding.

CONSISTENTLY EXCEEDS EXPECTATIONS 5 <input type="checkbox"/>	EXCEEDS EXPECTATIONS 4 <input type="checkbox"/>	MEETS ALL EXPECTATIONS 3 <input type="checkbox"/>	MEETS SOME EXPECTATIONS 2 <input type="checkbox"/>	BELOW EXPECTATIONS 1 <input type="checkbox"/>
<ul style="list-style-type: none"> <li>●Exceptional communicator who communicates in clear, effective, timely, concise, and organized manner.</li> <li>●Articulate and persuasive in presenting, soliciting complex or sensitive data.</li> <li>●Sought out by others for his/her communications/listening skills</li> </ul>	<ul style="list-style-type: none"> <li>●Consistently communicates in an effective, timely, clear, concise, and organized manner.</li> <li>●Proficiently organizes and presents difficult facts and ideas orally and in writing.</li> <li>●Seeks/provides feedback</li> <li>●Effective listener</li> </ul>	<ul style="list-style-type: none"> <li>●Communicates effectively and exchanges relevant information in a timely manner</li> <li>●Speaks and writes clearly</li> <li>●Keeps others informed</li> <li>●Listens with understanding</li> </ul>	<ul style="list-style-type: none"> <li>●Sometimes fails to communicate effectively or in a timely manner</li> <li>●Requires greater clarity of expression orally or in writing</li> <li>●Is inconsistent in keeping others informed</li> <li>●At times, fails to listen effectively</li> </ul>	<ul style="list-style-type: none"> <li>●Consistently fails to communicate effectively or timely</li> <li>●Often does not keep others informed</li> <li>●Is an ineffective listener and/or frequently interrupts</li> </ul>

Comments:  
EMPLOYEE \_\_\_\_\_

MANAGER \_\_\_\_\_

Rating \_\_\_\_\_

**7. WORK RELATIONSHIPS** Demonstrates integrity and treats fellow employees with respect. Exhibits willingness to function as team player. Shares ideas and celebrates accomplishments of others.

CONSISTENTLY EXCEEDS EXPECTATIONS 5 <input type="checkbox"/>	EXCEEDS EXPECTATIONS 4 <input type="checkbox"/>	MEETS ALL EXPECTATIONS 3 <input type="checkbox"/>	MEETS SOME EXPECTATIONS 2 <input type="checkbox"/>	BELOW EXPECTATIONS 1 <input type="checkbox"/>
<ul style="list-style-type: none"> <li>●Natural team leader that others seek to emulate</li> <li>●Frequently sought out to lead team efforts</li> <li>●Recognizes efforts of others, and creates motivational team atmosphere</li> </ul>	<ul style="list-style-type: none"> <li>●Sets an example in terms of cooperation and teamwork</li> <li>●Generates trust and respect</li> <li>●Others seek out this individual to work on teams</li> </ul>	<ul style="list-style-type: none"> <li>●Team player who cooperates in achieving team goals</li> <li>●Recognizes the efforts of others</li> <li>●Hears and accepts advice for improving operations</li> </ul>	<ul style="list-style-type: none"> <li>●Experiences difficulty in balancing personal and team efforts</li> <li>●Does not always share ideas/information</li> <li>●Does not generate trust within working groups</li> </ul>	<ul style="list-style-type: none"> <li>●Prefers to work alone</li> <li>●Resistant to change</li> <li>●Only sees own way of doing things</li> </ul>

Comments:  
EMPLOYEE \_\_\_\_\_

MANAGER \_\_\_\_\_

Rating \_\_\_\_\_

**8. WORK HABITS** Cultivates and promotes positive work environment. Demonstrates commitment, dedication, and cooperation and adheres to agency policies (dress code, health and safety, security).

CONSISTENTLY EXCEEDS EXPECTATIONS 5 <input type="checkbox"/>	EXCEEDS EXPECTATIONS 4 <input type="checkbox"/>	MEETS ALL EXPECTATIONS 3 <input type="checkbox"/>	MEETS SOME EXPECTATIONS 2 <input type="checkbox"/>	BELOW EXPECTATIONS 1 <input type="checkbox"/>
<ul style="list-style-type: none"> <li>●Regularly identifies opportunities to surpass expectations and improve operations</li> <li>●Demonstrates positive leadership attitude</li> <li>●Serves as a role model with regard to work policies and safety standards</li> </ul>	<ul style="list-style-type: none"> <li>●Positive attitude and consistently high effort improve agency's productivity</li> <li>●Suggest/implements improvements and exceeds expectations of organizational policies, rules and standards</li> </ul>	<ul style="list-style-type: none"> <li>●Demonstrates positive attitude consistent with agency objectives</li> <li>●Adheres to all organizations work policies/safety rules and procedures</li> </ul>	<ul style="list-style-type: none"> <li>●Needs to improve attitude/commitment to agency goals</li> <li>●Sometimes fails to meet standards in complying with agency policies, rules and procedures</li> </ul>	<ul style="list-style-type: none"> <li>●Consistently fails to meet expected standards due to lack of commitment and/or poor attitude</li> <li>●Resists established work policies, rules and procedures</li> </ul>

Comments:  
EMPLOYEE \_\_\_\_\_

MANAGER \_\_\_\_\_

Rating \_\_\_\_\_

9. **ADAPTABILITY** Learns and accepts new and different tasks. Responds appropriately to suggestions for work improvement.

CONSISTENTLY EXCEEDS EXPECTATIONS 5 <input type="checkbox"/>	EXCEEDS EXPECTATIONS 4 <input type="checkbox"/>	MEETS ALL EXPECTATIONS 3 <input type="checkbox"/>	MEETS SOME EXPECTATIONS 2 <input type="checkbox"/>	BELOW EXPECTATIONS 1 <input type="checkbox"/>
<ul style="list-style-type: none"> <li>•Displays entrepreneurial flair and energy to lead change</li> <li>•Creates structure and processes that facilitate organizational change</li> <li>•Enjoys new challenges and routinely provides organizational solutions</li> </ul>	<ul style="list-style-type: none"> <li>•Learns new information and assists others in adapting to change</li> <li>•Available to assume additional and more significant responsibilities</li> <li>•Continually improves team's ability to adapt to changes</li> </ul>	<ul style="list-style-type: none"> <li>•Recognizes the need for change and readily adapts</li> <li>•Stays up to date with skills as responsibilities change</li> <li>•Contributes to growth of others in addressing change</li> </ul>	<ul style="list-style-type: none"> <li>•Still learning new environment</li> <li>•Willing to change but slow to adopt new methods</li> <li>•Has not demonstrated ability to improve processes</li> </ul>	<ul style="list-style-type: none"> <li>•Resistant to change</li> <li>•Reluctant to take on new responsibilities</li> <li>•Slow to respond or negative attitude regarding change</li> </ul>

Comments:  
EMPLOYEE \_\_\_\_\_

MANAGER \_\_\_\_\_

Rating \_\_\_\_\_

10. **ATTENDANCE AND PUNCTUALITY** Reports to work on time and works as scheduled. Conscientiously observes time limits for breaks and lunch.

CONSISTENTLY EXCEEDS EXPECTATIONS 5 <input type="checkbox"/>	EXCEEDS EXPECTATIONS 4 <input type="checkbox"/>	MEETS ALL EXPECTATIONS 3 <input type="checkbox"/>	MEETS SOME EXPECTATIONS 2 <input type="checkbox"/>	BELOW EXPECTATIONS 1 <input type="checkbox"/>
<ul style="list-style-type: none"> <li>•Attendance and timeliness set example for others</li> <li>•Always willing to make extra effort in demanding circumstances</li> <li>•Sought out by others to meet demanding deadlines</li> </ul>	<ul style="list-style-type: none"> <li>•Excellent attendance and timeliness in all respects</li> <li>•Significant effort to complete job in a timely manner</li> <li>•Regularly seeks to make an additional contribution</li> </ul>	<ul style="list-style-type: none"> <li>•Present and working from start of day until finish. Observes all time limits for breaks and lunch</li> <li>•Demonstrates extra commitment when workload increases</li> <li>•Attendance record is beyond reproach</li> </ul>	<ul style="list-style-type: none"> <li>•Sometimes late or inadequate notification for absences</li> <li>•Commitment to completing job and working a full day is questionable</li> <li>•Inefficient with time in office</li> </ul>	<ul style="list-style-type: none"> <li>•Frequent absences or tardiness</li> <li>•In a hurry to leave before work is completed</li> <li>•Does not observe time limits for breaks and lunch</li> </ul>

Comments:  
EMPLOYEE \_\_\_\_\_

MANAGER \_\_\_\_\_

Rating \_\_\_\_\_

Overall Average Rating \_\_\_\_\_

B. EMPLOYEE OBJECTIVES: (Identify objectives to be accomplished during the coming rating period.)

- 1.
- 2.
- 3.

COMMENTS:

C. OPPORTUNITIES FOR DEVELOPMENT: (Identify knowledge, skills, and abilities that may need improvement. Address developmental activities to assist the employee in addressing either areas of concern or opportunities for professional growth.)

- 1.
- 2.
- 3.

COMMENTS:

D. Please comment on your Performance Review discussion, the effectiveness of the review process, your job progress, or any other circumstances you wish to bring to the attention of your manager and the Department.

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E. SIGNATURES

Did your review provide you with meaningful feedback on your performance and development?

NOT SATISFIED      SATISFIED

This review was discussed with my Supervisor/Manager, and I understand its content.

I would like to discuss this report further with Senior Management.  YES  NO

My Union Representative.  YES  NO Initials \_\_\_\_\_

The Employee's signature below in no way indicates that the employee agrees with the substantive content of this form.

Employee Signature:	Date:

Manager Signature:	Next Level Manager Signature:	Human Resources Signature: