
APPENDIX

FORMS



STATE OF CONNECTICUT

PERFORMANCE ASSESSMENT and RECOGNITION SYSTEM

PLANNING AND APPRAISAL RECORD

MANAGER		
TITLE	SIGNATURE	DATE
AGENCY AND UNIT		
RATING PERIOD:	FROM	TO
SUPERVISING MANAGER		
TITLE	SIGNATURE	DATE

PURPOSE OF THE PERFORMANCE ASSESSMENT AND RECOGNITION SYSTEM

- facilitate joint planning between a manager and supervising manager on what the manager is expected to accomplish.
- establish clear, achievable, measurable, results-oriented performance objectives, consistent with the agency's priorities and mission, and considered fair by both the manager and the supervising manager.
- promote ongoing communication between the manager and the supervising manager concerning expectations, how well the manager is meeting these expectations, and what steps must be taken to ensure that objectives are met.
- guide regular evaluations of progress and promotion of the manager's professional development. Identify corrective action needed when a manager has not accomplished a performance objective.
- provide a basis for differentiating among levels of performance and thus serve as a basis for a manager's annual salary increase or bonus payment.
- improve individual job performance and thereby increase the effectiveness of the agency.

GOALS AND OBJECTIVES - THE PLANNING PROCESS

The manager, together with the supervising manager, will list the manager's performance objectives for the fiscal year in order of priority. Each objective should state what the manager plans to accomplish, identify performance measures to determine whether the objectives are accomplished, and specify the target date for completion. (Use additional sheets if necessary.)

PRIORITY NO.	TARGET DATE	OBJECTIVE
OBJECTIVE (continued)		

CONSTRAINTS

PERFORMANCE MEASURES

PRIORITY NO.	TARGET DATE	OBJECTIVE
OBJECTIVE (continued)		

CONSTRAINTS

PERFORMANCE MEASURES

PRIORITY NO.	TARGET DATE	OBJECTIVE
OBJECTIVE (continued)		

CONSTRAINTS

PERFORMANCE MEASURES

PRIORITY NO.	TARGET DATE	OBJECTIVE
OBJECTIVE (continued)		

CONSTRAINTS

PERFORMANCE MEASURES

PLANNING AND APPRISAL RECORD

PROGRESS REVIEW - THE COMMUNICATION PROCESS

In addition to informal discussions of progress, the supervising manager should periodically review the progress toward meeting objectives set by each manager. Quarterly reviews are recommended. The purpose of this discussion is to review accomplishments, identify obstacles, determine appropriate future actions, and, if necessary, to revise objectives.

PRORITY NO.	FIRST QUARTER	SECOND QUARTER	THIRD QUARTER	FOURTH QUARTER
ACTIONS STEPS TAKEN and/or ADJUSTMENTS NEEDED				
Mgr. And Supv. Initials Date				

PRORITY NO.	FIRST QUARTER	SECOND QUARTER	THIRD QUARTER	FOURTH QUARTER
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ACTIONS STEPS TAKEN and/or ADJUSTMENTS NEEDED				
Mgr. And Supv. Initials Date				

ANNUAL REVIEW - THE APPRAISAL PROCESS

The supervising manager will determine, after discussion with the manager, the final performance rating for each objective and the composite rating. It is important to note that each composite rating must be finally considered in the context of all other agency managers.

RATING DEFINITIONS

Exceeds Expectations	Reserved for those managers whose achievements substantially exceed acceptable performance levels. Objectives and job requirements are met in all areas. Quality of results is superior.
Meets All Expectations	Achieves all objectives and job requirements. Competent in all responsibilities of the position. Requires minimal direction.
Needs Improvement	Objectives and job requirements are not fully achieved. Requires substantial direction. Manager may be developing in the position.
Unsatisfactory	Objectives and job requirements are not achieved. Requires continuous direction. Overall performance is unacceptable.

OBJECTIVE (Listed by Priority #)	Exceeds Expectations	Meets All Expectations	Needs Improvement	Unsatisfactory

SIGNATURES (Manager's signature confirms report was discussed with supervisor. It does not indicate approval of Rating.)	SIGNED (Manager)	Date		
	SIGNED (Supervising Manager)	Date		
	SIGNED (Agency Head or Designee)	Date		
COMPOSITE RATING (Check One)	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meets All Expectations	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory

COMMENTS