

Performance Evaluation Categories

Competency Rating Guidelines

This document provides the Rating Description to be used for each competency. When reviewing an employee, refer to these descriptions as the standard for determining their Proficiency Rating.

A. Core Performance Competencies:

1. Job Knowledge/Technical Skills
2. Productivity & Use of Time
3. Quality of Work
4. Initiative and Responsibility
5. Customer Service
6. Attendance & Punctuality
7. Teamwork & Relating to Others

B. Competencies for Managers:

1. Performance Management
2. Planning & Organizing Skills
3. Supervisory Leadership

A. Core Performance Competencies

1. Job Knowledge/Technical Skills

RATING	STANDARD
Significantly Above	Demonstrates extensive knowledge required to perform the job, including new technology where applicable; easily applies principles and procedures to complex assignments, needs little supervision; keeps informed of new developments; readily acquires new skills and technology where applicable.
Above Expectations	Has become expert in requirements of the job; can anticipate work needs and always follows appropriate procedure.
Successfully Meets	Demonstrates knowledge and skills required to perform the job; understands principles and procedures and can apply to work assignments with minimal supervision.
Partially Meets	Needs to obtain more professional, administrative, supervisory and/or specialized knowledge to satisfactorily perform the job consistently.

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Does Not Meet	Lacks knowledge to be able to perform the job; does not understand principles and procedures; applies knowledge only after repeated explanation or with close supervision.
Not Applicable	Not Applicable

2. Productivity & Use of Time

RATING	STANDARD
Significantly Above	Produces volume of work above the requirement on or ahead of established deadline. Demonstrates exceptional ability to manage several responsibilities simultaneously; manages time to produce and often exceed required results.
Above Expectations	Produces and sometimes exceeds volume of work required or completes ahead of deadline; manages several responsibilities simultaneously, effectively manages time to produce required results.
Successfully Meets	Produces volume of work required by the job and meets deadlines consistently. Demonstrates ability to manage responsibilities simultaneously; manages time to produce required results.
Partially Meets	Demonstrates difficulty completing assigned workload; needs assistance working on several responsibilities at once; needs assistance with managing time to meet deadlines.
Does Not Meet	Work is below expected output; often fails to meet deadlines; does not work on several responsibilities simultaneously but tends to do one at a time
Not Applicable	Not Applicable

3. Quality of Work

RATING	STANDARD
Significantly Above	Demonstrates innovation and creativity in doing work; work is always accurate and thorough and does not need revisions or involvement of supervisor; often develops new and improved ways of working.
Above Expectations	Work is consistently accurate and thorough; develops improved new and better ways of doing the work.
Successfully Meets	Work is accurate and thorough, rarely requiring revisions or further direction from supervisor; accepts and implements new ideas for doing the work .
Partially Meets	Work is generally accurate and thorough, but occasionally inaccurate or lacking in thoroughness; needs additional direction or assistance from supervisor.

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Does Not Meet	Quality of work is below required standards of accuracy and thoroughness; supervisory direction is not followed or sought when needed .
Not Applicable	Not Applicable

4. Initiative and Responsibility

RATING	STANDARD
Significantly Above	Seeks out new or additional tasks, projects or responsibilities; follows through on actions items, exerting effort well beyond what is expected; anticipates problems or opportunities and works to devise solutions or improvements.
Above Expectations	Sometimes seeks out new or additional tasks, projects or responsibilities; willingly accepts additional work with positive attitude; follows through on action items, suggests improvements for efficiency.
Successfully Meets	Monitors tasks, projects or responsibilities independently, with minimal need for supervision, follows through on action items in timely manner; accepts additional work as requested.
Partially Meets	Sticks closely to job routine; reluctant to take on additional duties as required; needs assistance in monitoring projects; follow through on action items is slow and sometimes holds up results.
Does Not Meet	Sometimes does not perform responsibilities within job requirements, when directed; requires monitoring to finish projects, duties or responsibilities; does not follow through on action items in a timely fashion to ensure results on the job.
Not Applicable	Not Applicable

5. Customer Service

RATING	STANDARD
Significantly Above	Demonstrates empathy and understanding with customers, internal & external; response to customer needs is always timely and thorough; Takes action beyond what is required to help the customer when appropriate; places a priority on customer needs, and always responds within 24 hours; Demonstrates sensitivity toward all members of the workforce & public with regard to race, color, ethnic origin, gender, age, sexual orientation, religion, disability & gender identity.

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Above Expectations	<p>Demonstrates empathy and understanding toward customers, internal & external; provides complete and accurate information and service to customers;</p> <p>Responds to customer needs in a timely manner;</p> <p>Demonstrates sensitivity toward all members of the workforce & public with regard to race, color, ethnic origin, gender, age, sexual orientation, religion, disability & gender identity.</p>
Successfully Meets	<p>Demonstrates respect and understanding toward customers, internal & external at all times; provides complete and accurate information and service to customers;</p> <p>Makes self available to respond to customer needs; demonstrates a willingness to help the customer; Resolves complaints/ problems promptly; usually returns calls/responds within 24 hours;</p> <p>Demonstrates sensitivity toward all members of the workforce & public with regard to race, color, ethnic origin, gender, age, sexual orientation, religion, disability & gender identity.</p>
Partially Meets	<p>Sometimes communicates with lack of patience or empathy with customers, internal & external; information and service not always complete or accurate the first time; occasionally fails to follow up on problems/complaints;</p> <p>Not always available to assist the customer; needs improvement in responding within 24 hours;</p> <p>Needs to demonstrate more sensitivity toward the workforce & public with regard to race, color, ethnic origin, gender, age, sexual orientation, religion, disability & gender identity.</p>
Does Not Meet	<p>Sometimes uses inappropriate or unprofessional language, conduct or demeanor when communicating with customers, internal & external;</p> <p>Gives inadequate service or information; lack of willingness to help customers; lacks follow through on complaints , does not return calls in timely manner;</p> <p>Needs to demonstrate more sensitivity toward the workforce & public with regard to race, color, ethnic origin, gender, age, sexual orientation, religion, disability & gender identity</p>
Not Applicable	Not Applicable

6. Attendance & Punctuality

RATING	STANDARD
Significantly Above	Rarely absent; on time for work on a daily basis; observes breaks and lunch periods; always punctual at meetings and appointments.
Above Expectations	Rarely absent from work; negligible number of absences within Attendance Policy guidelines; seldom late if at all; punctual at meetings and appointments

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Successfully Meets	Acceptable number of absences within Attendance Policy guidelines; rarely late to work; observes break times and lunch times; punctual at meetings and appointments
Partially Meets	Exceeds number of absences acceptable within Attendance Policy guidelines; late arrival at work. occasionally takes extended breaks or lunch breaks.
Does Not Meet	Exceeds number of absences acceptable within Attendance Policy guidelines; frequently late; absences cause hardship to department; does not consistently adhere to breaks or lunch times
Not Applicable	Not Applicable

7. Teamwork & Relating to Others

RATING	STANDARD
Significantly Above	Excellent work relationship with supervisor and coworkers to accomplish goals; has a noticeably positive effect on work group; voluntarily assists and supports others.
Above Expectations	Maintains positive work relationship with supervisors and coworkers to accomplish goals; assists and supports others as required with enthusiasm.
Successfully Meets	Maintains effective work relationship with supervisors and coworkers to accomplish goals; assists and supports others as required.
Partially Meets	Sometimes displays inability working with supervisors and/or coworkers.
Does Not Meet	Does not work well with supervisor and/or coworkers to accomplish group goals.
Not Applicable	Not Applicable

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B. Competencies for Managers:

1. Performance Management

RATING	STANDARD
Significantly Above	Does exceptional job of setting and communicating high standards of performance; identifies employee strengths and develops them through training, coaching and mentoring; provides developmental coaching as well as annual review.
Above Expectations	Sets and communicates high standards of performance; develops employees through training and coaching; provides ongoing performance coaching as well as annual review.
Successfully Meets	Sets and clearly communicates realistic performance expectations; evaluates performance objectively; provides timely, candid feedback; provides on the job coaching as needed; conducts annual performance reviews.
Partially Meets	Needs to more clearly establish performance expectations; should provide more on the job training and coaching; does not give adequate and timely feedback to employees on a regular basis; needs to conduct more thorough performance reviews.
Does Not Meet	Fails to adequately train new employees or adequately provide needed on the job training; does not assist employees in improving work habits; does not provide counseling for progressive discipline when needed; fails to conduct annual performance reviews
Not Applicable	No Applicable

2. Planning & Organizing

RATING	STANDARD
Significantly Above	Exceptionally good at planning and organizing work/projects; forecasts needs and plans accordingly; innovative in managing the workload; schedules work for self and employees to meet and sometimes exceeds organizational goals.
Above Expectations	Fully plans & organizes work/projects; resourceful in managing the workload; schedules work for self and employees to meet organizational goals.
Successfully Meets	Sufficiently plans and organizes work/projects; able to manage an unusual workload when required; schedules work for self and employees to meet organizational goals.

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Partially Meets	Sometimes does not plan and organize work work/projects adequately; occasionally falls behind in workload; needs assistance with setting priorities and controlling progress of the work/project.
Does Not Meet	Often fails to plan and organize work/projects effectively; work/ projects often fall behind. objectives are not completed on time; does not adequately schedule own time or employees work; works on low priorities instead of more important work.
Not Applicable	Not Applicable

3. Supervisory Leadership

RATING	STANDARD
Significantly Above	Involves and communicates effectively with staff in building goals and objectives and establishing expectations for work unit, solicits and uses new ideas; delegates work in a way that inspires staff to go beyond what is expected in achieving organizational objectives.
Above Expectations	Articulates goals, objectives and expectations for work unit; is able to delegate work to inspire staff to willingly achieve organizational objectives.
Successfully Meets	Clearly communicates goals, objectives and expectations to meet organizational objectives; able to get staff to follow directives to achieve organizational objectives.
Partially Meets	Needs to effectively communicate goals, objectives and expectations for work unit; ; needs to delegate work more effectively with staff.
Does Not Meet	Lacks goals, objectives and expectations for the work unit. does not effectively communicate to staff does not delegate work effectively.
Not Applicable	Not Applicable