

**Performance Review From April 1<sup>st</sup>, 2018 To March 31<sup>st</sup>, 2019**

Employee [REDACTED] Date March 27, 2018  
(Signature of employee indicates the Planning Stage and Position Description were reviewed with the employee.) [Signature]

**Employee Comments**\_\_\_\_\_

**Review Type:**

☐ Annual      ☐ New Hire      ☐ Reclassification      ☐ Section Transfer

## **INSTRUCTIONS**

### **THE PLANNING STAGE**

**Job Functions** - The supervisor, utilizing suggestions from the employee, shall select job duties from the employee's most recent position description and develop success criteria for each duty.

**Objectives** - This section allows the supervisor to include any additional special projects or program assignments that are not on the position description but that are assigned to the employee during the rating period. Objectives are optional, but if used, success criteria are required for each objective.

**Performance Characteristics** - Performance characteristics and their definitions should be directly related to the employee's job and may be selected by the supervisor and the employee from a list developed by the Office of Human Resources. All management and supervisory employees are required to be reviewed on "promoting equal opportunity." The supervisor should meet with the employee to discuss the position description and how it relates to the job functions and objectives for the upcoming year. After this discussion, the supervisor shall complete the planning stage of the document. Prior to discussing the completed planning stage with the employee, the supervisor will present the final document to the reviewing officer for signature. The supervisor will then meet with the employee to review the final plans for the year and obtain the employee's signature. The completed planning document should be maintained by the agency to be used as the evaluation document at the end of the review period.

### **THE EVALUATION STAGE**

The supervisor will complete the evaluation document based on the employee's performance for the entire year. Using the three levels of performance outlined below, job functions and objectives shall be rated on how well the employee has met the success criteria as outlined in the planning stage. Performance characteristics will be rated "pass" or "fail" based on the definitions, which were communicated to the employee in the planning stage. The characteristics shall be used as a communication tool and shall not be weighted in the determination of the overall performance rating. Once the supervisor has completed the evaluation document, it will be presented to the reviewing officer for signature. The supervisor will then schedule a meeting with the employee to discuss his/her performance and to obtain the employee's signature on the evaluation document. The evaluation must be completed prior to the review date to be timely.

### **THREE LEVELS OF PERFORMANCE**

(To rate job functions, objectives and overall performance)

**Exceptional Performance:** Work that is above the success criteria for the job throughout the rating period.

**Successful Performance:** Work that meets the success criteria for the job.

**Unsuccessful Performance:** Work that fails to meet the success criteria of the job.

(Performance characteristics will not be rated with the three levels of performance. They should be rated as "pass" or "fail")

## JOB DUTIES

Performance  
Level

- 
1. **Job Duty:** Read all trial or PCR transcripts and relevant documents, conduct all necessary legal research, consult with other attorneys for advice, write or dictate the initial brief and designation or petition for writ of certiorari.

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### Success Criteria

Filed briefs and certiorari petitions should show a thorough and well thought out theory of the appeal with accurate citations to the record or appendix and the filing cites the applicable legal cases and statutes.

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2. **Job Duty:** Order necessary exhibits and documents when a new case is assigned by the Chief Appellate Defender.

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### Success Criteria:

The applicable documents and exhibits are always ordered in a timely fashion.

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3. **Job Duty:** Supervise support staff in compiling and indexing the record on appeal or appendix, final briefs, and any brief of petitioner or brief of respondent.

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### Success Criteria:

There should be no legitimate complaints of a lack of assistance from the attorney by the support staff. The filed documents should be accurate, clean, and visually appealing, and there should be no complaints from Court staff.

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4. **Job Duty:** Prepare and argue cases in the State Supreme Court, the Court of Appeals, and any cases remanded to the Circuit Court

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### Success Criteria:

Oral arguments should be compelling, accurate and persuasive as should remand hearing presentations.

5. **Job Duty:** Assist less experienced attorneys by providing legal advice and participate in any trainings or CLE programs upon request.
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**Success Criteria:**

The attorney demonstrates his or her sharing of legal knowledge and advice whenever called upon to do so within the office and in trainings or CLE presentations.

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6. **Job Duty:** Supervise legal staff and handle any other duties upon the request of the Chief Appellate Defender
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**Success Criteria:**

No legitimate complaints should be received regarding lack of supervision or the method of supervision, and there should never be reluctance to assist as requested.

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**OBJECTIVES**  
(Optional)

Performance  
Level

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1. Objective:

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Success Criteria:

2. Objective:

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Success Criteria:

## **PERFORMANCE CHARACTERISTICS NON-MANAGEMENT**

### **FUNCTIONAL, INTERPERSONAL, & PERSONAL QUALITIES** **Pass or Fail**

1. \_\_\_\_\_ **Quantity of Work:** The extent to which the employee produces an acceptable amount of work in order to meet schedules and deadlines.
2. \_\_\_\_\_ **Quality/Accuracy of Work:** The extent to which the employee neatly, thoroughly, and accurately completes job assignments according to established Office standards of quality. Continuously improves quality of work. Mistakes or errors are minimal and requires few corrections.
3. \_\_\_\_\_ **Time Management:** Employee is prompt in reporting for work and effectively and efficiently uses his/her time to accomplish his/her job tasks. Uses leave in a manner that minimizes disruption to the Office.
4. \_\_\_\_\_ **Responsibility:** Asks for work after completing assignments and does not make excuses but addresses problems squarely. Offers action plans to resolve problems and suppresses self-forgiving tendencies regarding so-called uncontrollable elements.
5. \_\_\_\_\_ **Judgment/Common Sense:** Able to reason, compare, understand, and think rationally on the job. Makes quality work-related decisions based on sound conclusions/data. Employee able to separate facts from opinions.
6. \_\_\_\_\_ **Initiative:** The extent to which an employee can be depended upon to work ahead based upon their own judgment, without waiting to be told, to meet work schedules and fulfill job responsibilities and commitments. Employee able to manage time wisely.
7. \_\_\_\_\_ **Dependability/Reliability:** Employee can be relied upon to meet work schedules and fulfill job responsibilities and commitments. Meets deadlines and follows instructions.
8. \_\_\_\_\_ **Teamwork:** The extent to which the employee establishes positive attitudes and relationships with co-workers and others; for example: being a good team worker, adjusting to changes in procedures or organization, having respect and confidence of co-workers, being tactful and courteous, discretion in contact with public, and court officials and clients.

9. \_\_\_\_\_ **Organizational Adaptability:** Employee can adapt to job or organizational changes. Readily accepts new responsibilities and assignments.
10. \_\_\_\_\_ **Loyalty:** Contributes to overall morale and character of the office. Works to promote the betterment of the office by showing initiative, seeking solutions, and working hard to achieve overall goals.
11. \_\_\_\_\_ **Positive Attitude:** Approaches tasks with positive outlook and works cooperatively with others. Creates an amicable work environment and motivates colleagues.

**FOR ATTORNEYS ONLY**

10. \_\_\_\_\_ **Effective Representation in Legal Proceedings:**  
The extent to which the attorney effectively represents the client on appeal and during remand hearings.
11. \_\_\_\_\_ **Research:** The extent to which the employee completes timely accurate, thorough, precise and usable research.



## **ACTUAL PERFORMANCE**

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### **SUMMARY AND IMPROVEMENT PLAN**

Identify the employee's major accomplishments, areas needing improvement, and steps to improve present and future performance.

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### **APPRAISAL RESULTS**

\_\_\_\_\_ **Exceptional Performance**

**(Written documentation of rating required)**

\_\_\_\_\_ **Successful Performance**

\_\_\_\_\_ **Unsuccessful Performance**

**(Written documentation of rating required)**

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**\*DOCUMENTATION OF RATING REQUIRED FOR EXCEPTIONAL AND  
UNSUCCESSFUL PERFORMANCE**