



South Carolina Department of Motor Vehicles
EMPLOYEE PERFORMANCE MANAGEMENT SYSTEM

HR-204B
(Rev. 11/15)

Name: Wanda Uswa Employee ID #: _____
Division: Operations Office / Unit: Field Services
Position Classification: Deputy Director
Date Assigned to Current Position (MM-DD-YY): - -
Performance Review From (MM-DD-YY): 02 - 17 - 17 To: 12 - 08 - 17

TYPE OF EVALUATION (Please check one): ☐ Universal/Annual ☐ Short Year/Universal ☐ Trial Period
☐ Probationary ☐ Substandard Performance ☒ Special/Close-Out

PLANNING STAGE ACKNOWLEDGEMENT

Signature/ Rating Officer: _____ Date: - -
Print Name: _____ Phone #: () -
Signature/ Reviewed by: _____ Date: - -
Print Name: _____ Phone #: () -
Signature/ Employee: _____ Date: - -
Print Name: _____

(Signature of employee indicates the Planning Stage and Position Description were reviewed with the employee.)

Check if applicable: ☐ Planning stage was not completed at the beginning of the rating period. This is to acknowledge that both the employee and rating officer agree that the duties and success criteria by which the rating will be done is acceptable.

EVALUATION STAGE ACKNOWLEDGEMENT

Signature/ Rating Officer: [Signature] Date: 12-7-17
Print Name: John F. Laganelli Phone #: (803) 896 - 9010
Signature/ Reviewed by: [Signature] Date: - -
Print Name: Kevin A. Shwedo Phone #: (803) 896 - 8925

Reviewing Officer Comments: _____

Signature/ Employee: [Signature] Date: 12-8-17
Print Name: Wanda Uswa

(My signature indicates that I was given the opportunity to discuss the official performance review with my supervisor – not that I necessarily agree.)

Employee Comments: _____

APPRAISAL RESULTS (Total)

3.00

Total is to be placed here before submitting to Human Resources but **AFTER** meeting with employee.



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JOB DUTIES

*Each job duty should be identified as being essential or not by selecting Yes or No.
An essential job function is defined as a job function, which has primary importance to the total position.*

1. Job Duty: Oversee the day to day operations of Field Services	Essential	Weight Factor	Performance Level
Success Criteria: •Develop measurable objectives for Regional Managers •Conducts weekly staff meetings to discuss operational updates and leadership initiatives •Coordinates with Regional Managers to reduce wait times in field offices to meet acceptable time guidelines •Visits a minimum of 20 field offices to assess office operations	<input checked="" type="checkbox"/> Yes or <input type="checkbox"/> No	35	E
2. Job Duty: Lead, develop and maintain an effective and efficient workforce.	Essential	Weight Factor	Performance Level
Success Criteria: Reduce unauthorized/unscheduled leave by 10% •Increase quality in the workforce by testing in the hiring practices •Reduce error rates by 50%	<input checked="" type="checkbox"/> Yes or <input type="checkbox"/> No	25	E
3. Job Duty: Develop optimum staffing levels in field offices.	Essential	Weight Factor	Performance Level
Success Criteria: •Recommends and approves necessary changes to staffing levels in field offices based on staffing formula •Oversees the movement of positions/employees to other offices in order to optimize staffing as needed •Ensures transaction volumes support optimum staffing levels	<input checked="" type="checkbox"/> Yes or <input type="checkbox"/> No	10	E
4. Job Duty: Documents and plans for field office training needs.	Essential	Weight Factor	Performance Level
Success Criteria: •Assists other areas within the agency with training needs •Ensures training coordinator schedules and tracks training course for all field personnel specific to their job duties (Examiner, CDL, Class D, Manager Training, Q-flow) •Ensures that training classes are scheduled and delivered to promote state-wide uniformity.	<input checked="" type="checkbox"/> Yes or <input type="checkbox"/> No	5	E
5. Job Duty: Assures Field Services operates within budget guidelines.	Essential	Weight Factor	Performance Level
Success Criteria: •Monthly budget reports are reviewed with Regional Managers •Reviews shopping carts to ensure budget constraints are adhered to •Meets monthly with budget analyst to ensure budget goals are met	<input checked="" type="checkbox"/> Yes or <input type="checkbox"/> No	5	E
6. Job Duty: Other job duties as required.	Essential	Weight Factor	Performance Level
Success Criteria:	<input checked="" type="checkbox"/> Yes or <input type="checkbox"/> No	20	E
7. Job Duty:	Essential	Weight Factor	Performance Level
Success Criteria:	<input type="checkbox"/> Yes or <input type="checkbox"/> No		



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8. Job Duty:	Essential	Weight Factor	Performance Level
Success Criteria:	<input type="checkbox"/> Yes or <input type="checkbox"/> No		

ACTUAL PERFORMANCE

Please provide a brief description of the employee's actual performance during this rating period. Please be specific and use examples of work performed, where appropriate. Wanda has worked at the DMV for over 39 years. She was hired as a temp employee in September 1978 and a full time employee in January 1978. She has worked for 9 different Directors under 4 different agency names. Wanda started her career with DMV as a Temporary Employee working her way up from Customer Service Rep to Office Manager and then to her current position of Deputy Director of Field Services, the largest Deputy-level organization in the Department of Motor Vehicles. Wanda is the first Field Administrator for the South Carolina Department of Motor Vehicles. She is directly responsible for overseeing 5 regions and 67 field offices across the 46 counties in South Carolina. She has been the energy behind developing uniform standards across the agency; ensuring we not only meet our 20 minute average initial wait time standard, but exceeding it with an average 7 minute wait time. Additionally, she's set a high bar in CSR transaction standards as well as ensuring frequent oversight of office transactions and reorganizing the workforce to reflect where the greatest need is. Throughout Wanda's career with this agency she has worked with customers on the most complex of transactions to diffuse, resolve, and provide the highest quality of customer service. She does this with a passion for service to DMV customers.

As the Field Services Deputy Director she has lead and provided direction to over 800 employees that process more than 400 different types of transactions on a daily basis. Wanda travels to DMV field offices to meet one on one with Management Team Members and employees to provide unity amongst the agency. She ensures that every DMV field office is equipped with the tools necessary to successfully provide excellent customer service to the citizens of South Carolina.

Wanda is a maven and walking library of this agency; any questions she is confronted with regarding DMV history or knowledge she can answer or provide the documentation from years past.

Wanda has chaired numerous enterprise-wide customer service working groups through the American Association of Motor Vehicle Administrators (AAMVA), sharing and bringing industry best practices to the SCDMV and agencies across the nation.

Wanda was nominated and chosen as the Employee of the Year in 2000 for the Department of Public Safety, volunteers at the Transitions shelter once a month on behalf of DMV and will help anyone in need but is most tender for animals, children and the elderly. She is the type person that will literally give you the shirt off her back to help someone less fortunate, without hesitation. She has been an outstanding asset and roel model for the DMV and citizens of South Carolina.

OBJECTIVES

(Optional)

Each job duty should be identified as being essential or not by selecting Yes or No.

An essential objective is defined as a non-recurring task or assignment, which has primary importance to the total position.

1. Objective:	Essential	Weight Factor	Performance Level
Success Criteria:	<input type="checkbox"/> Yes or <input type="checkbox"/> No		

2. Objective:	Essential	Weight Factor	Performance Level
Success Criteria:	<input type="checkbox"/> Yes or <input type="checkbox"/> No		

3. Objective:	Essential	Weight Factor	Performance Level
Success Criteria:	<input type="checkbox"/> Yes or <input type="checkbox"/> No		

4. Objective:	Essential	Weight Factor	Performance Level
Success Criteria:	<input type="checkbox"/> Yes or <input type="checkbox"/> No		

5. Objective:	Essential	Weight Factor	Performance Level
Success Criteria:	<input type="checkbox"/> Yes or <input type="checkbox"/> No		



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ACTUAL PERFORMANCE

Please provide a brief description of the employee's actual performance during this rating period. Please be specific and use examples of work performed, where appropriate.

PERFORMANCE CHARACTERISTICS/COMPETENCIES

- See [EPMS Performance Characteristics/Competencies](#)
- See [EMPS Competency Dictionary](#)

1. Characteristic/Competency:	Weight Factor	Performance Level
Success Criteria:		
2. Characteristic/Competency:	Weight Factor	Performance Level
Success Criteria:		
3. Characteristic/Competency:	Weight Factor	Performance Level
Success Criteria:		

SUMMARY AND IMPROVEMENT PLAN

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

APPRAISAL RESULTS

☒ Exceptional

☐ Successful

☐ Unsuccessful



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EPMS WEIGHTED SYSTEM - WORK FORM

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DUTIES:

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Duty	Weight Factor	%	Performance Rating Level	Value	=	Total Score
Duty 1	35	%	E	3	=	105
Duty 2	25	%	E	3	=	75
Duty 3	10	%	E	3	=	30
Duty 4	5	%	E	3	=	15
Duty 5	5	%	E	3	=	15
Duty 6	20	%	E	3	=	60
Duty 7		%	Select One	0	=	0
Duty 8		%	Select One	0	=	0
Duty 9		%	Select One	0	=	0
Duty 10		%	Select One	0	=	0

OBJECTIVES:

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Duty	Weight Factor	%	Performance Rating Level	Value	=	Total Score
Objective 1		%	Select One	0	=	0
Objective 2		%	Select One	0	=	0
Objective 3		%	Select One	0	=	0

PERFORMANCE CHARACTERISTICS/COMPETENCIES:

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Duty	Weight Factor	%	Performance Rating Level	Value	=	Total Score
Characteristic/Competency 1		%	Select One	0	=	0
Characteristic/Competency 2		%	Select One	0	=	0
Characteristic/Competency 3		%	Select One	0	=	0

TOTALS	100	%				300
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OVERALL RATING: 3.00

PERFORMANCE REQUIREMENT RATING: **EXCEPTIONAL**

