

**Cooperative Extension Service**

**Performance**

**Appraisal**

**County Extension Agent**

**Guide**



**DIVISION OF AGRICULTURE**  
**RESEARCH & EXTENSION**

*University of Arkansas System*

# County Extension Agent Performance Appraisal

## **Purpose**

Performance Appraisal is an integral part of Extension planning, teaching, supervision, and salary administration. It is a continuing, day-to-day activity. It occurs whether we realize it or not, whether we do it formally or informally. It occurs in each situation where one person is responsible for or interested in the work of another. Its primary purpose is to aid in providing the highest possible level of educational service for the people of Arkansas through improved performance. The Evaluation process should encourage employees in areas that indicate strength and assist them in those which need improvement.

Performance Evaluation is a measurement process for determining the level of effectiveness of an employee in the assigned job. Results obtained through the Evaluation procedure are expressed in what is commonly referred to as a performance rating.

## **Performance Evaluation increases the effectiveness of Extension faculty by:**

1. Increasing the understanding of their jobs and the expected level of performance.
2. Increasing their satisfaction and educational experiences on the job.
3. Providing information that will help assign personnel to the program area(s) where they can make the greatest contribution.
4. Furnishing a basis for in-service training and guidance.
5. Helping them to evaluate their own work annually.

## **The performance Evaluation process in the Arkansas Cooperative Extension Service is based on the following principles:**

1. Job performance in each assigned area of work is evaluated.
2. The performance Evaluation is an educational process used to identify the strong and weak points of employee performance.
3. Honest and consistent self-analysis, supplemented with an objective performance Evaluation by the supervisor, is the most productive type of evaluation.
4. Any person making a performance Evaluation must be acquainted with the work of the person being reviewed. Therefore, the person primarily responsible should be the immediate supervisor.
5. Performance Evaluation is a recognized and accepted part of supervision.
6. The self-respect and confidence of the individual faculty member must be protected.

## Structure-County Extension Agent's Evaluation Guide

The Performance Appraisal County Extension Agent Guide was developed to:

1. Ensure consistency from one program area and geographical area to another in the appraisal of county extension agents by the County Staff Chairs and District Directors.
2. Enable County Extension Agents to become aware of the criteria used to appraise their performance under each of the performance guidelines.

Each performance **factor** has been defined with expectations **arranged in five levels** from the lowest of Unsatisfactory **to the highest of Exceeds Standards (see pages 6-20)**.

An agent is expected to substantially meet all the criteria listed in a rating standard before they can be scored on the next highest standard. For example, all the expectations under the standard "Satisfactory" must be met before credit is given for any of the expectations under the standard "Above Average." The agent will receive a score for the highest level of expectations met, as long as those in previous standard are also met. Criteria used to determine the overall rating for the County Extension Agent Performance Appraisal include, but are not limited to, information submitted by the agents through the Individual Plan of Work results, personal observation by the rater, AIMS data, and the Performance Appraisal County Extension Agent Reporting Form.

This guide was intended to not only provide consistency in the appraisal process, but to also provide expectations that will promote excellence in the County Agent's performance and county programs.

### I. Responsibility

The immediate supervisor has responsibility for performance evaluation. Final review and approval are the responsibilities of the appropriate administrator.

### II. Agent Plan of Work

Agents submit a Plan of Work through the AIMS reporting system by September 1 each year. New employees will submit a plan appropriate for their level of experience, immediate assignment, and time remaining in the program year. Plans will be submitted within 60 days after employment.

The performance period is October 1 through September 30. During this period the agent is responsible for collecting and maintaining documentary evidence of results attained on the goals/objectives. Agents will report accomplishments monthly through the AIMS data system during the program year.

If revisions in plans are necessary during the year, agents will justify the change with their supervisor and the district director. After approval, the agent must go into the AIMS system and make the appropriate changes.

### III. Performance Appraisal County Extension Agent Reporting Form

Each agent will submit to their supervisor and the District Director a completed **Performance Appraisal County Extension Agent Reporting Form** by October 15 or the date designated by the District Director. Information from the Performance Appraisal County Extension Agent Guide will be used in the performance appraisal process.

#### IV. Documentation Files

Each county will have a set of documentation files for each agent. These files should be kept in the general file by the Administrative Assistant. The following files are required.

1. Sign In Sheets
2. Newsletters
3. Flyers/Circular Letters
4. Agendas
5. News Articles/News Releases
6. Media such as television, radio, etc.
7. Technology Use (list of social media accounts, copies of postings, website contributions)
8. Evaluation Instruments/Data Compilation

#### V. Performance Appraisal Rating

Using the Performance Summary Form for County Extension Agents and Staff Chairs (Form EEVAL-151), the supervisor will rate the employee using information from the following.

1. The Documentation Files
2. The Performance Appraisal County Extension Agent Reporting Guide
3. AIMS Data
4. A.F.F.A.C.T. – 01 - Civil Rights Yearly Assessment
5. The Individual Plan of Work
6. A.F.F.A.C.T. - .05 – Sex and Racial-Ethnic Composition of Potential Audience
7. County Extension Council and Sub Committee minutes
8. County Agent Agriculture Demonstration Book/Results
9. Feedback from supervisor and clients
10. Staff Conference Notes
11. 4-H Online Data (ES237)
12. Master Gardener membership and volunteer hour report found in the Master Gardener online system
13. AEHC membership data and volunteer hours

#### VI. Appeals Procedure

An employee who disagrees with the overall performance appraisal rating has a right to appeal that through PMGS-08-1.6, University of Arkansas Division of Agriculture Non-Classified Performance Evaluation Appeals Procedure.

#### VII. Timeline of Procedures

September 1: Plan of Work submitted in AIMS.

September 30: Program year ends.

October 1: Deadline for Plan of Work to be approved by immediate supervisor.

October 5: All data should be entered in the AIMS Reporting System.

October 15: Submit **Performance Appraisal County Extension Agent Reporting Form** to immediate supervisor.

October 15: Immediate supervisors may begin holding performance appraisal conference with employee(s) to review reporting form and program documentation. Ratings are not shared with employees until approval from District Director.

November 15: Deadline for Staff Chairs to send rating of employee to District Director for final approval  
November 16: After approval from District Director, staff chair reviews Performance Appraisal Summary Form with agent.  
December 31: Deadline to have signed performance appraisal ratings into District Director.

## **VIII. Forms**

EEVAL - 149 Performance Appraisal County Extension Agent Guide

EEVAL - 150 Performance Appraisal County Extension Agent Reporting Form

EEVAL - 151 Performance Appraisal Summary Form for County Extension Agents and Staff Chairs

# Performance Factors and Criteria

Performance Factors	Criteria
<i>Program Planning and Development</i>	<ul style="list-style-type: none"> <li>• Individual Plan of Work</li> </ul>
<i>Program Implementation</i>	<ul style="list-style-type: none"> <li>• Implementation</li> <li>• Equity, Access and Opportunity</li> <li>• Technology and Innovation</li> </ul>
<i>Program Evaluation/Accountability</i>	<ul style="list-style-type: none"> <li>• Evaluation/Outcomes/Impacts</li> <li>• Reporting</li> </ul>
<i>Professionalism</i>	<ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Policy Compliance</li> <li>• Professional Development</li> <li>• Work Habits</li> <li>• Interpersonal Skills</li> </ul>
<i>Community and Organizational Leadership</i>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Optimizing Staff and Volunteers</li> <li>• Resource Management</li> </ul>

# Performance Level Definitions and Criteria Rating

**Exceeds Standards** – Performance consistently exceeds position requirements, goals and management expectations. Resourcefulness and depth of program and technical knowledge are of the highest quality. Assignments are accomplished in an exceptional manner with minimal direction and are characterized by outstanding achievement.

**Above Average** – Performance, on a regular basis, is characterized by high quality work that exceeds most position requirements, key objectives, and management expectations. Employee demonstrates outstanding skills and abilities, and assignments are accomplished in a highly effective manner with limited guidance and direction.

**Satisfactory** – Performance meets all essential job expectations. Occasionally exceeds management expectations. Employee demonstrates good knowledge of job duties and assignments are accomplished effectively with normal supervisory guidance.

**Needs Improvement** – Performance meets some job expectations but does not fully meet remainder.

**Unsatisfactory** – Performance generally fails to meet job expectations or requires frequent, close supervision of employee.

Overall Rating	Total Points	Score
Exceeds Standards	16-18	4.5-5.0
Above Average	12-15	3.5-4.49
Satisfactory	5-11	2.5-3.49
Needs Improvement	2-4	1.5-2.49
Unsatisfactory	0-1	0-1.49

# Performance Factor: Program Planning and Development

## Individual Annual Plan

Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Exceeds Standards
<p>Did not conduct a CEC or program area advisory committee meeting. There is no evidence of a planned program. No effort was made to recruit new clientele and involve them in program planning. Programs were planned with no effort to document outcomes. Did not collaborate with other community partners or stakeholders.</p>	<p>Individual Annual Plan needs improvement. Little effort is devoted to identifying the issues for educational programs. An advisory committee representing the demographics of the county or area served is not utilized. Minimal effort was used to recruit and engage volunteers in planning.</p>	<p>Individual Annual Plan <b>shows alignment</b> among:            (1) Needs assessment            (2) Plans for the coming year            (3) Collaborators            (4) Partners            (5) Volunteers            (6) Evaluation            (7) Funding            Advisory committee input was obtained in development the Individual Annual Plan. The committee is representative of the county or area served.</p>	<p>Individual Annual Plan exceeds expectations in in at least <b>three</b> of the following components:            (1) Needs assessment            (2) Plans for the coming year            (3) Collaborators            (4) Partners            (5) Volunteers            (6) Evaluation            (7) Funding            Issues are clear and concise and can be addressed with educational programs</p>	<p>Individual Annual Plan represents a clear, concise model in <b>all</b> aspects of:            (1) Needs assessment,            (2) Plans for the coming year            (3) Collaborators            (4) Partners            (5) Volunteers            (6) Evaluation            (7) Funding.            Priority is given to the issue of the greatest potential impact.</p>

### Supporting Documentation

- The Individual Plan of Work in the AIMS reporting system
- A.F.F.A.C.T.-05 – Sex and Racial-Ethnic Composition of Potential Audience
- List of collaborators and partners listed in the “Performance Appraisal County Extension Agent Reporting Form”
- County Extension Council (CEC) and Subcommittees minutes and sign-in sheets

- Top five (5) priorities from each county subcommittee (Agriculture, Family and Consumer Sciences, 4-H Youth Development and Community Resource Development)
- Other evidence of needs assessment

# Performance Factor: Program Implementation

## Implementation

Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Exceeds Standards
<p>Research – based information is not used in programming. Program delivery is not adapted to meet clientele needs.</p> <p>Demonstrates no collaboration and/or Extension marketing efforts.</p>	<p>Presents educational information that may contain errors, is of poor quality, does not relate to target audience, or is often late. Is ineffective in a public speaking role and in delivering educational programs. Relies on other agents or specialists to teach educational programs. Scope and significance of programs are lacking. Programs make little attempt to address emerging needs.</p>	<p>Uses research-based information in programming. Program delivery is routinely adapted to meet the needs of the clientele and various delivery methods are used. Collaborates well across program areas with other units and organizations. Plans a regular, on-going effort to market Extension. Uses materials provided by specialists.</p>	<p>Uses real-life problems to teach subject matter and relevance to clientele. Keeps programs relevant.</p>	<p>Leads major collaborations or partnerships across program areas with other units and/or organizations. Adopts new methods and demonstrates connectivity and engagement with various audiences</p>

## Equity, Access and Opportunity

Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Exceeds Standards
Shows no effort in reaching diverse and underserved clientele. Does not use Americans with Disabilities Act, Equal Employment Opportunity, Civil Rights and/or Affirmative Action guidelines	There is little or no attempt to reach new audiences or to obtain balanced program participation. There is no documentation of all reasonable efforts. Some knowledge of Civil Rights Compliance procedures but no evidence of implementation exists.	Repeatedly strives to reach diverse and/or under-represented clientele. Participation includes diverse and under-represented clientele.	Successfully demonstrates an involvement of diverse and underrepresented clientele. Plans specifically for equity, access and opportunity issues.	Engages stakeholders in reaching diverse and underrepresented clientele. Provides support, opportunity, resources, scholarships, etc., for under-represented clientele. Implements sustainable approaches to involve underrepresented clientele.

## Technology and Innovation

Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Exceeds Standards
Does not use technology to manage, market, or deliver programs. Does not seek training on new technology or innovative ways of delivering programs.	Minimal use of technology. Relies on co-workers for technology needs.	Routine use of appropriate technology for communications. Takes advantage of training opportunities to stay on the cutting edge with technology advances in content and program delivery	Serves as a resource for using the latest technology for communications and programming. Shares innovative practices	Recognized by Extension professionals and volunteers as highly competent in using the latest technology and/or innovation for teaching, communications, programming and/or technical assistance.

## **Supporting Documentation**

- Educational programs listed in the “Performance Appraisal County Extension Agent Reporting Form”
- Agriculture demonstrations listed in the “Performance Appraisal County Extension Agent Reporting Form”
- Technology listed in the “Performance Appraisal County Extension Agent Reporting Form”
- AFFACT-01 – Civil Rights Yearly Assessment
- AIMS data

# Performance Factor: Program Evaluation/Accountability

## Evaluation/ Outcomes/ Impacts

Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Exceeds Standards
Does not plan for either formal or informal evaluation of programs. Evaluation consists only of attendance at meetings and workshops.	Plans and provides minimal evaluation results at the short-term outcome level. Does not plan or conduct evaluation to determine medium or long-term impact.	Indicator data is fully aligned with program objectives, and standard measurement tools properly demonstrate accomplishment or progress toward program impacts, client knowledge, attitude or skills	Program evaluation results contribute to clientele behavioral or practice change.	Program evaluation represents the highest levels of program quality and outcome measurement, with results showing improved quality of life, economic and/or environmental conditions.

## Reporting

Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Exceeds Standards
Does not complete and/or submit reports in a timely manner. Reports are incomplete and/or have errors.	Quality of reports is of questionable accuracy and reliability. Is often late with reports and requires prompting from District Director and or District Secretary to get reports in on time.	Submits complete and accurate reports in a timely manner. Keeps data up-to-date and readily accessible.	Reports are completed accurately showing program progress and accomplishments. Reports are frequently shared with stakeholders.	Completes all reports on time and consistently shares impact with stakeholders. Consistently reports progress and program outcomes. Utilizes the reports to improve programming efforts.

## **Supporting Documentation**

- AIMS data
- Agriculture Demonstration Book/Results
- Program data in county files that would include copy of evaluation instrument, documented results, case studies, compilation of evaluation data and other relevant documents
- Impact statements submitted in AIMS

# Performance Factor: Professionalism

## Customer Service

Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Exceeds Standards
Does not respond to clientele requests.	Frequently fails to promptly respond to clientele requests.	Responds to client needs or requests in a timely manner. Works well with all clientele groups. Communicates respectfully to all requests.	Proactively addresses client needs or requests.	Anticipates and addresses emerging client needs or requests.

## Policy Compliance

Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Exceeds Standards
Does not follow policy. Does not seek knowledge of applicable policies.	Often does not follow policy and/or lacks knowledge of applicable policies.	Understands and follows all applicable policies.	Interprets and encourages others to follow all applicable policies.	Recognized as a resource on applicable policies and procedures and is a role model to others.

## Professional Development

Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Exceeds Standards
Attends only mandated in-service training OR does not attend in-service training.	Rarely attends professional development opportunities or in-service trainings.	Attends relevant professional development opportunities.	Incorporates knowledge from relevant professional development into the Extension program. Seeks additional development resources through research literature	Facilitates the professional development of agents and/or volunteers in specialized content. Receives recognition for efforts. Mentor or role model for new employees.

## Work Habits

Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Exceeds Standards
Consistently exhibits a negative uncooperative attitude. Does not comply with established work rules, practices and policies.	Often displays a negative, uncooperative attitude toward co-workers, clientele, work assignments and requirements. Is frequently noncompliant with established work rules and organizational policies/protocol. Rarely demonstrates the ability to manage time and resources to meet commitments within established time frames.	Displays a positive, cooperative attitude toward co-workers, clientele, work assignments and requirements. Complies with established work rules and organizational policies/protocol. Manages time and resources and demonstrates initiative to meet commitments within established time frames.	Contributes to a positive work environment by displaying a positive, cooperative attitude toward co-workers, clientele, work assignments and requirements.	Inspires others to display a positive, cooperative attitude toward co-workers, clientele, work assignments and requirements. Coaches others to manage time and resources to meet commitments within established time frames.

## Interpersonal Skills

Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Exceeds Standards
Does not collaborate with co-workers and stakeholder groups. Does not work across program lines for the benefit of the total Extension program. Programs are individual effort.	Demonstrates minimal interpersonal skills as needed to serve as a leader or effective team member; minimal collaboration with other agents and co-workers	Communicates with all agents and co-workers and supports other agents and co-workers with their programming efforts.	Focused on success of team over personal recognition; successful collaboration with other agents and co-workers; contributes to both team projects and harmony in the workplace.	Readily utilizes interpersonal skills to mentor, develop and coach others. Brings out the best in others by inspiring, motivating and guiding them toward a goal. Builds and

<p>Selected clients are favored to the exclusion of other clients or seeking new clientele. Creates conflict, is demanding, or demeaning to others.</p> <p><b>(County Staff Chair)</b> Does not conduct regular office conferences. Does not work across program lines to help program efforts of staff. Does not invest time in training new employees.</p>	<p>and/or rarely utilizes appropriate communication methods to communicate with others. Works primarily the same groups with limited involvement from new people and new groups. Avoids resolving conflict</p> <p><b>(County Staff Chair)</b> Seldom conducts office conferences. Rarely volunteers to help program efforts of others. Does not effectively train new employees.</p>	<p><b>(County Staff Chair)</b> – Encourages two-way communications within the office. Conducts regularly scheduled office conferences. Supports the efforts of other staff.</p>	<p><b>(County Staff Chair)</b> – Creates a work environment conducive to good communications. Ensures that office conferences allow others to celebrate successes.</p>	<p>maintains effective relationships with colleagues, volunteers, clientele and partners. Actively works to resolve conflicts and contributes to harmony in the workplace.</p> <p><b>(County Staff Chair)</b> – Extension program is recognized as a “team” by local decision-makers and Extension administrators during the interpretive event and at other public functions</p>
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## Supporting Documentation

- Trainings and activities listed in the “Performance Appraisal County Extension Agent Reporting Form”
- Professionalism questionnaire in the “Performance Appraisal County Extension Agent Reporting Form”
- Feedback from supervisor and clients
- Staff conference minutes

# Performance Factor: Community and Organizational Leadership

## Leadership

Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Exceeds Standards
<p>No effort is made to increase visibility and public value of programs through media or collaborative efforts with others.</p> <p><b>(County Staff Chair)</b> Does not plan or conduct interpretive event.</p>	<p>Rarely serves on any teams and/or special assignments. Does not recognize the benefit to the organizations or themselves by serving</p> <p><b>(County Staff Chair)</b> Demonstrates minimal county and stakeholder relationships, networking and/or marketing of all Extension programs.</p>	<p>Routinely seeks and serves on county, multi-county and regional teams. Completes county, multi-county, regional and/or state assignments.</p> <p><b>(County Staff Chair)</b> – Demonstrates county and stakeholder relationships, networking and marketing of all Extension programs. Evidence of a county interpretive event.</p>	<p>Frequently serves on county, multi-county, region and/or statewide teams and is a participating member. Leads county, multi-county, regional and/or state assignments.</p> <p><b>(County Staff Chair)</b> – Frequently demonstrates effective county and stakeholder relationships, networking and marketing of all Extension programs.</p>	<p>Consistently leads and serves on county, multi-county, region, statewide, multi-state and/or national teams. Mentors others in these roles.</p> <p><b>(County Staff Chair)</b> – Consistently demonstrates exemplary county and stakeholder relationships, networking and marketing of all Extension programs.</p>

## Optimizing Staff and Volunteers

Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Exceeds Standards
<p>Does not meet with or leverage stakeholder groups and other agencies to collaborate on educational programs. New leaders are not recruited or trained. Openly takes sides in controversial issues in the community.</p> <p><b>County (Staff Chair)</b> Performance evaluations on staff are conducted only after prompting from District Director. Evaluations do not accurately reflect the staff member's performance. Relies on employee to train themselves. Does not counsel employees needing guidance or discipline.</p>	<p>Minimally engages staff, volunteers and/or participants as applicable for Extension operatives and programming.</p> <p><b>(County Staff Chair)</b> Provides minimal direction of staff toward common goals, counseling, mentoring and / or conflict management. Fails to conduct effective performance management.</p>	<p>Engages staff, volunteers and/or participants as applicable for Extension operations and programming. Effectively manages the volunteer process.</p> <p><b>(County Staff Chair)</b> – Provides direction of staff toward common goals, counseling, mentoring, conflict management and effective performance management.</p>	<p>Frequently engages staff, volunteers and/or participants as applicable for Extension operations and programming. Delegates appropriately to staff and volunteers to meet objectives of Extension operations and programming.</p> <p><b>(County Staff Chair)</b> – Frequently provides direction of staff toward common goals, counseling, mentoring, conflict management and effective performance management. Leads by example.</p>	<p>Consistently engages staff, volunteers and/or participants as applicable for Extension operations and programming. Delegates appropriately and mentors staff and volunteers to meet objectives of Extension operations and programming.</p> <p><b>(County Staff Chair)</b> – Almost always provides direction of staff toward common goals, counseling, mentoring, conflict management and effective performance management. Recognized by peers and others as an exemplary leader.</p>

## Resource Management

Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Exceeds Standards
<p>Does not seek outside sources of funding to support Extension Programs and/or fails to manage accounts according to University policy.</p> <p><b>(County Staff Chair)</b> Does not meet fiscal needs of the county program; demonstrates poor fiscal management and/or physical resources meet minimal program and staff needs.</p>	<p>Rarely seeks outside funding to support Extension educational programming.</p> <p><b>(County Staff Chair)</b> Rarely meets fiscal needs of the county. Rarely assists and/or supports staff in seeking out funding to support total extension program.</p>	<p>Routinely seeks and obtains extramural funding and maintains budgets and accounts for educational programs.</p> <p><b>(County Staff Chair)</b> – Routinely meets fiscal needs of the county program; fosters transparency in resource management; meets expectations for fiscal management.</p>	<p>Secures and uses extramural funding to enhance quality programs.</p> <p><b>(County Staff Chair)</b> – Frequently provides fiscal resources to address emerging and new county program efforts; exceeds expectations for fiscal management and works to improve physical resources to support innovative programs.</p>	<p>Secures and uses extramural funding. Has a plan for sustainable fund development.</p> <p><b>(County Staff Chair)</b> – Consistently provides fiscal resources to address emerging and new county program efforts; exceeds expectations for fiscal management and has a long-term plan for physical resource needs of programs and staff.</p>

## Supporting Documentation

- AIMS volunteer report
- 4-H Online Report
- Master Gardener membership and volunteer hour report found in the Master Gardener online system
- Funding listed in the “Performance Appraisal County Extension Agent Reporting Form”
- Committees on which you serve listed in the “Performance Appraisal County Extension Agent Reporting Form”
- County funding status
- AEHC membership and volunteer data

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