

Texas A&M AgriLife Extension Service County Extension Agent Performance Appraisal Instrument

TEXAS A&M AGRI LIFE EXTENSION



PRAIRIE VIEW
A&M UNIVERSITY
COLLEGE OF AGRICULTURE
AND HUMAN SCIENCES

Cooperative Extension Program

PERFORMANCE APPRAISAL SYSTEM

This performance appraisal system identifies four major areas or “performance domains” for the evaluation of Extension county agents. The components that comprise each domain are set forth in this document, along with related criteria and standards. Evaluation is based on the agent’s ability to meet or exceed the standards outlined in this performance system.

I. EDUCATIONAL EFFECTIVENESS

Effective design, delivery, evaluation and interpretation are essential to Extension education. Outstanding educational programs include a strong foundation in program development, a comprehensive educational plan, appropriate teaching methods, and well-designed, suitable evaluation instruments and techniques.

As Extension educators, county agents should develop programs through appropriate Extension planning groups, including leadership advisory boards, program area committees, youth boards, and task forces. Engagement with other community groups is also important. It helps to gain more stakeholder support for community-wide Extension efforts and to ensure Extension’s role as a partner in broader community planning.

The responsibility to create a high-quality learning environment involves using a variety of available resources, technologies, and creative and innovative teaching methods. Extension agents have further responsibility to consider inclusion and diversity, affirmative action, civil rights, and related laws and principles during the planning and implementation of Extension programs.

To review, enhance, and measure outcomes of educational programs, Extension agents must use appropriate evaluation tools and techniques. These include formative evaluation to improve program quality and effectiveness, along with clientele satisfaction surveys. Also important are summative evaluation techniques to measure the effect of programs on their target audience, such as changes in knowledge, skills, attitudes, practices, and behaviors, as well as the economic impact of these changes where applicable.

Each month, agents must report—by the specified due date—the results and impact of their program efforts and outreach. Reports should include verifiable participant counts (based on sign-in sheets and attendance logs) and descriptive information that enables a supervisor and others to readily understand each activity and its impacts. Reporting includes TExAS data, Commissioners Court reports, and special reports as required by a DEA, RPL, or administration.

Program interpretation refers to efforts to communicate with stakeholders about the nature and value of the agency and its programs. Stakeholders include federal, state, and county officials, along with other locally-elected and appointed officials, as well as Extension planning group members, agency partners and collaborators, and others who may be public or private investors in our programs. Extension agents are expected to follow agency branding guidelines and to communicate the value of our programs in appropriate ways. Examples include annual reports, promotional publications, public presentations, use of mass media, personal contacts, informational events, and related strategies.

Agent performance will be measured based on the agent’s ability to meet or exceed standards set for criteria in each major component in this domain area. **A minimum score of 3 in each category must be achieved, or a Performance Improvement Plan will be placed in effect for the coming year.** Criteria are listed below under each component area.

Below are the components, criteria, and standards for the performance domain of Educational Effectiveness.

PERFORMANCE APPRAISAL SYSTEM

A. PROGRAM DEVELOPMENT (In Depth Programs)

1. In-Depth Program Planning

- Provided leadership for determining specific issues in the county or designated area of responsibility.
- Has an organized, effective, and engaged Extension planning group(s) that support county plans and programs. Planning group members are volunteer representatives of the community and rotated regularly. Groups generally meet a minimum of three times per year; however more or less meetings may be required for some groups per instructions from the RPL and DEA.
- Planning group meetings include involvement of resource persons (Extension Specialists, Commodity Leaders, Other Agencies, etc.) as required by RPL and DEA.
- Is involved with external or multi-county planning groups to strategically place Extension as a stakeholder in broader community programs.
- Modified programs based on client needs.
- Used program development process to develop programs that are based on relevant issues identified through an EPG, specialist, stakeholder, or other relevant source (or multiple sources).
- Has evidence of data to support relevance of issues and needs.
- Sought out and involved appropriate partners and collaborators to enhance the program development process.

Supervisor Summary:

Supervisor Summary:				
1 Unsatisfactory	2 Needs Improvement	3 Effective	4 Highly Effective	5 Outstanding

2. In-Depth Program Implementation

- Program has a clearly identified audience and targets appropriate population.
- Adapted and effectively used multiple teaching methods and learning activities to conduct educational programs, as appropriate to address target audience needs.
- ANR programs included appropriate number of result demonstrations as teaching tools in the program. Results from demonstrations are shared broadly as an educational tool. Involvement of Extension Specialists is an expectation in Result Demonstration Implementation.
- Used participant feedback to improve teaching effectiveness.
- Effectively branded and marketed programs to target audience participation. Effective marketing will include the use of multiple media outlets and methods.

Supervisor Summary:

Supervisor Summary:				
1 Unsatisfactory	2 Needs Improvement	3 Effective	4 Highly Effective	5 Outstanding

PERFORMANCE APPRAISAL SYSTEM

3. In-Depth Program Evaluation

- Developed a plan to evaluate the quality and effectiveness of programs.
- Evaluation methods implemented were appropriate and effective in measuring the type of change expected.
- Used evaluation data to improve teaching methods, effectiveness, and quality, with input from planning groups.
- Collected and analyzed data that was valid and reliable in measuring program impacts.

Supervisor Summary:				
1 Unsatisfactory	2 Needs Improvement	3 Effective	4 Highly Effective	5 Outstanding

B. PROGRAM DEVELOPMENT (Outreach Programs)

- Outreach plans are representative of needs of the county, all needed plans are in place and approved.
- Planning groups are engaged in Outreach Programs as required by DEA and RPL. Groups will generally be required to meet a minimum of 3 times per year, with the RPL or DEA sometimes requiring more or less. Involvement of Extension Specialists or other resource people is expected with planning groups.
- Effectively engaged in management of the 4-H Program, including recruitment, volunteer development, project support, camp and other educational activity participation and other support needed to maintain a quality program for youth.
- All Outreach Programs completed as planned, or as amended and approved by DEA and RPL.
- Markets all outreach programs effectively, including newsletters, media, and electronic methods as appropriate.
- Evaluation of Outreach Plans is expected. Level and method of evaluation will be specified in each plan.
- ANR Outreach plans should include appropriate Result Demonstrations, evaluated as described in the In Depth section.

Supervisor Summary:				
1 Unsatisfactory	2 Needs Improvement	3 Effective	4 Highly Effective	5 Outstanding

C. ACCOUNTABILITY AND INTERPRETATION

- Monthly reports were submitted on time and complete.
- High Quality In-Depth Program Summaries were developed and shared appropriately with planning groups and other stakeholders. Summaries will include the results of major activities and focus on client change (knowledge, behavior, adoption, and/or economic impact)
- Commissioners court reports, mileage, and support materials were submitted each month to DEA.
- Responded promptly and professionally to special requests for reports and materials.
- Effectively branded and interpreted extension programs and programming efforts to key stakeholders, including commissioners courts, school boards, state/federal elected officials, and others as appropriate, using a variety of strategies and methods.
- Effectively utilized appropriate communication tools and channels to consistently market and interpret the benefit and value of Extension educational programs, such as Internet, weekly radio/TV shows, columns, etc.
- Implemented a coordinated strategy to communicate value of Extension programs with other agents, staff, and partners as appropriate.

PERFORMANCE APPRAISAL SYSTEM

Supervisor Summary:

1 Unsatisfactory	2 Needs Improvement	3 Effective	4 Highly Effective	5 Outstanding
---------------------	------------------------	----------------	-----------------------	------------------

Goals for Progress in this Domain:

Key:

1 - Unsatisfactory: Has major and/or multiple deficiencies in meeting minimum performance standards.

2 - Needs Improvement: Improvements in multiple areas required to bring performance up to minimum standards.

3 - Effective: Demonstrates acceptable performance in all areas.

4 - Highly Effective: Meets all performance standards, with no deficiencies identified, and exceeds expectations in many areas.

5 - Outstanding: Meets all performance standards, with no deficiencies identified, and exceeds expectations in all performance categories and/or domains.

PERFORMANCE APPRAISAL SYSTEM

II. PROGRAM RESOURCES, VOLUNTEERISM, AND ORGANIZATIONAL SUPPORT

Program and organizational support depend greatly upon appropriate use and management of human and material resources to enhance the educational programming and program outcomes of the Texas A&M AgriLife Extension Service and the Cooperative Extension Program and to advance the organizations as a whole.

Volunteer Engagement and Other Human resources include the knowledge and skills of the entire Extension faculty as well as our support staff, paraprofessional staff, volunteers, and others who play a vital role in the planning and implementation of Extension county programs. Effective agents have the ability to hire, train, coach, support, delegate, and evaluate paid staff in a manner that enhances the operation of the office and the effectiveness of educational programs. Likewise, effective agents also have the ability to recruit, train, recognize, and manage volunteers in a productive manner. Extension agents are responsible for adherence to laws and policies related to human resources, i.e., both staff and volunteers.

Material resources include grants, sponsorships, fundraising revenue, donations, and other support (cash or in-kind), whether from internal or external sources, which provide for equipment, supplies, travel, or other Extension program needs. Sources may include private or public organizations, foundations, charitable trusts, businesses, government, or private citizens. Internal sources such as county and state appropriations to Extension are also available and should be reviewed annually by the total county Extension faculty and staff to determine fair and equitable distribution, according to program needs and goals. In the course of soliciting program and organizational support, Extension faculty must assure that those groups and organizations solicited do not in any way discriminate on the basis of race, color, sex, religion, national origin, age, disability, genetic information, or veteran status.

A. VOLUNTEER MANAGEMENT AND ENGAGEMENT

- Effectively trained and engaged volunteers in program implementation to include:
 - volunteers teaching clientele
 - program planning
 - result demonstration cooperators
 - master volunteers and mentors provide direct clientele support
- Effectively conducted screening of volunteers working directly with youth.
- Recruited, involved, managed, and recognized volunteers, including 4-H Club Leaders and Project Leaders, Master volunteers, in a manner that enhanced educational outreach.
- Volunteer numbers are appropriate for size and complexity of the county. Adequate numbers of volunteers are involved in program areas where volunteer support is beneficial.
- 4-H volunteer involvement is adequate to lead and grow the 4-H program to be representative of the needs of the county.

Supervisor Summary:

Supervisor Summary:				
1 Unsatisfactory	2 Needs Improvement	3 Effective	4 Highly Effective	5 Outstanding

PERFORMANCE APPRAISAL SYSTEM

B. OTHER HUMAN RESOURCES

- Effectively managed paid staff, including county staff, program staff, or other staff as an integral part of the Extension program.
- Provided effective orientation, training, feedback and evaluation of county support staff as appropriate.
- Cooperates with other County staff in recruiting, interviewing and hiring staff.
- Followed all appropriate policies, rules, and guidelines as they relate to hiring and supervision of paid staff.

Supervisor Summary:				
1 Unsatisfactory	2 Needs Improvement	3 Effective	4 Highly Effective	5 Outstanding

C. MATERIAL RESOURCES

- Developed and maintained effective working relationships with sponsors, donors, and coworkers in securing, maintaining, and managing support and resources for Extension educational programs.
- Effectively accrued and managed funds in a manner that enhanced program quality and outreach, including funds from county budgets, grants, donations, and program funds maintained by external groups. Included dollar amounts when appropriate.
- Actively and effectively supported fee-based programming.
- Completed a written annual review of support group accounts for all external groups who raise funds. Took corrective actions as appropriate.

Supervisor Summary:				
1 Unsatisfactory	2 Needs Improvement	3 Effective	4 Highly Effective	5 Outstanding

Goals for Progress in this Domain:

Key:

- 1 - Unsatisfactory:** Has major and/or multiple deficiencies in meeting minimum performance standards.
- 2 - Needs Improvement:** Improvements in multiple areas required to bring performance up to minimum standards.
- 3 - Effective:** Demonstrates acceptable performance in all areas.
- 4 - Highly Effective:** Meets all performance standards, with no deficiencies identified, and exceeds expectations in many areas.
- 5 - Outstanding:** Meets all performance standards, with no deficiencies identified, and exceeds expectations in all performance categories and/or domains.

PERFORMANCE APPRAISAL SYSTEM

III. RELATIONSHIPS AND TEAMWORK

Establishing effective working relationships—with coworkers, colleagues, supervisors, volunteers, clientele, key community leaders, TAMUS partners, institutions of higher education, NIFA partners, county and state agencies and organizations, stakeholders, and people in the political arena—is critical to the success and enhancement of a visible and viable Extension Program. The identification, development, and involvement of teams, partners, and collaborators are examples of the behavior, skills, and actions necessary in the domain of cooperation and coordination. Successful performance in this domain impacts the desired program outcomes by increasing the effectiveness and outreach of Extension faculty members and their programs.

Below are the components, criteria, and standards for the performance domain of Cooperation and Coordination.

A. INTERNAL RELATIONSHIPS

- Fostered joint education and program delivery activities with other Extension agents and specialists that led to a positive program impact within the county and in multi-county activities.
- Demonstrated evidence of multi-disciplinary, multi-cultural, and/or multi-county program efforts as appropriate.
- Demonstrated the ability to function effectively with other CEP/AgriLife Extension and research faculty, as well as other Texas A&M AgriLife and Texas A&M System representatives.
- Collaborated effectively with Extension organizations and support groups such as 4-H clubs, master volunteer groups, TEEA clubs, and study groups, etc., in a manner that enhanced program outcomes.

Supervisor Summary:

Supervisor Summary:				
1 Unsatisfactory	2 Needs Improvement	3 Effective	4 Highly Effective	5 Outstanding

B. EXTERNAL RELATIONSHIPS

- Established, sustained, and expanded networks, coalitions, and collaborations, which further the work of Extension in serving clientele.
- Established and maintained active and positive relationships with Commissioners Court(s), state and federal representatives, and representatives of local groups, organizations, and other agencies.
- Provided the necessary leadership to create partnerships and/or collaboration with external groups to plan programs to meet current and future needs.
- Actively partnered with local, county, state, and national/federal stakeholders, agencies, organizations, clubs, private businesses, agribusinesses, financial institutions, school groups etc., to develop and enhance educational programs and responses to effectively address local needs.
- Demonstrated expansion of programs to new audiences as a result of external relationships. Examples: expansion of 4-H clubs, increased volunteerism, and new target communities and other audiences.

Supervisor Summary:

Supervisor Summary:				
1 Unsatisfactory	2 Needs Improvement	3 Effective	4 Highly Effective	5 Outstanding

PERFORMANCE APPRAISAL SYSTEM

C. OVERALL TEAMWORK

- Demonstrated ability to cooperate effectively as a team member at local, district, state, and national levels through collaborative programming efforts, participation on committees/task forces, and other tasks and duties as assigned.
- Demonstrated leadership in team building skills and service as a team leader when appropriate.
- Actively cooperated and supported employee recruitment and onboarding processes such as mentoring, First Step, internships, career days, and related team-oriented activities and processes.
- Worked cooperatively with coworkers on local job responsibilities, including 4-H program management, interdisciplinary programming, LAB, youth boards, PACs, 4-H cluster programming, multi-county planning groups, interpretation efforts, office support, joint reports, and related duties that require teamwork.
- Fostered a work environment that encourages positive staff interaction and relationships.

Supervisor Summary:

Supervisor Summary:				
1 Unsatisfactory	2 Needs Improvement	3 Effective	4 Highly Effective	5 Outstanding

Goals for Progress in this Domain:

Key:

1 - Unsatisfactory: Has major and/or multiple deficiencies in meeting minimum performance standards.

2 - Needs Improvement: Improvements in multiple areas required to bring performance up to minimum standards.

3 - Effective: Demonstrates acceptable performance in all areas.

4 - Highly Effective: Meets all performance standards, with no deficiencies identified, and exceeds expectations in many areas.

5 - Outstanding: Meets all performance standards, with no deficiencies identified, and exceeds expectations in all performance categories and/or domains.

PERFORMANCE APPRAISAL SYSTEM

IV. PROFESSIONAL DEVELOPMENT AND PROFESSIONALISM

The future of the Texas A&M AgriLife Extension Service and the Cooperative Extension Program depend upon the effectiveness of our employees. To maintain and enhance professional competence, county faculty members should participate in staff development efforts such as in-service training, graduate study, professional associations, and externally-sponsored training. Our organizational success also depends on employees who have a clear understanding of the organizations= mission and vision and willingly accept leadership assignments that contribute to the mission and vision.

Professional Development: As professionals, Extension agents are expected to participate in significant applied research, creative activities, and intellectual and scholarly work that are validated by peers and shared with other professionals. Effective agents bring new insights to issues by interpreting and integrating research-based knowledge from multiple sources, including current events, professional publications, workshops, seminars, and professional affiliations.

Professionalism: In addition to their personal and professional development, Extension agents must promote a positive and professional image through their conduct and commitment to standards that support continued success, not only for themselves but for our organization. Extension agents must dress professionally, interact positively and productively with colleagues and local leaders, and conduct themselves in a manner that reflects favorably on our organization and the Texas A&M System.

Below are the components, criteria, and standards for the performance domain of Professional Development and Professionalism.

A. PROFESSIONAL DEVELOPMENT

- Served in leadership roles on local, regional, state, national, and Extension committees and task forces.
- Demonstrated the competencies and interpersonal skills necessary to successfully conduct Extension programs.
- Participated in appropriate professional development training.
- Displayed a positive attitude and provides leadership to professional development activities in the District/Region.
- Worked with RPL and/or DEA to provide leadership to professional development activities as appropriate.
- Made satisfactory progress on graduate study hours and coursework, based on timeline for completion (if applicable).
- Actively participated in appropriate professional organizations and demonstrates evidence of leadership and recognition.
- Made appropriate scholarly contributions, such as publications, fact sheets, newsletters, web pages, handbooks, etc., at district, regional, state, and national levels.
- Made satisfactory updates and progress on Career Ladder preparation and took necessary action for promotion if appropriate.

Supervisory Summary:

1 Unsatisfactory	2 Needs Improvement	3 Effective	4 Highly Effective	5 Outstanding
---------------------	------------------------	----------------	-----------------------	------------------

PERFORMANCE APPRAISAL SYSTEM

B. PROFESSIONALISM

- Maintained appropriate office hours.
- Followed instructions and responded properly and promptly to management.
- Communicated positively with co-workers, staff, administrators, clientele, and local stakeholders.
- Expressed disagreements in a constructive, non-confrontational manner
- Consistently complied with policies and procedures.
- Demonstrated the necessary initiative that will lead to fulfillment of job duties and responsibilities
- Was involved in community and organizations as appropriate to build community support and relationships.
- Represented the agency positively through personal appearance and conduct.

Supervisory Summary:

Supervisory Summary:				
1 Unsatisfactory	2 Needs Improvement	3 Effective	4 Highly Effective	5 Outstanding
Goals for Progress in this Domain:				

Key:

1 - Unsatisfactory: Has major and/or multiple deficiencies in meeting minimum performance standards.

2 - Needs Improvement: Improvements in multiple areas required to bring performance up to minimum standards.

3 - Effective: Demonstrates acceptable performance in all areas.

4 - Highly Effective: Meets all performance standards, with no deficiencies identified, and exceeds expectations in many areas.

5 - Outstanding: Meets all performance standards, with no deficiencies identified, and exceeds expectations in all performance categories and/or domains.

Long Term Professional Goals and Steps to Achieve:

PERFORMANCE APPRAISAL SYSTEM

OVERALL SCORE

NAME: _____

COUNTY: _____

CATEGORY	SCORE (1 – 5)		
• Planning			
• Implementation			
• Evaluation			
• Outreach Programs			
• Accountability and Interpretation			
PROGRAM DEVELOPMENT TOTAL		Multiplied X 8	TOTAL _____ of 200 Possible
• Volunteer Management			
• Other Human Resources			
• Material Resources			
PROGRAM RESOURCES TOTAL		Multiplied X 5	TOTAL _____ of 75 Possible
• Internal Relationships			
• External Relationships			
• Overall Teamwork			
RELATIONSHIPS AND TEAMWORK TOTAL		Multiplied X 5	TOTAL- _____ of 75 Possible
• Professional Development			
• Professionalism			
PROFESSIONALISM TOTAL		Multiplied X 5	TOTAL _____ of 50 Possible
OVERALL TOTAL SCORE			

