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| **Rating Scale****5 = Greatly exceeds expectation****4 = Exceeds expectations****3 = Meets expectations****2 = Partially meets Expectations****1 = Does not meet expectations** |

**Competencies**

 **DEFINITIONS FOR RATING SCALE**

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| 1. **Job Knowledge/Business Knowledge**

Employee’s demonstrated job relevant knowledge and essential skills, such as work practices, policies, procedures, resources, laws, customer service, and technical information, as well as the relationship of work to the organization’s mission. Employee’s self improvement efforts to enhance skills and knowledge and to stay current with changes impacting the job. Understanding of SDAO, our clients, and governing regulationsConsiders the broader context of individual decisions within the company | **Greatly Exceeds**Possesses superior job skills and knowledge; effectively applies them to work assignments. -- Willingly mentors staff; shares knowledge. - Seeks/applies innovative and relevant techniques. **Exceeds**Work reflects thorough and current knowledge/ skill of job and impact on agency activities/related resources. - Uses opportunities to expand knowledge/skills, sharing information with staff. **Meets**Work reflects adequate knowledge/skills for job. - Has some knowledge of related work. - Stays current with major changes impacting on knowledge or skill. - Accepts change. **Partially Meets**Often demonstrates a lack of basic or sufficient job knowledge/skills to perform routine functions of the job. -Occasionally is resistant to changing knowledge and/or skill requirements or processes, including opportunities for knowledge/skill enhancement. **Does Not Meet** Consistently demonstrates a lack of basic job knowledge and/or skills to perform job. - Rarely takes advantage of available skill enhancement or training opportunities. - Often is resistant to changing requirements. |
| **COMMENTS:** |
| 1. **Work Results**

Employee’s work results in meeting established objectives/expectations/standards of quality, quantity, customer service, and timeliness both individually and in a team.Completes assignments timely and follows through on commitments | **Greatly exceeds**Work consistently exceeds expectations of quality, quantity, customer service, and timeliness.  **Exceeds**Work frequently exceeds expected quality, quantity, customer service, and timeliness standards. **Meets**Work usually meets expectations of quality, quantity, customer service, and timeliness. **Partially meets**Often has difficulty meeting expected quality, quantity, customer service, and/or timeliness standards. **Does not meet** Consistently fails to meet expected quality, quantity, customer service, and/or timeliness standards. |
| **COMMENTS:** |
| 1. **Initiative/Problem Solving/Creativity**

Employee is self-directed, resourceful, and creative in performing job duties individually or in a team. Employee’s identifies and resolves problems; follows through on assignments; and initiates or modifies ideas, methods, or procedures to provide improved customer service, redesign business processes, and accomplish duties.Willingly accepts and seeks out increased responsibilitiesProactively addresses current and potential challengesAssists internally with other departments, committees, team functions | **Greatly exceeds**Consistently resolves unit/team problems and promotes improvements. -Maximizes resources, innovation/technology to streamline/improve. - Analyzes full dimension of complex problems. - Requires minimal supervision. **Exceeds**Prevents/resolves unit/team problems. - Suggests innovations to improve operations or streamline procedures. - Defines and analyzes complex problems.  Develops/implements solutions with moderate supervision.  **Meets**Addresses existing and significant potential problems. - Suggest or assists in developing solutions individually or in a team. - Carries through solution implementation with routine supervision or follow-up. **Partially meets** Resolves routine problems. - Exhibits little initiative in identifying problems, solutions, or improvements and/or working proactively as part of a team to address issues of concern. - Requires more than routine supervision.  **Does not meet** Consistently fails to recognize or seek help in resolving routine problems. - Demonstrates inability to work individually or in a team. - Rarely suggests improvements. - Requires frequent reminders and supervision |
| **COMMENTS:** |
| 1. **Communication**

Employee’s performance in exchanging information with others in an effective, timely, clear, concise, logical, professional and organized manner. Communications include listening, speaking, writing, presenting, and sharing of information. Consideration is given to client/data complexity/sensitivity.  | **Greatly Exceeds**Consistently communicates in clear, effective, timely, concise, and organized manner. - Is articulate and persuasive in presenting, soliciting complex or sensitive data. **Exceeds**Frequently communicates in an effective, timely, clear, concise, and organized manner. - Proficiently organizes and presents difficult facts and ideas orally and in writing.  Seeks/provides feedback. **Meets**Usually communicates effectively and exchanges relevant information in a timely manner. - Speaks and writes clearly. - Keeps others informed. - Listens with understanding. **Partially Meets**Often fails to communicate effectively, professionally or in a timely manner. - Lacks clarity of expression orally or in writing. - Is inconsistent in keeping others informed. - At times, fails to listen effectively. **Does Not Meet**Consistently fails to communicate effectively, professionally or timely. - Often does not keep others informed.  Is an ineffective listener and/or frequently interrupts. |
| **COMMENTS:** |
| 1. **Work Habits**

Employee’s performance relative to efficient methods of operation, customer service, proper conduct, speech ethical behaviorUnderstands and follows policies and procedures, such as attendance, punctuality, safety, security, proper care and maintenance of assigned equipment, and economical use of office supplies. | **Greatly exceeds**Work reflects maximum innovative use of time and resources to consistently surpass expectations and improve operations. - Serves as a role model with regard to work policies and safety standards. **Exceeds**Frequently plans/organizes work to timely and effectively accomplish job duties with appropriate use of resources. - Suggests/implements improvements and exceeds organizational work/safety rules and standards. **Meets**Work is planned to meet routine volume and timeliness and usually fulfills operational and customer service needs. - Adheres to organizational work policies/safety rules and procedures with few exceptions. **Partially meets** Frequently lacks organization and planning of work and does not adequately use available resources. - Often does not meet standards in complying with work policies/safety rules and/or care of equipment. **Does not meet** Consistently fails to meet expected standards due to lack of effective organization, use of equipment/resources, or inattention to customer service needs. - Resists establishedwork policies/safety rules and procedures. |
| **COMMENTS:** |
| 1. **Professional Relationships**

Employee’s development and maintenance of positive and constructive internal/external relationships. Consideration should be given to the employee’s demonstrated willingness to function as a team player, give and receive constructive criticism, accept supervision, resolve conflicts, recognize needs and sensitivities of others, and treat others in a fair and equitable manner.  | **Greatly exceeds**Consistently promotes and maintains a harmonious/productive work environment. - Is respected and trusted and often viewed as a role model.**Exceeds**Frequently fosters teamwork, cooperation, and positive work relationships. - Handles conflict constructively. **Meets**Usually interacts in a cooperative manner. - Avoids disruptive behavior. Deals with conflict, frustration appropriately. - Treats others equitably. **Partially meets**Often has difficulty getting along with others. Allows personal bias to affect job relationships. - Requires reminders regarding needs and sensitivities of others**Does not meet**Interpersonal relationships are counter-productive to work unit or team functions. |
| **COMMENTS:** |
| FOR SUPERVISOR/MANAGER ONLY |  |
| **Supervision/Management**Leadership, judgment, initiative, and achievement of expectations. Effectively managers program/projects, employees, budget technology, and organizational change to produce positive results. Engages in strategic planning and measurement, performancemanagement, teamwork, staff development, and recognition ofaccomplishments.Promotes customer service, diversity, inclusiveness, collaboration,effective communication, and positive labor/management relations. Uses innovation and fulfills administrative requirements. Manages department business plan Meets deadlines | **Greatly Exceeds**Regularly exceeds expectations. - Implements innovative policies, resources, and technology to maximize efficiency and service. - Committed to and promotes excellence; leads by example energizing performance and teamwork. - Uses and encourages creative decisions and solutions. - Acts a positive change agent. **Exceeds** Meets and frequently exceeds expectations. - Improves efficiency and customer service. - Provides staff with innovative and constructive direction, delegation, feedback, mentoring, and recognition. - Adheres to performance management/ administrative policies. - Makes sound decisions. - Promotes and maintains teamwork, inclusiveness, respect, and creativity. **Meets**Meets most expectations timely and effectively. - Maintains acceptable efficiency and customer service. - Provides staff necessary direction, feedback, development, and recognition.  Makes decisions that usually reflect sound judgment. - Usually -adheres to administrative policies. - Encourages innovation, teamwork, and inclusiveness**Partially Meets**Often fails to meet expectations timely and effectively. - Efficiency and customer service occasionally fall below standards. - Inadequately directs, trains, monitors, and recognizes staff.- Inadequately fulfills administrative and performance management functions. - Often lacks good judgment in decisions. - Lacks leadership in promoting innovation, teamwork, and inclusiveness. **Does Not Meet**Consistently fails to meet expectations timely or effectively. - Delivers unacceptable customer service or operational efficiency. - Disregards or ineffectively provides staff direction, monitoring, and development. - Often ignores performance management or administrative policies. - Is indecisive or lacks good judgment. - Resists change. |
| **COMMENTS:** |

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| **OVERALL COMMENTS:** |

Accomplishments:

 1.

 2.

 3.

Goals:

 1.

 2.

 3.