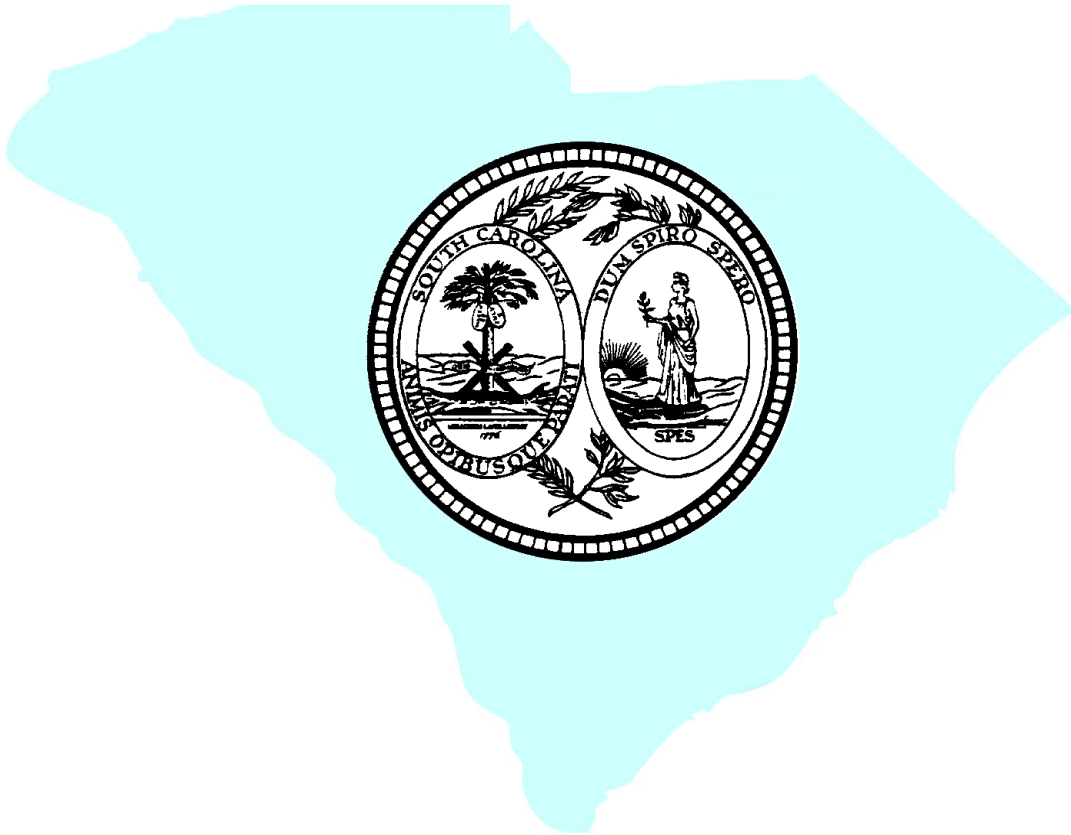


# *Agency Head Performance Evaluation*



## *State of South Carolina Agency Head Salary Commission*

*Please type or print the information below:*

AGENCY: \_\_\_\_\_

AGENCY HEAD: \_\_\_\_\_

REVIEW PERIOD FROM: \_\_\_\_\_ TO: \_\_\_\_\_

Pursuant to South Carolina Code Ann. Section 30-4-70 (a) (1) (1976), the Agency Head Salary Commission plans to discuss this employment matter in a meeting closed to the public. Therefore, this Agency Head Performance Evaluation should be considered a document which will be used in a closed meeting.

# THE PERFORMANCE EVALUATION PROCESS

## STEP ONE: THE PLANNING DOCUMENT

In completing the planning document, the agency head will schedule a meeting with the board/ commission to propose the objectives and the standards for the success he/she will meet in the upcoming year. The board/commission will accept or reject the agency head's proposed objectives and success criteria. When acceptable objectives are identified, the board/commission will complete the planning document and review it with the agency head. Signatures will be obtained and a *copy* of the planning document will be submitted to the Agency Head Salary Commission through the Office of Human Resources by September 1 of each year. The original document will be retained by the board/commission for completion at the end of the evaluation period.

## STEP TWO: INTERIM PERFORMANCE CONFERENCES

The agency head or the board/commission will schedule interim performance conferences as needed to discuss performance or revise objectives.

## STEP THREE: THE PRE-APPRAISAL INTERVIEW

The agency head will schedule the pre-appraisal interview with the board/commission at a mutually agreeable time prior to the evaluation due date. In this meeting, the agency head will present his job performance in relation to the objectives and success criteria outlined in the planning document. The board/commission will question the agency head to obtain the necessary information to complete the evaluation document. The evaluation document will be signed by the board/commission chairperson and the agency head to verify that the pre-appraisal interview was conducted.

## STEP FOUR: THE EVALUATION DOCUMENT

Each board/commission member will complete an agency head evaluation survey and return it to the board/commission chairperson to compile. The board/commission will then complete the evaluation document based on its assessment of the agency head's performance as presented in the pre-appraisal interview and survey. The final document will be approved by a majority of the board/commission. The board/commission chairperson will sign the document, indicating each board/commission member has had an opportunity to review the final document. The approved document and survey(s) will be reviewed with the agency head. The agency head will sign the document to indicate he/she has seen the documents and survey results. The completed document along with the individual survey sheets and survey composite will be submitted to the Agency Head Salary Commission through the Office of Human Resources by July 1 of each year.

The Planning and Evaluation Documents should be mailed to:  
The Office of Human Resources  
1201 Main Street – Suite 1000  
Columbia, SC 29201

# AGENCY HEAD PERFORMANCE OBJECTIVES

## WHAT IS A PERFORMANCE OBJECTIVE?

A performance objective is a statement of conditions that will exist when a duty or responsibility has been satisfactorily met. The objective must include the expected actions, timeframes, frequency, costs, quantities or other appropriate and specific measures that will enable the agency head evaluators to agree on expected outcomes and recognize when these outcomes have been satisfactorily achieved. For the purpose of the agency head evaluation process, agency heads are asked to describe each performance objective and its success criterion in terms of three specific measurement categories described below. You are only required to provide information in the categories that are appropriate measurements of your objective.

### PROGRAM EFFECTIVENESS

How do your services compare with the services of other agencies/organizations? What impact will your objective have on program services? Examples of measurements might include information on current and expected case loads, error rates, quality rankings, scope of services, quality of life and public concerns. The impact can be measured by comparing your agency to other agencies, our state to other states, this year's activities to past years', etc.

### COST EFFICIENCY

What are your agency's key measures of cost efficiency or economy and how will your objective affect these measures? What impact will your objective have on your budget or the State's budget? Does this objective maintain, eliminate, reduce, defer or avoid any costs relating to clients, services or staffing? The impact can be measured by comparing your agency to other agencies, our state to other states, this year's costs/budgets to prior years' budgets, etc.

### OTHER MEASUREMENTS

What other actions or skills are critical to the successful accomplishment of the objective? What kinds of activities should be successful in terms of written or verbal communication, legislative relations, leadership, management creativity, timeframes, deadlines or outcomes, etc?

# PERFORMANCE PLANNING DOCUMENTS

## MISSION STATEMENT

Briefly summarize the mission of the agency.

## AGENCY HEAD OBJECTIVES

Based on the agency's mission and its legal mandates, identify up to five critical programmatic objectives for this performance period. Describe the agency head's performance expectations for each objective in terms of program effectiveness, cost efficiency or any other measurements appropriate to successful completion of the objective. The agency head's success in meeting these expectations will be described in the evaluation portion of the document.

### OBJECTIVE 1

(State Objective)

Program Effectiveness:

Cost Efficiency:

Other Measurements:

OBJECTIVE 2

(State Objective)

Program Effectiveness:

Cost Efficiency:

Other Measurements:

OBJECTIVE 3

(State Objective)

Program Effectiveness:

Cost Efficiency:

Other Measurements:

OBJECTIVE 4

(State Objective)

Program Effectiveness:

Cost Efficiency:

Other Measurements:

OBJECTIVE 5

(State Objective)

Program Effectiveness:

Cost Efficiency:

Other Measurements:

# PERFORMANCE EVALUATION DOCUMENT

The evaluation section is to be completed at the end of the performance appraisal period by the board/commission after the pre-appraisal interview with the agency head. The final copy must be reviewed with the agency head and the full board/commission. For each objective included in the planning portion of this document, describe if, how and why the agency head met, exceeded or failed to meet the success criteria established. Provide the measurements and comparisons that substantiate your analysis.

<b>OBJECTIVE 1</b>
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(Restate Objective)

Program Effectiveness:

Cost Efficiency:

Other Measurements:

OBJECTIVE 2

(Restate Objective)

Program Effectiveness:

Cost Efficiency:

Other Measurements:

OBJECTIVE 3

(Restate Objective)

Program Effectiveness:

Cost Efficiency:

Other Measurements:

OBJECTIVE 4

(Restate Objective)

Program Effectiveness:

Cost Efficiency:

Other Measurements:

OBJECTIVE 5

(Restate Objective)

Program Effectiveness:

Cost Efficiency:

Other Measurements:

ADDITIONAL EVALUATION INFORMATION

1) Describe any new programmatic accomplishments that occurred during the review period that were not planned or expected at the beginning of the review period. Describe the agency head's performance in terms of the three measurements of program effectiveness, cost efficiency or "other" appropriate measures of the accomplishment.

2) Part I: Have you participated in any compliance audits of agency programs, services or procedures this fiscal year? (Check one.)    Yes            No            If yes, please describe any major/critical audit exceptions as determined by the board/commission and describe the agency head's efforts to correct those exceptions.

Part II: Describe the agency's performance in financial management, to include the following areas: payroll processing, procurement, accounts payable, financial reporting, audits, budgeting, compliance with Generally Accepted Accounting Principles, compliance with federal grant requirements, compliance with state laws, including the States Appropriations Act.



PLANNING STAGE SIGNATURES

\_\_\_\_\_  
Governor or Board/Commission Chairperson

\_\_\_\_\_  
Agency Head

\_\_\_\_\_  
Date of Planning Stage Completion

EVALUATION STAGE SIGNATURES

\_\_\_\_\_  
Agency Head

Signature indicates the agency head has reviewed the final evaluation document and the survey results and has had an opportunity to comment.

\_\_\_\_\_  
Governor or Board/Commission Chairperson

The final evaluation document must be approved by the Governor (for Cabinet members) or by a majority of the agency's board/commission.

Each member of the board/commission shall be given the opportunity to review the final document submitted to the Agency Head Salary Commission. The chairperson's signature indicates this process has been followed and that the summary score is accurate.

\_\_\_\_\_  
Date of Pre-appraisal Interview

\_\_\_\_\_  
Date of Final Evaluation

Indicate the extent to which you agree or disagree with the following statements about your agency head. Answer each question by checking the box of the number which comes closest to describing your feelings.

	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
1) The agency head has a professional image in state government.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) The agency head keeps the board/commission informed about matters affecting the agency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) The agency head communicates and demonstrates a clear understanding of the goals and mission of the agency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) The agency head is well prepared and informed when presenting budgetary and programmatic requests/reports to the legislature.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) The agency head ensures the board/commission is well informed about the agency's legislative initiatives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) The agency head provides clear information to board/commission.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) The agency head promotes efficiency and effectiveness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) The quality of the programs administered by the agency head equals or exceeds the needs of the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9) The agency head practices a high degree of ethics in leading his or her agency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10) The agency head anticipates needs and plans well for the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11) The agency head manages change well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12) The agency head anticipates problem areas and makes sound decisions regarding the solutions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13) The agency head ensures that agency affirmative action goals are met in such areas as hiring, promotions, and placement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14) The agency head's leadership has a positive influence on employee morale and performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15) The board/commission trusts and believes in this director.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Signatures: \_\_\_\_\_

FOR USE BY THE AGENCY HEAD SALARY COMMISSION ONLY.

\* Pursuant to S.C. Code Ann. Section 30-4-70 (a)(1)(1976), the Agency Head Salary Commission plans to discuss this employment matter in a meeting closed to the public. Therefore, this Agency Head Evaluation Survey should be considered a document which will be used in a closed meeting.

The Agency Head Salary Commission is committed to the continuous improvement of services provided to the citizens of South Carolina through South Carolina state government. The Commission believes that agency heads play a critical role toward accomplishing this goal through the implementation of quality improvement efforts in their respective agencies. Accordingly, it is the intent of the Commission to evaluate the agency head's performance based on the agency's progress toward total quality management.

On this supplemental page, please provide at least one objective that focuses on the implementation of and progress toward total quality management. In addition, please provide a brief paragraph that details how the agency is incorporating these quality improvement efforts toward meeting the mission of the agency and include any measurements such as cost efficiency or increased program effectiveness. This supplemental document must be submitted in addition to the Agency Head Planning Form and Evaluation Form.

### **QUALITY OBJECTIVE**

### **MEASUREMENTS TO MEET MISSION/OBJECTIVE**

### **EVALUATION OF QUALITY OBJECTIVE**

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