

Employee Name: Faith Alkhatib, County Engineer, 2007/08

**SENIOR MANAGEMENT
PERFORMANCE EVALUATION**

EMPLOYEE DATA

Type of Evaluation:	Annual Performance Rating	<u>X</u>
	Special Rating	_____
	Other (Please Specify)	_____

INSTRUCTIONS:

PLEASE TYPE OR USE INK.

This first section of each rating form consists of 11 defined rating factors and four distinct levels of performance for each.

The supervisor should carefully read the definition of each level and choose the description that best describes the employee being rated. The rating must be documented by examples of performance drawn from the employee's work during the rating period. The supervisor should use as a reference any mutually agreed on verbal expectations, summaries prepared for budget purposes or other materials available which serve to establish a basis for evaluating the employee's performance and accomplishments during the rating period.

COMMENTS MUST BE INCLUDED FOR AREAS IN WHICH THE EMPLOYEE RECEIVES A 0.5-1.0 OR 3.5-4.0 RATING.

Upon completion of the rating procedure, an average factor score shall be determined by adding the numbers to the left of each behavioral description checked. The number of factors upon which the employee was evaluated should then divide the sum. The quotient should be rounded off two places to the right of the decimal. This average score is used to determine the overall rating.

FACTOR RATING

SENIOR MANAGEMENT

- A. Organizing: Maximizing the productivity of available human and physical resources through thoughtful articulation of processes, schedules, internal relationships, operational methods, assignment of responsibility and effective management of time.

0.5 1.0. Organization of work needs improvement and fails to recognize needed changes to accomplish this; obvious that unnecessary work is routinely being done; responsibility for activities not clearly placed; loses time due to inefficiently organizing time.

1.5 2.0. Area of responsibility functions with reasonable efficiency with adequate back-up, for each major undertaking; some unnecessary work taking place; supervisory assistance; moderately effective in managing own time.

2.5 3.0. Organization of work efficient and unnecessary activities held to a minimum; responsibility for results defined; efforts of personnel well integrated for a good level of efficiency; manages own time well.

3.5 4.0. Actively pursues more efficient organization and utilization of resources; rarely does unnecessary work take place; responsibility for results clearly placed; efforts of all personnel fully integrated for a high level of efficiency; has an efficient personal time management system.

PERFORMANCE EXAMPLES/COMMENTS: Faith consistently strives for the efficient utilization of all available resources and effectively manages Engineering Department staff time to optimize productivity. Her ability to successfully coordinate the myriad of Engineering projects is especially laudable given the fact that her area of responsibility is so widely dispersed throughout the county

- B. Planning: The ability to plan ahead and set realistic goals, objectives and priorities; anticipate possible problems; commit activities to realistic but challenging schedule; and the ability to anticipate problems and future conditions.

0.5 1.0. Effective at planning only on a short-term basis; plans inefficient, usually require extensive revision due to unanticipated developments; limited understanding of the relationship between own organization and large organizational objectives.

1.5 2.0. Adheres to established principles of planning; knows what is to be done; anticipates some problems; objectives and schedule generally realistic but cautious and may require some revision, generally aware of larger organizational objectives and relatedness to own operation.

2.5 3.0. Ability exceeds requirements of present job; considers larger organizational interests by obtaining feedback from affected departments; generally anticipates conditions that may develop or change; priorities clearly stated; goals and objectives realistic.

3.5 4.0. Plans are based on thorough analysis of available data; retains flexibility for including new facts or responding to changed conditions; clear and logical priorities; activities complementary to larger organizational objectives; problems are anticipated; objectives are realistic.

PERFORMANCE EXAMPLES/COMMENTS: **Faith excels in maintaining a highly efficient and thoroughly professional Engineering Department through her superb ability to plan for both current and future requirements. She has an excellent understanding of all the intricacies associated with the multitude of Engineering related operations within Flagler County government. She is able to anticipate future needs and address such requirements up the organizational chain-of-command to ensure her areas of responsibility are accommodated.**

C. **Administering:** Establishing methods for effectively measuring and evaluating activities taking place; making the necessary corrections when deficiencies are identified; and demonstrating operational understanding of personnel policies and progressive discipline.

0.5 1.0. Lax in demanding results; results achieved usually below normal expectations; responds to problems belatedly; may fail to recognize some personnel problems and corrective action may have to be initiated by superior; ability to take personnel policies and procedures into account is limited.

1.5 2.0. Sets realistic to somewhat challenging goals and usually gains acceptable results; may not achieve all objectives in time intended; may require assistance of superior in resolving personnel problems; ability to take personnel policies and procedures into account is acceptable.

2.5 3.0. Sets high standards and generally achieves quality results; initiates corrective action when it becomes apparent that a problem exists; judgment in the management of personnel problems is good; demonstrates good applied understanding of personnel policies and procedures.

3.5 4.0. Sets high, but achievable standards and consistently produces high quality results; initiates appropriate corrective actions on a timely basis; gives individuals an opportunity to correct performance deficiencies before more severe action is necessary; actions display a superior knowledge and understanding of personnel policies and procedures.

PERFORMANCE EXAMPLES/COMMENTS: **An astute and detailed oriented administrator, Faith maintains a clear and concentrated focus on all aspects of Engineering**

Department projects and related issues. She is constantly alert for areas that need attention before they become problems be it in the area of personnel management or specific Engineering projects. She has a keen awareness of which of her staff members are best suited for specific engineering project tasks and duties and assigns tasks in a fair and impartial manner to ensure optimum results.

D. Innovation/Managing Change: Effectiveness in introducing and operationalizing new methods, procedures and organizational relationships; the ability to identify worthwhile new ideas and generate a favorable organizational climate for implementation; ability to accept new responsibilities.

0.5 1.0. Shows little interest in new ideas, may resist some changes; slow to recognize and respond to the need for change especially if an element of risk is involved; does not favorably represent changes to subordinates; limited ability to assume new responsibilities.

1.5 2.0. Interested in new ideas but at times will elect to continue less efficient practices especially if an element of risk is involved; understands the need to update methods; presents new ideas from a neutral point of view; flexible enough to handle related assignments.

2.5 3.0. Receptive to new ideas and willing to change when necessary even if an element of risk is involved; alert to new opportunities for improving operations; presents new ideas to others in most favorable light; able to handle a variety of assignments.

3.5 4.0. Seeks out new methods and not resistant to change; generates and acts on new opportunities, sometimes involving significant risk; able to effectively represent new ideas to others and gain their support; flexibility and adaptability enables handling of a wide variety of assignments.

PERFORMANCE EXAMPLES/COMMENTS: **Faith consistently strives to find the best and most efficient way of doing business and optimizing the operations of the Engineering Department. Likewise, she is able to effectively manage several projects at once without compromising total quality and final achievement of goals.**

E. Directing/Leadership: Ability to set an example for others to follow; motivate and inspire subordinates to greater levels of achievement; set realistic and challenging goals for self and others; command the respect and support of subordinates; and continued development of own abilities in order to keep abreast of the field.

0.5 1.0. Overly cautious in setting goals; goals frequently unchallenging; delegates either excessively or not at all-personally takes responsibility for monitoring activities which would be better managed at a substantially lower level; morale of subordinates is low; knowledge of field is out of date.

1.5 2.0. Generally sets a good leadership example; requires assistance of subordinates in setting goals; delegates somewhat less than could be done; gives limited encouragement to ideas from subordinates; needs some improvement in the use of supervisory techniques; knowledge of field adequate but somewhat dated.

2.5 3.0. Provides a solid example for others to follow; allows subordinate participation in decision making; makes sure component units understand their rates of authority, is aware of what other units are doing and is accessible for work review and decisions; generally encourages the generation of new ideas; generally delegates to subordinate staff, supported and respected by subordinates; maintains self reasonably current with the field.

3.5 4.0. Consistently provides an excellent example for others to follow; involves subordinates in setting challenging goals; stimulates others to contribute new ideas; appropriately delegates to others on a regular basis; enjoys the respect of subordinates; maintains own knowledge current with the field and may make significant contributions as a result.

PERFORMANCE EXAMPLES/COMMENTS: **Faith has the support and confidence of her staff in the day-to-day management of the Engineering Department. She understands the capabilities of her staff and assigns tasks in an equitable and fair manner to ensure the success of her subordinates.**

F. **Fiscal Responsibility:** Maintains supervision of control and follow-up systems concerned with management data and special management reports; ability to maintain the efficiency of operations and provide services in a cost-efficient manner, and to utilize available resources to realize maximum benefit at minimum expense; prepare budget properly in timely manner and take appropriate action when unexpected fiscal problems develop.

0.5 1.0. Fails to operate within established budget limits; incurs deficits necessitating budget revisions and/or failure to administer programs or maintain work unit under own authority; does not periodically provide for review of expenditures incurred; frequent assistance in budget preparations and implementations.

1.5 2.0. Stays within established budget limits without eliminating or curtailing planned services or results; periodically provides for review of expenditures incurred; requires occasional guidance in budget preparation and implementation.

2.5 3.0. Stays within budget limits operating near lowest possible cost; develops improved management procedures through effective use of resources; reviews expenditures on a timely basis; able to effectively develop and implement budget without assistance.

3.5 4.0. Planned services are administered at a reduced cost due to conditions within control of individual; or offers additional programs or services beyond those

planned and maintains within or below budget limits; reviews and analyzes expenditures; excellent ability to develop and implement budget-providing innovative and cost-efficient procedures.

PERFORMANCE EXAMPLES/COMMENTS: Faith stays closely attuned to the budget status of her department and is able to fully justify her financial requirements in a concise and accurate manner. She consistently looks for the most cost effective means of accomplishing projects without jeopardizing quality. In the area of capital projects that are specifically assigned to the Engineering Department, Faith needs to continue to ensure that all aspects of the financial management of each project is closely monitored. A close coordination between all those departments involved in the completion of a project (Finance, Purchasing, Public Works, General Services, etc.) is required to ensure that funds are programmed and expended in accordance with an approved budget and available funds.

G. Judgment/Problem Solving/Conflict Resolution: Ability to identify problem conditions, Secure required data, reach logical and effective conclusions on a timely basis and resolve conflicts; degree of understanding of organizational constraints in taking corrective action; ability to accommodate new information in the problem-solving process.

0.5 1.0. Problem solving ability satisfactory only within a narrow specialty area; requires considerable supervisory assistance outside this area; not fully cognizant of the larger implications of decisions; marked tendency to defer decisions or refer to own supervisor; routinely needs assistance in resolving conflicts.

1.5 2.0. Able to organize most of the information relevant to a problem and correctly interpret it; usually recognizes problems before the consequences are serious; requires some supervisory assistance in identifying the larger implications of decisions and in resolving conflicts; recommended solutions are usually satisfactory and the results acceptable but proposals are sometimes revised by superior.

2.5 3.0. Able to organize and correctly interpret information relevant to a problem; recognizes problem and initiates action in the early stages of problem development; anticipates some broader and/or long-range implications of decisions; good conflicts resolution skills; recommended solutions are sound, innovative and are usually accepted and successful.

3.5 4.0. Excellent ability to organize and correctly interpret information regarding a problem; anticipates or takes action in the ear-Rest stages of problem development; understands and takes into account the long-range implications of decisions; highly skilled in conflict resolution; recommended solutions are innovative, almost always accepted and usually successful.

PERFORMANCE EXAMPLES/COMMENTS: Faith consistently applies logical and well thought out solutions to complex problems and issues based on her expertise and long-term

experience as a professional Engineer. She is widely recognized as the local authority on a multitude of issues dealing with her area of responsibility. Demonstrating superb judgment, she can be counted on to recommend the best course of action in areas that are often difficult to understand by those with little experience in her field of expertise.

H. Employee Development: Evaluates employees including providing accurate and timely feedback to subordinates regarding strengths and developmental needs; and providing growth and development opportunities to same through a combination of work assignments, in service training, and outside developmental programs and experiences.

0.5 1.0. Infrequently initiates feedback regarding subordinate deficiencies and frequently late in performing evaluations; positive developmental discussions are almost always initiated by subordinates; subordinates have only a general, possible erroneous, understanding of where they stand; may comment on developmental plans submitted by subordinates but makes few major contributions.

1.5 2.0. Gives employees a general idea of where they stand but does not go into detail; informs subordinates of areas needing improvement; performance evaluations usually conducted on a timely basis; limited acknowledgment given to good performers; presents developmental plans to subordinates and will consider comments; gives equal notice of opportunities to subordinates.

2.5 3.0. Provides feedback to subordinates so that those with deficiencies accept the need for improvement and good performers feel appreciated; performance evaluations completed on time; encourages subordinates to participate in developmental planning; allows all subordinates an opportunity to pursue development.

3.5 4.0. Skills in providing constructive feedback; able to explain deficiencies that subordinates are motivated to improve; regularly may initiate feedback discussions in addition to timely performance evaluations and follow-up; provides recognition to good performers; involves subordinates in determining developmental plans; makes developmental opportunities equally available to all subordinates.

PERFORMANCE EXAMPLES/COMMENTS: **Faith is fully cognizant and supportive of her staff and their individual growth in the execution of Engineering Department duties. She ensures all subordinates are presented with the opportunity to improve themselves as a means of enhancing the overall effectiveness of the Engineering Department.**

I. Communication (Written & Verbal): Ability to select, organize and present information effectively, either orally or in writing; ability to make and support a point or conclusion; ability to actively listen to others; and ability to express self in terms appropriate for the intended recipient.

0.5 1.0. Written communications routinely show defects in basics such as grammar and spelling; has difficulty expressing complex ideas; reports usually require revision; some difficulty in expressing self, responds inadequately to the communications limitations of others; poor listening skills.

1.5 2.0. Written communications adequate; ideas generally presented in an understandable manner but may have some difficulty with complex material; written reports may require some revision; speech generally clear and understandable; may understand the special communication needs of others but has some difficulty adjusting; may exhibit some impatience when others speak.

2.5 3.0. Written communications are clear and grammatically correct; most complex ideas are presented in clearly understandable terms; written reports are good with only minor changes required; speaks clearly and is easily understood; generally good use of language; speaks to others in appropriate terms; listens to others.

3.5 4.0. Written communications are clear, logical and grammatically correct; complex ideas are presented in clearly understandable terms; reports are well written; speech clear, well organized and understandable; speaks to others in language appropriate to the receiver; listens actively.

PERFORMANCE EXAMPLES/COMMENTS: **Faith is straight-forward and to the point in both her oral and written communications. Not one to mince words, she works hard to explain complicated Engineering matters in a concise and simple manner so that both the professional and layman alike can understand the issue at hand.**

J. Interpersonal Skills: Ability to establish and maintain effective working relationships with subordinates, superiors, peers and the public; ability to give and accept constructive criticism; and ability to influence rather than instruct subordinates.

0.5 1.0. Has few effective working relationships; generally uncooperative; frequently reacts negatively to constructive criticism; uses authority rather than influencing skills.

1.5 2.0. Maintains acceptable working relationships with most people; sometimes mildly uncooperative, acceptance of constructive criticism not always clear, attempts to influence others but frequently uses authority.

2.5 3.0. Maintains effective working relationships with most people; generally cooperative; usually takes criticism positively; uses authority sparingly, preferring to influence rather than instruct.

3.5 4.0. Maintains highly effective working relationships with others; very cooperative; accepts criticism in a positive way; influences others through sincerity and conviction rather than depending on authority.

PERFORMANCE EXAMPLES/COMMENTS: Faith is cooperative and supportive of any and all issues that involve the Engineering Department. And while she is not hesitant to express her opinion on matters that involve and require her expertise, she gives forth her best effort to ensure that all directions are followed to ensure the success of Engineering related projects.

K. Initiative/Accountability: Willingness to initiate actions or plans for self and others; willingness to take overall responsibility for progress of a group, for projects, or for obtaining and using resources.

0.5. 1.0. Reluctant to take necessary actions to improve own performance or that of subordinates; disinterested or ineffective in measuring personal or group progress; unable to provide support needed in meeting section's goals and responsibilities.

1.5 2.0. Plans and initiates activities which help monitor own progress as well as the work and progress of the section; may occasionally exhibit some reluctance to accept responsibility for personal and/or group's shortcomings.

2.5 3.0. Usually overcomes potential or real barriers in performing duties; initiates activities to monitor results and secures additional support and resources when indicated; shows interest and responsibility for section's activities.

3.5 4.0. Actively seeks to perform tasks or projects better than they were done before; consistently initiates activities to identify measures of own and group's productivity; accepts and portrays ultimate responsibility for section's shortcomings as well as successes.

PERFORMANCE EXAMPLES/COMMENTS: Faith stays fully informed and attuned to current standards and practices as it relates to County engineering projects and procedures. She takes the lead in moving initiatives forward that are applicable to engineering operations and stands by her position and opinion on matters relating to the efforts of her department. Likewise, she is not hesitant to assist in identifying which department or agency is ultimately responsible for the individual facets or ownership of a project or initiative to ensure outstanding issues or problems are resolved.

POINT SUMMARY OF SENIOR MANAGEMENT

	FACTOR	POINTS
A.	Organizing	<u>3.5</u>
B.	Planning	<u>3.5</u>
C.	Administering	<u>3.5</u>
D.	Innovation/Managing Change	<u>3.0</u>
E.	Directing/Leadership	<u>3.0</u>
F.	Fiscal Responsibility	<u>3.0</u>
G.	Judgment/Problem Solving	<u>3.5</u>
H.	Employee Development	<u>3.0</u>
I.	Communication (Written and Verbal)	<u>2.5</u>
J.	Interpersonal Skills	<u>3.0</u>
K.	Initiative/Accountability	<u>3.5</u>
	TOTAL POINTS	<u>35</u>

TOTAL POINTS	<u>35</u>	/	<u>11</u>	=	<u>3.18</u>
			(Number of Factors Rated)		Average Score

AVERAGE SCORE	OVERALL RATING
1.00-1.49	Below Expectations (Improvement Needed)
1.50-2.49	Meets Expectations
2.50-3.49	Exceeds Expectations
3.50-4.00	Exceptional

REMEDIAL/DEVELOPMENT ACTIVITIES:

Item one in this section should be completed prior to discussing the evaluation with the employee. Items two, three and four should be completed and agreed upon by both the supervisor and employee during the evaluation meeting.

- 1. Describe the employee's strongest areas of contribution to the job.

Faith is an exceptionally intelligent and dedicated engineer who is well versed in a multitude of areas relating to civil engineering. In particular, she has an unexceeded knowledge of roadway and transportation related issues based on a long legacy of experience in that field.

- 2. List factors in which improvement is suggested. Any factor rating scored either "0.5" or "1.0" must be noted and specific remedial activity outlined. (Attached additional sheets if Necessary.

	FACTOR	REMEDIAL ACTIVITY
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____

- 3. List the types of training and/or activities that would help the employee accomplish suggested improvements or enhance current performance during the next rating period.

Faith is advised to concentrate on, and be cognizant of, the following issues and areas during the next evaluation reporting cycle:

A. Enhance communication skills with all concerned, both internal and external within and outside County staff, as a means of creating greater cohesion between fellow department heads and outside agencies.

B. Take more ownership in the financial aspects of all Engineering assigned capital projects where the County is the General Contractor and there are multiple sub-contractors. To assist, County Administration will provide greater support and not assign Engineering with projects that have insurmountable flaws.

C. Recognize the degree of difficulty that will be presented during the course of the next year due to tax revenue shortfalls that will result in layoffs and other associated challenges.

D. Stay tenacious and tough and recognize that your great skills and talent are supported by being direct, thorough and prompt and your attitude of wanting to do things the right way.

E. Maintain an attitude of standing up for what you believe in and for defending the County.

REVIEW COMMENTS AND SIGNATURES

Employee's Comments: Strive to adapt my managerial style and team participation throughout the changes in the Management & Administration.

*Signature [Handwritten Signature] 10-8-2008 Date

* Signature does not indicate agreement with the evaluation results but indicates the evaluation as reviewed and discussed with the employee.

Department Director's Comments: _____

Signature Date

County Administrator's Comments (if applicable): I am pleased to be working with Faith and am glad to have her on my team. Faith must concentrate on being flexible and having to work with the faults and opinions of others without being condescending or completely disregarding the ideas of others out of hand. Faith is a great credit to her profession and I look forward to having her full support and counsel on Engineering related matters in the year to come.

Craig M. [Handwritten Signature] 8 OCT 2008
Signature Date

Employee Name: Faith Alkhatib, County Engineer, 4/16/07

**SENIOR MANAGEMENT
PERFORMANCE EVALUATION**

EMPLOYEE DATA

Type of Evaluation:	Annual Performance Rating	<u>X</u>
	Special Rating	_____
	Other (Please Specify)	_____

INSTRUCTIONS:

PLEASE TYPE OR USE INK.

This first section of each rating form consists of 11 defined rating factors and four distinct levels of performance for each.

The supervisor should carefully read the definition of each level and choose the description that best describes the employee being rated. The rating must be documented by examples of performance drawn from the employee's work during the rating period. The supervisor should use as a reference any mutually agreed on verbal expectations, summaries prepared for budget purposes or other materials available which serve to establish a basis for evaluating the employee's performance and accomplishments during the rating period.

COMMENTS MUST BE INCLUDED FOR AREAS IN WHICH THE EMPLOYEE RECEIVES A 0.5-1.0 OR 3.5-4.0 RATING.

Upon completion of the rating procedure, an average factor score shall be determined by adding the numbers to the left of each behavioral description checked. The number of factors upon which the employee was evaluated should then divide the sum. The quotient should be rounded off two places to the right of the decimal. This average score is used to determine the overall rating.

FACTOR RATING

SENIOR MANAGEMENT

A. Organizing: Maximizing the productivity of available human and physical resources through thoughtful articulation of processes, schedules, internal relationships, operational methods, assignment of responsibility and effective management of time.

0.5 1.0. Organization of work needs improvement and fails to recognize needed changes to accomplish this; obvious that unnecessary work is routinely being done; responsibility for activities not clearly placed; loses time due to inefficiently organizing time.

1.5 2.0. Area of responsibility functions with reasonable efficiency with adequate back-up, for each major undertaking; some unnecessary work taking place; supervisory assistance; moderately effective in managing own time.

2.5 3.0. Organization of work efficient and unnecessary activities held to a minimum; responsibility for results defined; efforts of personnel well integrated for a good level of efficiency; manages own time well.

3.5 4.0. Actively pursues more efficient organization and utilization of resources; rarely does unnecessary work take place; responsibility for results clearly placed; efforts of all personnel fully integrated for a high level of efficiency; has an efficient personal time management system.

PERFORMANCE EXAMPLES/COMMENTS: **Faith is able to clearly define any task at hand and effectively and efficiently organize all the elements required to ensure any and all projects are completed correctly and completely. She understands all elements required to complete a project, no matter how small or large, and is able to consistently and effectively utilize all those resources required to complete a task. Her excellent organizational skills were especially evident during course of the last year as part of the completion of the new Flagler County Government Services Building and continue in the forthcoming completion of the County's new Judicial Center.**

B. Planning: The ability to plan ahead and set realistic goals, objectives and priorities; anticipate possible problems; commit activities to realistic but challenging schedule; and the ability to anticipate problems and future conditions.

0.5 1.0. Effective at planning only on a short-term basis; plans inefficient, usually require extensive revision due to unanticipated developments; limited understanding of the relationship between own organization and large organizational objectives.

1.5 2.0. Adheres to established principles of planning; knows what is to be done; anticipates some problems; objectives and schedule generally realistic but cautious and may require some revision, generally aware of larger organizational objectives and relatedness to own operation.

2.5 3.0. Ability exceeds requirements of present job; considers larger organizational interests by obtaining feedback from affected departments; generally anticipates conditions that may develop or change; priorities clearly stated; goals and objectives realistic.

3.5 4.0. Plans are based on thorough analysis of available data; retains flexibility for including new facts or responding to changed conditions; clear and logical priorities; activities complementary to larger organizational objectives; problems are anticipated; objectives are realistic.

PERFORMANCE EXAMPLES/COMMENTS: **Faith has a clear and unconstrained vision of both short and long range goals and is able to accurately forecast and define the ways and means of how to attain those goals. She has the innate ability to see a project through from concept to final execution and is not afraid to recommend and/or take immediate mid-course adjustments as required to ensure optimum results.**

C. Administering: Establishing methods for effectively measuring and evaluating activities taking place; making the necessary corrections when deficiencies are identified; and demonstrating operational understanding of personnel policies and progressive discipline.

0.5 1.0. Lax in demanding results; results achieved usually below normal expectations; responds to problems belatedly; may fail to recognize some personnel problems and corrective action may have to be initiated by superior; ability to take personnel policies and procedures into account is limited.

1.5 2.0. Sets realistic to somewhat challenging goals and usually gains acceptable results; may not achieve all objectives in time intended; may require assistance of superior in resolving personnel problems; ability to take personnel policies and procedures into account is acceptable.

2.5 3.0. Sets high standards and generally achieves quality results; initiates corrective action when it becomes apparent that a problem exists; judgment in the management of personnel problems is good; demonstrates good applied understanding of personnel policies and procedures.

3.5 4.0. Sets high, but achievable standards and consistently produces high quality results; initiates appropriate corrective actions on a timely basis; gives individuals an opportunity to correct performance deficiencies before more severe action is necessary; actions display a superior knowledge and understanding of personnel policies and procedures.

PERFORMANCE EXAMPLES/COMMENTS: Faith sets high standards for both herself and her subordinates. Through her attention to detail, she is able to obtain the desired results from her subordinates that in turn ensures the excellent reputation that Engineering has with the public. She has a superb knowledge of all the facets of her responsibilities and has a clear understanding of the County's various policies and procedures.

D. Innovation/Managing Change: Effectiveness in introducing and operationalizing new methods, procedures and organizational relationships; the ability to identify worthwhile new ideas and generate a favorable organizational climate for implementation; ability to accept new responsibilities.

0.5 1.0. Shows little interest in new ideas, may resist some changes; slow to recognize and respond to the need for change especially if an element of risk is involved; does not favorably represent changes to subordinates; limited ability to assume new responsibilities.

1.5 2.0. Interested in new ideas but at times will elect to continue less efficient practices especially if an element of risk is involved; understands the need to update methods; presents new ideas from a neutral point of view; flexible enough to handle related assignments.

2.5 3.0. Receptive to new ideas and willing to change when necessary even if an element of risk is involved; alert to new opportunities for improving operations; presents new ideas to others in most favorable light; able to handle a variety of assignments.

3.5 4.0. Seeks out new methods and not resistant to change; generates and acts on new opportunities, sometimes involving significant risk; able to effectively represent new ideas to others and gain their support; flexibility and adaptability enables handling of a wide variety of assignments.

PERFORMANCE EXAMPLES/COMMENTS: Faith maintains an appropriate level of flexibility to ensure total success in every endeavor without violating her charter to uphold standards as required by her engineering license and the multitude of complex local, state and federal engineering related regulations that is her responsibility to follow. She can be counted on to readily accept all the variables associated with the fast paced environment that Flagler County presents on a daily basis, especially as it applies to engineering related activities.

E. Directing/Leadership: Ability to set an example for others to follow; motivate and inspire subordinates to greater levels of achievement; set realistic and challenging goals for self and others; command the respect and support of subordinates; and continued development of own abilities in order to keep abreast of the field.

0.5 1.0. Overly cautious in setting goals; goals frequently unchallenging; delegates either excessively or not at all-personally takes responsibility for monitoring activities which would be better managed at a substantially lower level; morale of subordinates is low; knowledge of field is out of date.

1.5 2.0. Generally sets a good leadership example; requires assistance of subordinates in setting goals; delegates somewhat less than could be done; gives limited encouragement to ideas from subordinates; needs some improvement in the use of supervisory techniques; knowledge of field adequate but somewhat dated.

2.5 3.0. Provides a solid example for others to follow; allows subordinate participation in decision making; makes sure component units understand their rates of authority, is aware of what other units are doing and is accessible for work review and decisions; generally encourages the generation of new ideas; generally delegates to subordinate staff, supported and respected by subordinates; maintains self reasonably current with the field.

3.5 4.0. Consistently provides an excellent example for others to follow; involves subordinates in setting challenging goals; stimulates others to contribute new ideas; appropriately delegates to others on a regular basis; enjoys the respect of subordinates; maintains own knowledge current with the field and may make significant contributions as a result.

PERFORMANCE EXAMPLES/COMMENTS: **Faith works well with staff members at all levels in the chain-of-command and can be depended on to keep all concerned fully apprised of engineering related issues as it pertains to county-wide activities. She fully appreciates the art of delegating responsibility without relinquishing total accountability within her division. She also needs to continue to emphasize the fact that extending latitude to subordinates in completing assigned engineering projects needs to be closely monitored to ensure that her staff members remain focused in order to complete all assigned tasks in a timely fashion.**

F. Fiscal Responsibility: Maintains supervision of control and follow-up systems concerned with management data and special management reports; ability to maintain the efficiency of operations and provide services in a cost-efficient manner, and to utilize available resources to realize maximum benefit at minimum expense; prepare budget properly in timely manner and take appropriate action when unexpected fiscal problems develop.

0.5 1.0. Fails to operate within established budget limits; incurs deficits necessitating budget revisions and/or failure to administer programs or maintain work unit under own authority; does not periodically provide for review of expenditures incurred; frequent assistance in budget preparations and implementations.

1.5 2.0. Stays within established budget limits without eliminating or curtailing planned services or results; periodically provides for review of expenditures incurred; requires occasional guidance in budget preparation and implementation.

2.5 3.0. Stays within budget limits operating near lowest possible cost; develops improved management procedures through effective use of resources; reviews expenditures on a timely basis; able to effectively develop and implement budget without assistance.

3.5 4.0. Planned services are administered at a reduced cost due to conditions within control of individual; or offers additional programs or services beyond those planned and maintains within or below budget limits; reviews and analyzes expenditures; excellent ability to develop and implement budget-providing innovative and cost-efficient procedures.

PERFORMANCE EXAMPLES/COMMENTS: **Faith has a full and total understanding of all the financial elements associated with Engineering operations. Her budget preparation skills and ability to fully justify her division's budgetary requirements are indicative of her excellent financial skills. Her day-to-day management of engineering related project finances is detailed and accurate.**

G. Judgment/Problem Solving/Conflict Resolution: Ability to identify problem conditions, Secure required data, reach logical and effective conclusions on a timely basis and resolve conflicts; degree of understanding of organizational constraints in taking corrective action; ability to accommodate new information in the problem-solving process.

0.5 1.0. Problem solving ability satisfactory only within a narrow specialty area; requires considerable supervisory assistance outside this area; not fully cognizant of the larger implications of decisions; marked tendency to defer decisions or refer to own supervisor; routinely needs assistance in resolving conflicts.

1.5 2.0. Able to organize most of the information relevant to a problem and correctly interpret it; usually recognizes problems before the consequences are serious; requires some supervisory assistance in identifying the larger implications of decisions and in resolving conflicts; recommended solutions are usually satisfactory and the results acceptable but proposals are sometimes revised by superior.

2.5 3.0. Able to organize and correctly interpret information relevant to a problem; recognizes problem and initiates action in the early stages of problem development; anticipates some broader and/or long-range implications of decisions; good conflicts resolution skills; recommended solutions are sound, innovative and are usually accepted and successful.

3.5 4.0. Excellent ability to organize and correctly interpret information regarding a problem; anticipates or takes action in the early stages of problem development;

understands and takes into account the long-range implications of decisions; highly skilled in conflict resolution; recommended solutions are innovative, almost always accepted and usually successful.

PERFORMANCE EXAMPLES/COMMENTS: Faith's superb knowledge and fully informed perspectives on engineering related issues are an invaluable asset to the Office of the County Administrator and Board of County Commissioners in making informed decisions relating to engineering matters. Demonstrating excellent judgment, she can be counted on to consistently recommend the best course of action in areas that are often difficult to understand by those with little experience in the field of engineering programs and initiatives.

H. Employee Development: Evaluates employees including providing accurate and timely feedback to subordinates regarding strengths and developmental needs; and providing growth and development opportunities to same through a combination of work assignments, in service training, and outside developmental programs and experiences.

0.5 1.0. Infrequently initiates feedback regarding subordinate deficiencies and frequently late in performing evaluations; positive developmental discussions are almost always initiated by subordinates; subordinates have only a general, possibly erroneous, understanding of where they stand; may comment on developmental plans submitted by subordinates but makes few major contributions.

1.5 2.0. Gives employees a general idea of where they stand but does not go into detail; informs subordinates of areas needing improvement; performance evaluations usually conducted on a timely basis; limited acknowledgment given to good performers; presents developmental plans to subordinates and will consider comments; gives equal notice of opportunities to subordinates.

2.5 3.0. Provides feedback to subordinates so that those with deficiencies accept the need for improvement and good performers feel appreciated; performance evaluations completed on time; encourages subordinates to participate in developmental planning; allows all subordinates an opportunity to pursue development.

3.5 4.0. Skills in providing constructive feedback; able to explain deficiencies that subordinates are motivated to improve; regularly may initiate feedback discussions in addition to timely performance evaluations and follow-up; provides recognition to good performers; involves subordinates in determining developmental plans; makes developmental opportunities equally available to all subordinates.

PERFORMANCE EXAMPLES/COMMENTS: Faith supports and encourages at every opportunity the development of employees. This is especially critical given the technical and constantly evolving process and procedures associated with Engineering operations.

I. Communication (Written & Verbal): Ability to select, organize and present information effectively, either orally or in writing; ability to make and support a point or conclusion; ability to actively listen to others; and ability to express self in terms appropriate for the intended recipient.

0.5 1.0. Written communications routinely show defects in basics such as grammar and spelling; has difficulty expressing complex ideas; reports usually require revision; some difficulty in expressing self, responds inadequately to the communications limitations of others; poor listening skills.

1.5 2.0. Written communications adequate; ideas generally presented in an understandable manner but may have some difficulty with complex material; written reports may require some revision; speech generally clear and understandable; may understand the special communication needs of others but has some difficulty adjusting; may exhibit some impatience when others speak.

2.5 3.0 Written communications are clear and grammatically correct; most complex ideas are presented in clearly understandable terms; written reports are good with only minor changes required; speaks clearly and is easily understood; generally good use of language; speaks to others in appropriate terms; listens to others.

3.5 4.0. Written communications are clear, logical and grammatically correct; complex ideas are presented in clearly understandable terms; reports are well written; speech clear, well organized and understandable; speaks to others in language appropriate to the receiver; listens actively.

PERFORMANCE EXAMPLES/COMMENTS: **Faith is fully adept in presenting her thoughts and ideas both in oral and written communications. Her written reports are clear, concise and to the point. In public meetings, she is articulate, logical and convincing in presenting her position to various groups.**

J. Interpersonal Skills: Ability to establish and maintain effective working relationships with subordinates, superiors, peers and the public; ability to give and accept constructive criticism; and ability to influence rather than instruct subordinates.

0.5 1.0. Has few effective working relationships; generally uncooperative; frequently reacts negatively to constructive criticism; uses authority rather than influencing skills.

1.5 2.0. Maintains acceptable working relationships with most people; sometimes mildly uncooperative, acceptance of constructive criticism not always clear, attempts to influence others but frequently uses authority.

2.5 3.0. Maintains effective working relationships with most people; generally cooperative; usually takes criticism positively; uses authority sparingly, preferring to influence rather than instruct.

3.5 4.0. Maintains highly effective working relationships with others; very cooperative; accepts criticism in a positive way; influences others through sincerity and conviction rather than depending on authority.

PERFORMANCE EXAMPLES/COMMENTS: **Being exceptionally knowledgeable about engineering related process and procedures, Faith never hesitates to voice her opinion on County projects and initiatives to ensure all concerned are made fully cognizant of the engineering perspective of an issue. She has made great strides in working with, and accommodating the requirements of, other departments and divisions to ensure they receive optimum service from Engineering as a means of maximizing individual departmental efficiency.**

K. **Initiative/Accountability:** Willingness to initiate actions or plans for self and others; willingness to take overall responsibility for progress of a group, for projects, or for obtaining and using resources.

0.5. 1.0. Reluctant to take necessary actions to improve own performance or that of subordinates; disinterested or ineffective in measuring personal or group progress; unable to provide support needed in meeting section's goals and responsibilities.

1.5 2.0. Plans and initiates activities which help monitor own progress as well as the work and progress of the section; may occasionally exhibit some reluctance to accept responsibility for personal and/or group's shortcomings.

2.5 3.0. Usually overcomes potential or real barriers in performing duties; initiates activities to monitor results and secures additional support and resources when indicated; shows interest and responsibility for section's activities.

3.5 4.0. Actively seeks to perform tasks or projects better than they were done before; consistently initiates activities to identify measures of own and group's productivity; accepts and portrays ultimate responsibility for section's shortcomings as well as successes.

PERFORMANCE EXAMPLES/COMMENTS: **Faith is consistently at the forefront in considering better ways to serve the public and staff given the highly visible projects and initiatives that Engineering is either directly responsible for, or involved in, throughout Flagler County. She strives to improve on existing methods while always looking for better ways to conduct business in the future.**

POINT SUMMARY OF SENIOR MANAGEMENT

	FACTOR	POINTS
A.	Organizing	<u>3.5</u>
B.	Planning	<u>3.5</u>
C.	Administering	<u>3.5</u>
D.	Innovation/Managing Change	<u>3.0</u>
E.	Directing/Leadership	<u>3.0</u>
F.	Fiscal Responsibility	<u>3.5</u>
G.	Judgment/Problem Solving	<u>3.5</u>
H.	Employee Development	<u>3.0</u>
I.	Communication (Written and Verbal)	<u>3.5</u>
J.	Interpersonal Skills	<u>3.5</u>
K.	Initiative/Accountability	<u>3.5</u>
	TOTAL POINTS	<u>37</u>

TOTAL POINTS	<u>37</u>	/	<u>11</u>	=	<u>3.36</u>	
			(Number of Factors Rated)		Average Score	

AVERAGE SCORE	OVERALL RATING
1.00-1.49	Below Expectations (Improvement Needed)
1.50-2.49	Meets Expectations
2.50-3.49	Exceeds Expectations
3.50-4.00	Exceptional

REMEDIAL/DEVELOPMENT ACTIVITIES:

Item one in this section should be completed prior to discussing the evaluation with the employee. Items two, three and four should be completed and agreed upon by both the supervisor and employee during the evaluation meeting.

1. Describe the employee's strongest areas of contribution to the job.

Faith has an exceptional knowledge of engineering procedures and the process required to take a project from concept to completion. In particular, her knowledge of Department of Transportation related roadway and traffic issues is particularly notable. She is dedicated to her profession and strives to ensure that all engineering considerations are accounted for when providing oversight to a project. Her steadfast and close review of contractor operations during the construction of a new \$24 million dollar Government Service Building resulted in the project being completed on time and under budget.

2. List factors in which improvement is suggested. Any factor rating scored either "0.5" or "1.0" must be noted and specific remedial activity outlined. (Attached additional sheets if Necessary.


	FACTOR	REMEDIAL ACTIVITY
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____

3. List the types of training and/or activities that would help the employee accomplish suggested improvements or enhance current performance during the next rating period.

4. Indicate the progress made by the employee toward meeting developmental goals established during the last review:

REVIEW COMMENTS AND SIGNATURES

Employee's Comments: _____



*Signature

4-24-2007

Date

* Signature does not indicate agreement with the evaluation results but indicates the evaluation as reviewed and discussed with the employee.

Department Director's Comments: _____



Signature

4/23/07

Date

County Administrator's Comments (if applicable): _____

Signature

Date

EMPLOYEE DEVELOPMENT FORM

Faith Alkhabb
Employee Name

4-25-2007
Date, Time & Location of Review

Instructions:

Please answer any or all of the questions listed below and bring this form to your performance evaluation review at the Date and time indicated above.

The questions were designed to allow an opportunity for you to express feelings, opinions, ambitions and suggestions concerning your job and personal achievement matters. Information you provide will not affect the ratings assigned by your supervisor.

1. What do you consider the most important responsibilities of your present job?

Overseeing, planning, and the development of the engineering department's staff. Developing, implementing and controlling the engineering department budget and schedule. Work with and assist the County administrator, County Commissioners and other County departments on issues or needs that arise from stakeholders' requests and needs.

2. What part of the job interests you the most, the least?

The most: The challenges that I am faced with on daily basis which require

The utilization of my professional, technical, supervisory skills and expertise to deal with; which results in a win-win outcome for the County stakeholders. Also, The sharing of my expertise with my subordinates and colleagues so they could gain

More skills, knowledge and abilities to perform their duties.

The least: Not having an input in personnel and resources changes/reallocation that impacts the engineering department. Additionally, being micromanaged by Personnel that have no knowledge or responsibilities toward the engineering profession and licensing.

3. **In what aspects of your job would you like more experience and training?**

Staying up to date with all of the to changes to the engineering standards, codes and regulations as they are published through networking and conferences.

4. **Do you feel you have any abilities, which are not being fully utilized in your present job? Please suggest how they could be better used.**

Yes. I believe there is a need for an open and candid communications through out the county by having an open exchange of ideas and considering other employees concerns and ideas.

5. **How can the department or the County help you prepare for advancement within the County?**

I always displayed honest, excellence and team work, so this should be countered with the display of the values of fairness, respect, appreciation, and cooperation.

6. **What changes would you like to see made in your job environment or responsibilities, which would help you increase your accomplishments on the job?**

I believe having the support, respect, professional treatment, considering my inputs and promoting team work environment will improve the efficiency and moral in the work place.

7. **What are your occupational objectives with Flagler County?**

A. Short range

Serve all of the County's stakeholders professionally, efficiently and deliver The best results within budget and on time.

B. Long Range

Take on more responsibilities and move up the ranks so my expertise and experience could be a benefit to the County stakeholders.

General Comments:

It was an honor for me to serve the County's stakeholders and deliver to them major projects within budget and on time.

I will continue to perform my duties and address all of the stakeholders concerns and needs professionally, diligently and in an efficient manner.

CONFIDENTIAL

May 17, 2006

The following are my comments, corrections, explanations, opinions and clarifications on my Annual Performance Evaluation dated May 10, 2006 and given to me on May 17, 2006.

Please consider this response in a constructive and meaningful manner in order to serve the stakeholders of Flagler County in an efficient and productive manner.

I am requesting that you reevaluate and reconsider this evaluation based on the factual information, explanations, and specifics as stated herein.

I would like to sit down and discuss this performance evaluation with you with an open mind, proactive and constructive manner at your earliest convenience any day prior to my scheduled leave on May 26, 2006.

Respectfully,

Faith Alkhatib, P.E.

A. **Organizing:**

I always pursued and will continue on pursuing more efficient organization and utilization of resources. I always challenge my subordinates for new ideas daily and in my regularly scheduled staff meetings. My staff is assigned projects and results are monitored continuously to ensure that the efforts of all personnel are fully integrated for high level of efficiency.

I believe that I deserve an exceptional score in this area.

B. **Planning:**

I will like to correct a comment in order to give the credit to who deserves it. My involvement with the Emergency Operations Center (EOC) Design and Construction Project was minimal. I only assisted when asked. The Design and Construction of the Emergency Operations Center was managed by Mr. Wright who deserve the full credit for this project.

I appreciate that you have given me a 3.5 score in this area, but I will maintain and continue to improve my performance in this area.

C. **Administering:**

I believe that there is a lack or misunderstanding related to my responsibilities to my profession as a registered Professional Engineer in the State of Florida which **requires** me to follow the Code and Laws of the Engineering Profession Standards and Ethics.

I am not aware of any instances that in which I tried to impose my personal standards on staff members and/or private sector contractors. I believe that it is my responsibility to ensure that all engineering work is performed in an efficient and timely manner by all involved to ensure most efficient utilization of allocated resources and meeting all the applicable standards. Please keep in mind that I am responsible for several major projects that total up to eighty million dollars in addition to other projects and all of these projects are within budget and ahead of schedule.

I believe with this in mind this score of 2.0 is low and needs to be reconsidered.

D. **Innovation/Managing Change:**

I believe with all the recent changes with the senior staff philosophy, and management style demanded few adjustments which I am working on. I will continue to give my full support, maximum efforts and make the necessary adjustments for the success of the new staff and the County.

E. Directing/leadership:

I am not aware of any instances that resulted in less than optimum contribution to the maintenance of an overall team. I am utilizing my experience and several supervisory and management training classes (e.g. Seven Habits, Supervisory and Leadership Academy, etc...) that I attended for several weeks during my employment with St. Johns County and the Florida Department of Transportation in promoting teamwork and implementing a proactive work environment.

I always did and will continue to do my best to set a positive example, promote teamwork and professionalism within my staff on daily and during my regular staff meetings. I always involve my staff in all issues, goals settings, get their ideas, delegate and assign responsibilities fairly. As you know my staff is working on several major projects, adding up to over eighty million dollars, in addition to other assigned or requested tasks.

I would appreciate it if specific issues that I am not aware of with my staff to be brought up to my attention so I could work on it.

I believe this score of 2.0 is low and needs to be reconsidered.

F. Fiscal Responsibility:

I believe that my responsibility as a Department head and a Professional Engineer is to ensure that all funds allocated to my department are appropriately, justifiably and accountably distributed. I conferred and will continue to confer with the County Attorney and his Deputy on financial issues or any other issues when their advice is needed. Also, the engineering department utilizes the Prompt Payment Act as instructed by my supervisor when a non-payment of a contractor invoice is warranted. I believe that it is when a contractor submits an invoice, it is my responsibility to ensure that the work document has been completed and submitted in order to ensure that the work performed and completed prior to authorizing a payment to be issued.

Additionally, the new Development Services Financial Manager is being copied and involved on all financial issues related to the Engineering Department. She is learning and we are working with her closely so we could take full advantage of her presence and depend on her more in the near future.

I believe with the multitude of contracts that I am responsible for and the results so far achieved a score of 2.0 (50% of the time) is very low and needs to be reconsidered.

G. Judgment/problem Solving/Conflict resolution:

The only conflict or problem I have at the County is with my immediate Supervisor. Over the past several months he has disrespected me, humiliated and threatened (including physical action) me on several occasions. Due to the concern of my own safety, well being and livelihood, I have tried to avoid him as much as possible. But with due respect to the line of authority I kept him appraised and

informed of all my department activities and issues. Additionally, he never invited me to attend his immediate staff meetings. This issue has been brought to his attention but he has chosen to ignore it. I am doing my extreme best to work with him professionally under the above mentioned circumstances. I am not aware of any conflicts or problems that I have with my subordinates, peers or seniors besides the above mentioned. It will be constructive if specifics are brought up to my attention. I believe that the score 1.5 given is not reflective of my overall performance and needs to be reconsidered.

H. Employee Development:

My staff is very well kept informed in all projects and issues related to the Engineering Department via daily meetings, regularly scheduled staff meetings, emails, memos and filed reviews. This is in addition to cross training and OJT (On Job Training). I am encouraging my staff on utilizing the outside development programs by attending seminars and professional training classes. I believe that the engineering department is handling all their projects in a professional manner and producing excellent results within budget, on time, and gaining a great deal of experience. Although the engineering department has improved tremendously since I joined, there still a need for improvement which is I am working on, with the optimum results of creating a win-win team.

I. Communication (Written & verbal):

I will continue to utilize my communications skills in achieving the County goals and objectives.

J. Interpersonal Skills:

As I stated earlier, I believe that there is a lack or misunderstanding related to my responsibilities to my profession as a registered Professional Engineer in the State of Florida which requires me to abide by the Code and Laws of Engineering profession Standards and Ethics.

During my professional career I have always received high scores in all categories of any performance evaluations including my interpersonal skills from my peers and all my previous supervisors.

I have always maintained highly effective, cooperative and professional working relationships with others including my immediate supervisor. Also, I do not have any problem with reaching a compromise when it does not violate any Standards, Laws and Regulations. I will never hesitate in requesting legal advice when need arise. I believe that I am working professionally with other department heads, being a team player, cooperatively in solving mutual problems even though I have never been invited to attend my immediate supervisor staff meetings.

I believe a score of 1.5 which indicates that 62.5% of last year's my interpersonal Skills where deficient is not indicative of my overall performance and based on the earlier mentioned problem that I have with my supervisor. The score needs to be reconsidered.

K. **Initiative/Accountability:**

In addition to the eighty million dollars projects that I am responsible for, I completed several other projects or assignments during the past year. I have always conferred with other department heads when there is a need. I believe I have developed a closer rapport with other staff members than the previous County Engineer. I'll continue to improve in this area and believe that the score assigned is low and is not indicative of the overall activities. Please reconsider.

POINTS SUMMARY OF SENIOR MANAGEMENT

Item B. Planning It should be 3.5 which would make the total points 27.5
For an average score of 2.50.

REMEDIAL/DEVELOPMENT ACTIVITIES:

3. I appreciate your recommendation to consult with Dr. Steven Dingfelder, but I just want to let you know that I do not have personal problems outside of work. I always kept my personal life out of work including even the very recent illness of my mother. The only problem that I have is with my immediate supervisor at work.

Employee Name: Faith Alkhatib , County Engineer, 5/10/06

**SENIOR MANAGEMENT
PERFORMANCE EVALUATION**

EMPLOYEE DATA

Type of Evaluation:	Annual Performance Rating	<u> X </u>
	Special Rating	_____
	Other (Please Specify)	_____

INSTRUCTIONS:

PLEASE TYPE OR USE INK.

This first section of each rating form consists of 11 defined rating factors and four distinct levels of performance for each.

The supervisor should carefully read the definition of each level and choose the description that best describes the employee being rated. The rating must be documented by examples of performance drawn from the employee's work during the rating period. The supervisor should use as a reference any mutually agreed on verbal expectations, summaries prepared for budget purposes or other materials available which serve to establish a basis for evaluating the employee's performance and accomplishments during the rating period.

COMMENTS MUST BE INCLUDED FOR AREAS IN WHICH THE EMPLOYEE RECEIVES A 0.5-1.0 OR 3.5-4.0 RATING.

Upon completion of the rating procedure, an average factor score shall be determined by adding the numbers to the left of each behavioral description checked. The number of factors upon which the employee was evaluated should then divide the sum. The quotient should be rounded off two places to the right of the decimal. This average score is used to determine the overall rating.

FACTOR RATING

SENIOR MANAGEMENT

A. Organizing: Maximizing the productivity of available human and physical resources through thoughtful articulation of processes, schedules, internal relationships, operational methods, assignment of responsibility and effective management of time.

0.5 1.0. Organization of work needs improvement and fails to recognize needed changes to accomplish this; obvious that unnecessary work is routinely being done; responsibility for activities not clearly placed; loses time due to inefficiently organizing time.

1.5 2.0. Area of responsibility functions with reasonable efficiency with adequate back-up, for each major undertaking; some unnecessary work taking place; supervisory assistance; moderately effective in managing own time.

2.5 3.0. Organization of work efficient and unnecessary activities held to a minimum; responsibility for results defined; efforts of personnel well integrated for a good level of efficiency; manages own time well.

3.5 4.0. Actively pursues more efficient organization and utilization of resources; rarely does unnecessary work take place; responsibility for results clearly placed; efforts of all personnel fully integrated for a high level of efficiency; has an efficient personal time management system.

PERFORMANCE EXAMPLES/COMMENTS: Faith demonstrates excellent organizational skills as it applies specifically to the creation and maintenance of project timelines and tracking. She consistently has a finger to the pulse of engineering projects in an effort to ensure they are completed in a timely fashion.

B. Planning: The ability to plan ahead and set realistic goals, objectives and priorities; anticipate possible problems; commit activities to realistic but challenging schedule; and the ability to anticipate problems and future conditions.

0.5 1.0. Effective at planning only on a short-term basis; plans inefficient, usually require extensive revision due to unanticipated developments; limited understanding of the relationship between own organization and large organizational objectives.

1.5 2.0. Adheres to established principles of planning; knows what is to be done; anticipates some problems; objectives and schedule generally realistic but cautious and may require some revision, generally aware of larger organizational objectives and relatedness to own operation.

2.5 3.0. Ability exceeds requirements of present job; considers larger organizational interests by obtaining feedback from affected departments; generally anticipates conditions that may develop or change; priorities clearly stated; goals and objectives realistic.

3.5 4.0. Plans are based on thorough analysis of available data; retains flexibility for including new facts or responding to changed conditions; clear and logical priorities; activities complementary to larger organizational objectives; problems are anticipated; objectives are realistic.

PERFORMANCE EXAMPLES/COMMENTS: **A notably adept project manager, Faith maintains close cognizance of the status of every project that the Engineering Department undertakes. She has an excellent understanding of the multitude of individual elements that are required to ensure the success of engineering projects. Particularly noteworthy was her oversight of the design and construction of the County's new Emergency operations Center. Completed on time and under budget, much of the success of the project can be directly related to Faith's project management expertise. Currently involved in the oversight of the construction of a new Government Services Building and Judicial Center, Faith's contribution to these projects is notable.**

C. **Administering:** Establishing methods for effectively measuring and evaluating activities taking place; making the necessary corrections when deficiencies are identified; and demonstrating operational understanding of personnel policies and progressive discipline.

0.5 1.0. Lax in demanding results; results achieved usually below normal expectations; responds to problems belatedly; may fail to recognize some personnel problems and corrective action may have to be initiated by superior; ability to take personnel policies and procedures into account is limited.

1.5 2.0. Sets realistic to somewhat challenging goals and usually gains acceptable results; may not achieve all objectives in time intended; may require assistance of superior in resolving personnel problems; ability to take personnel policies and procedures into account is acceptable.

2.5 3.0. Sets high standards and generally achieves quality results; initiates corrective action when it becomes apparent that a problem exists; judgment in the management of personnel problems is good; demonstrates good applied understanding of personnel policies and procedures.

3.5 4.0. Sets high, but achievable standards and consistently produces high quality results; initiates appropriate corrective actions on a timely basis; gives individuals an opportunity to correct performance deficiencies before more severe action is necessary; actions display a superior knowledge and understanding of personnel policies and procedures.

PERFORMANCE EXAMPLES/COMMENTS: **While Faith demonstrates superb program**

management and planning skills as previously noted, her total success is hampered by less than optimum personnel administration skills, particularly as it applies to her relationship with other staff members and private sector contractors. Much of this detractor can be attributed to her apparent unwillingness to accept many of the actions by others, or standards of performance, that she feels do not meet her personal standards or interpretation of the way things should be done.

D. Innovation/Managing Change: Effectiveness in introducing and operationalizing new methods, procedures and organizational relationships; the ability to identify worthwhile new ideas and generate a favorable organizational climate for implementation; ability to accept new responsibilities.

0.5 1.0. Shows little interest in new ideas, may resist some changes; slow to recognize and respond to the need for change especially if an element of risk is involved; does not favorably represent changes to subordinates; limited ability to assume new responsibilities.

1.5 2.0. Interested in new ideas but at times will elect to continue less efficient practices especially if an element of risk is involved; understands the need to update methods; presents new ideas from a neutral point of view; flexible enough to handle related assignments.

2.5 3.0. Receptive to new ideas and willing to change when necessary even if an element of risk is involved; alert to new opportunities for improving operations; presents new ideas to others in most favorable light; able to handle a variety of assignments.

3.5 4.0. Seeks out new methods and not resistant to change; generates and acts on new opportunities, sometimes involving significant risk; able to effectively represent new ideas to others and gain their support; flexibility and adaptability enables handling of a wide variety of assignments.

PERFORMANCE EXAMPLES/COMMENTS: **Faith adapts well to programmatic changes that affect engineering projects that she has oversight of. Her programs and projects are prone to be affected by the dynamic political and financial environment that exists in county government. When unforecast changes are required, Faith is able to effectively implement the required modifications to ensure ultimate success.**

E. Directing/Leadership: Ability to set an example for others to follow; motivate and inspire subordinates to greater levels of achievement; set realistic and challenging goals for self and others; command the respect and support of subordinates; and continued development of own abilities in order to keep abreast of the field.

0.5 1.0. Overly cautious in setting goals; goals frequently unchallenging; delegates either excessively or not at all-personally takes responsibility for monitoring activities

which would be better managed at a substantially lower level; morale of subordinates is low; knowledge of field is out of date.

1.5 2.0. Generally sets a good leadership example; requires assistance of subordinates in setting goals; delegates somewhat less than could be done; gives limited encouragement to ideas from subordinates; needs some improvement in the use of supervisory techniques; knowledge of field adequate but somewhat dated.

2.5 3.0. Provides a solid example for others to follow; allows subordinate participation in decision making; makes sure component units understand their rates of authority, is aware of what other units are doing and is accessible for work review and decisions; generally encourages the generation of new ideas; generally delegates to subordinate staff, supported and respected by subordinates; maintains self reasonably current with the field.

3.5 4.0. Consistently provides an excellent example for others to follow; involves subordinates in setting challenging goals; stimulates others to contribute new ideas; appropriately delegates to others on a regular basis; enjoys the respect of subordinates; maintains own knowledge current with the field and may make significant contributions as a result.

PERFORMANCE EXAMPLES/COMMENTS: Faith is able to successfully define the actions she desires of her staff in the accomplishment of Engineering Department objectives. However, her often direct manner and uncompromising leadership techniques are on occasion not fully shared and accepted by staff members at and below the Department Head level. This in turn has resulted to her less than optimum contribution to the maintenance of an overall "team" concept within the staff.

F. **Fiscal Responsibility:** Maintains supervision of control and follow-up systems concerned with management data and special management reports; ability to maintain the efficiency of operations and provide services in a cost-efficient manner, and to utilize available resources to realize maximum benefit at minimum expense; prepare budget properly in timely manner and take appropriate action when unexpected fiscal problems develop.

0.5 1.0. Fails to operate within established budget limits; incurs deficits necessitating budget revisions and/or failure to administer programs or maintain work unit under own authority; does not periodically provide for review of expenditures incurred; frequent assistance in budget preparations and implementations.

1.5 2.0. Stays within established budget limits without eliminating or curtailing planned services or results; periodically provides for review of expenditures incurred; requires occasional guidance in budget preparation and implementation.

2.5 3.0. Stays within budget limits operating near lowest possible cost; develops improved management procedures through effective use of resources; reviews

expenditures on a timely basis; able to effectively develop and implement budget without assistance.

3.5 4.0. Planned services are administered at a reduced cost due to conditions within control of individual; or offers additional programs or services beyond those planned and maintains within or below budget limits; reviews and analyzes expenditures; excellent ability to develop and implement budget-providing innovative and cost-efficient procedures.

PERFORMANCE EXAMPLES/COMMENTS: Faith maintains strict control and accountability of financial matters within her department. This is especially true as it applies to the multitude of design and construction contracts that the Engineering Department has responsibility for. Faith is particularly conscious of, and personally concerned with, strict accountability in ensuring that private contractors are performing to the specifications of individual contracts. In some respects she oversees this aspect of her duties to a point where external review has been required to ensure that too strict of an application in denying payments to outside contractors has not taken place. Faith could improve in this area if she would ensure that she fully evaluates and confers with the County Attorney, as well as advises the County Administrator, when she believes that non-payment of a contractor invoice is warranted. Likewise, she needs to take full advantage of the Development Services Financial Manager to assist her in this endeavor.

G. Judgment/Problem Solving/Conflict Resolution: Ability to identify problem conditions, Secure required data, reach logical and effective conclusions on a timely basis and resolve conflicts; degree of understanding of organizational constraints in taking corrective action; ability to accommodate new information in the problem-solving process.

0.5 1.0. Problem solving ability satisfactory only within a narrow specialty area; requires considerable supervisory assistance outside this area; not fully cognizant of the larger implications of decisions; marked tendency to defer decisions or refer to own supervisor; routinely needs assistance in resolving conflicts.

1.5 2.0. Able to organize most of the information relevant to a problem and correctly interpret it; usually recognizes problems before the consequences are serious; requires some supervisory assistance in identifying the larger implications of decisions and in resolving conflicts; recommended solutions are usually satisfactory and the results acceptable but proposals are sometimes revised by superior.

2.5 3.0. Able to organize and correctly interpret information relevant to a problem; recognizes problem and initiates action in the early stages of problem development; anticipates some broader and/or long-range implications of decisions; good conflicts resolution skills; recommended solutions are sound, innovative and are usually accepted and successful.

3.5 4.0. Excellent ability to organize and correctly interpret information regarding a problem; anticipates or takes action in the early stages of problem development; understands and takes into account the long-range implications of decisions; highly skilled in conflict resolution; recommended solutions are innovative, almost always accepted and usually successful.

PERFORMANCE EXAMPLES/COMMENTS: **Faith exhibits excellent judgement and problem solving abilities as it applies specifically to the technical aspects of managing engineering projects. However, she demonstrates a continuing propensity for, if not actually creating, being involved in various conflicts within the workplace. Once a conflict she is involved in has been set in motion, she has difficulty in resolving the issue without senior management often getting involved.**

H. **Employee Development:** Evaluates employees including providing accurate and timely feedback to subordinates regarding strengths and developmental needs; and providing growth and development opportunities to same through a combination of work assignments, in service training, and outside developmental programs and experiences.

0.5 1.0. Infrequently initiates feedback regarding subordinate deficiencies and frequently late in performing evaluations; positive developmental discussions are almost always initiated by subordinates; subordinates have only a general, possibly erroneous, understanding of where they stand; may comment on developmental plans submitted by subordinates but makes few major contributions.

1.5 2.0. Gives employees a general idea of where they stand but does not go into detail; informs subordinates of areas needing improvement; performance evaluations usually conducted on a timely basis; limited acknowledgment given to good performers; presents developmental plans to subordinates and will consider comments; gives equal notice of opportunities to subordinates.

2.5 3.0. Provides feedback to subordinates so that those with deficiencies accept the need for improvement and good performers feel appreciated; performance evaluations completed on time; encourages subordinates to participate in developmental planning; allows all subordinates an opportunity to pursue development.

3.5 4.0. Skills in providing constructive feedback; able to explain deficiencies that subordinates are motivated to improve; regularly may initiate feedback discussions in addition to timely performance evaluations and follow-up; provides recognition to good performers; involves subordinates in determining developmental plans; makes developmental opportunities equally available to all subordinates.

PERFORMANCE EXAMPLES/COMMENTS: **Faith has made excellent strides in requiring her subordinates to work to a higher standard than her predecessors required. She fully**

supports a policy that serves to keep Engineering Department personnel fully up to speed with current and future engineering related technologies.

I. **Communication (Written & Verbal):** Ability to select, organize and present information effectively, either orally or in writing; ability to make and support a point or conclusion; ability to actively listen to others; and ability to express self in terms appropriate for the intended recipient.

0.5 1.0. Written communications routinely show defects in basics such as grammar and spelling; has difficulty expressing complex ideas; reports usually require revision; some difficulty in expressing self, responds inadequately to the communications limitations of others; poor listening skills.

1.5 2.0. Written communications adequate; ideas generally presented in an understandable manner but may have some difficulty with complex material; written reports may require some revision; speech generally clear and understandable; may understand the special communication needs of others but has some difficulty adjusting; may exhibit some impatience when others speak.

2.5 3.0 Written communications are clear and grammatically correct; most complex ideas are presented in clearly understandable terms; written reports are good with only minor changes required; speaks clearly and is easily understood; generally good use of language; speaks to others in appropriate terms; listens to others.

3.5 4.0. Written communications are clear, logical and grammatically correct; complex ideas are presented in clearly understandable terms; reports are well written; speech clear, well organized and understandable; speaks to others in language appropriate to the receiver; listens actively.

PERFORMANCE EXAMPLES/COMMENTS: Faith is to be particularly commended for her ability to express herself both orally and in writing given the fact that English is not her first language. She strives hard to ensure her audience can fully understand her and is not discouraged when she is not fully understood. This is even more significant given the often very technical level of issues that she deals with in the Engineering Department.

J. **Interpersonal Skills:** Ability to establish and maintain effective working relationships with subordinates, superiors, peers and the public; ability to give and accept constructive criticism; and ability to influence rather than instruct subordinates.

0.5 1.0. Has few effective working relationships; generally uncooperative; frequently reacts negatively to constructive criticism; uses authority rather than influencing skills.

1.5 2.0. Maintains acceptable working relationships with most people; sometimes mildly uncooperative, acceptance of constructive criticism not always clear, attempts to influence others but frequently uses authority.

2.5 3.0. Maintains effective working relationships with most people; generally cooperative; usually takes criticism positively; uses authority sparingly, preferring to influence rather than instruct.

3.5 4.0. Maintains highly effective working relationships with others; very cooperative; accepts criticism in a positive way; influences others through sincerity and conviction rather than depending on authority.

PERFORMANCE EXAMPLES/COMMENTS: **While an exceptionally intelligent individual who is highly knowledgeable in her primary area of expertise, engineering and program management, the one major shortfall that Faith exhibits is her interpersonal skills as has previously been discussed in this evaluation. While Faith can be friendly and engaging in her day-to-day dealings with fellow staff members and outside parties, she all too often displays an overtly aggressive and confrontational nature when she is not in full agreement with someone over an issue. Likewise, while she can be quick to show her temper in response to issues, she often reacts in a negative and emotional manner to those who are put off by her confrontational demeanor and, who in turn, end up responding in a negative fashion. In the long-term, Faith would be much better served if she could strive to be a stronger "team player" and one that other staff members looked upon to help facilitate and collectively work with in solving mutual problems. Faith should understand that her opinion alone on a matter may in and of itself not be the "end all" to an issue. And lastly, Faith needs to understand that great managers are first and foremost "facilitators" and that understanding, if not necessarily agreeing with, someone else's position on an issue is a positive and not a negative. Likewise, Faith should understand that reaching a compromise on an issue is neither a sign of weakness nor demonstrates a lack of control. In short, Faith needs to learn and demonstrate that it is perfectly acceptable to "agree to disagree" on an issue and that this should be done in a straightforward and yet pleasant manner.**

K. **Initiative/Accountability:** Willingness to initiate actions or plans for self and others; willingness to take overall responsibility for progress of a group, for projects, or for obtaining and using resources.

0.5 1.0. Reluctant to take necessary actions to improve own performance or that of subordinates; disinterested or ineffective in measuring personal or group progress; unable to provide support needed in meeting section's goals and responsibilities.

1.5 2.0. Plans and initiates activities which help monitor own progress as well as the work and progress of the section; may occasionally exhibit some reluctance to accept responsibility for personal and/or group's shortcomings.

2.5 3.0. Usually overcomes potential or real barriers in performing duties; initiates activities to monitor results and secures additional support and resources when indicated; shows interest and responsibility for section's activities.

3.5 4.0. Actively seeks to perform tasks or projects better than they were done before; consistently initiates activities to identify measures of own and group's productivity; accepts and portrays ultimate responsibility for section's shortcomings as well as successes.

PERFORMANCE EXAMPLES/COMMENTS: **Faith has an excellent work ethic and can be depended on to take action on issues before being tasked to do so. She has a clear vision of what needs to be done to complete a project from start to finish. As previously discussed, her ability to most effectively run the Engineering Department would be better served if she strived to develop a closer rapport with other staff members who could advise and assist her in completing her mission.**

POINT SUMMARY OF SENIOR MANAGEMENT

	FACTOR	POINTS
A.	Organizing	<u>3.0</u>
B.	Planning	<u>3.0</u>
C.	Administering	<u>2.0</u>
D.	Innovation/Managing Change	<u>3.0</u>
E.	Directing/Leadership	<u>2.0</u>
F.	Fiscal Responsibility	<u>2.0</u>
G.	Judgment/Problem Solving	<u>1.5</u>
H.	Employee Development	<u>3.0</u>
I.	Communication (Written and Verbal)	<u>3.5</u>
J.	Interpersonal Skills	<u>1.5</u>
K.	Initiative/Accountability	<u>2.5</u>
	TOTAL POINTS	<u>27</u>

TOTAL POINTS	<u>27</u> /	<u>11</u> =	<u>2.45</u>
		(Number of Factors Rated)	Average Score

AVERAGE SCORE	OVERALL RATING
1.00-1.49	Below Expectations (Improvement Needed)
1.50-2.49	Meets Expectations
2.50-3.49	Exceeds Expectations
3.50-4.00	Exceptional

REMEDIAL/DEVELOPMENT ACTIVITIES:

Item one in this section should be completed prior to discussing the evaluation with the employee. Items two, three and four should be completed and agreed upon by both the supervisor and employee during the evaluation meeting.

- 1. Describe the employee's strongest areas of contribution to the job.

- 2. List factors in which improvement is suggested. Any factor rating scored either "0.5" or "1.0" must be noted and specific remedial activity outlined. (Attached additional sheets if Necessary.

	FACTOR	REMEDIAL ACTIVITY
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____

- 3. List the types of training and/or activities that would help the employee accomplish suggested improvements or enhance current performance during the next rating period.

- 4. Indicate the progress made by the employee toward meeting developmental goals established during the last review:

REVIEW COMMENTS AND SIGNATURES

Employee's Comments: _____

*Signature

Date

* Signature does not indicate agreement with the evaluation results but indicates the evaluation as reviewed and discussed with the employee.

Department Director's Comments: _____



Signature



Date

County Administrator's Comments (if applicable): _____

Signature

Date

**BOARD OF COUNTY COMMISSIONERS
FLAGLER COUNTY**

PROBATIONARY REVIEW

Name:	Faith Alkhatib	Job Title:	County Engineer
Department:	Engineering	Division:	Development Svcs
Hire/Promotion Date:	4/11/2005	Date of Review:	10/11/2005

U N S A Y I S F A T O R Y	N E D I M P R O V E M E N T	S A T I S F A C T O R Y	A B O V E S A T I S F A C T O R Y	INSTRUCTIONS: Review each trait of the employee's performance in his/her current Job for the period of time designated above. Place an "X" in the column which best describes the employee's performance in that category. Explain and define your rating in the "Comment" section. review your rating of the employee with your department/division head. Finally, discuss the completed evaluation with the employee.

WORK HABITS				COMMENTS
			<input checked="" type="checkbox"/>	<i>Sets a great example for other directors</i>
			<input checked="" type="checkbox"/>	
			<input checked="" type="checkbox"/>	
			<input checked="" type="checkbox"/>	
QUALITY AND QUANTITY OF WORK				COMMENTS
			<input checked="" type="checkbox"/>	<i>Consistently excellent</i>
			<input checked="" type="checkbox"/>	
			<input checked="" type="checkbox"/>	
			<input checked="" type="checkbox"/>	
HUMAN RELATIONS				COMMENTS
			<input checked="" type="checkbox"/>	<i>works well with all who share her desire for excellence</i>
			<input checked="" type="checkbox"/>	
			<input checked="" type="checkbox"/>	
			<input checked="" type="checkbox"/>	

Employee's Comments:

Signature _____ Date _____

Signature does not indicate agreement with the evaluation results but indicates the evaluation was reviewed and discussed with the employee.

Supervisor's/Rater's Comments:

Signature _____ Date _____

Division Director/Reviewer's Comments:

Signature _____ Date _____

Department Director's Comments:

Doing an outstanding job
Continue as now performing

Signature Wesley Date 10-12-05