

EXPANSION OF RATING CRITERIA

Supervisors must define what constitutes a “3,” or “adequately meets expectations” rating, on the performance plan. They often find it difficult, however, to communicate clearly what employees would need to do to exceed those expectations or, conversely, what would constitute poor performance. In order to facilitate discussion regarding expectations, following are examples of how performance expectations might be developed for all five ratings and communicated with employees.

*Note: Be careful setting “absolute” expectations except for duties involving zero tolerance; federal law, state statutes and administrative regulations; Cabinet policy, etc. **Flexibility should be given to accommodate unforeseen circumstances.***

Duty	1 Fails to Meet	2 Barely Meets	3 Meets	4 Exceeds	5 Greatly Exceeds
Adaptability/Initiative	<p>Does not effectively manage more than one project at a time;</p> <p>AND is unwilling to adapt to changing work assignments and, environments;</p> <p>AND does not work without close supervision;</p> <p>AND does not recognize own limits and does not seek advice as necessary.</p>	<p>Does not effectively manage more than one project at a time;</p> <p>OR is unwilling to adapt to changing work assignments and environments;</p> <p>OR does not work without close supervision;</p> <p>OR does not recognize own limits and does not seek advice as necessary.</p>	<p>Effectively manages more than one project at a time.</p> <p>Willingly adapts to changing work assignments and environments.</p> <p>Works without close supervision.</p> <p>Recognizes own limits and seeks advice as necessary.</p>	<p>Meets expectations;</p> <p>AND fosters a professional, positive attitude in the workplace toward change;</p> <p>AND demonstrates flexibility in work hours during crisis.</p>	<p>Exceeds expectations;</p> <p>AND seeks, develops, and recommends methods for resolving problems, improving operations, or creating cost savings.</p>
Communication/Teamwork	<p>Does not effectively communicate necessary information to management, staff, and clients in a timely, accurate, and professional manner;</p> <p>AND does not adhere to confidentiality requirements for business-related information;</p> <p>AND is not willing to work as part of a team;</p> <p>AND does not assist others when asked.</p>	<p>Does not effectively communicate necessary information to management, staff, and clients in a timely, accurate, and professional manner;</p> <p>OR does not adhere to confidentiality requirements for business-related information;</p> <p>OR is not willing to work as part of a team;</p> <p>OR does not assist others when asked.</p>	<p>Effectively communicates necessary information to management, staff, and clients in a timely, accurate, and professional manner.</p> <p>Adheres to confidentiality requirements for business-related information.</p> <p>Willingly works as part of a team.</p> <p>Willingly assists others when asked.</p>	<p>Meets expectations;</p> <p>AND anticipates and notifies supervisors of potential problems before a situation arises;</p> <p>AND volunteers for and successfully handles additional projects in order to assist others, without impacting completion of own assignments.</p>	<p>Exceeds expectations;</p> <p>AND seeks, develops, and recommends methods for improving communication and teamwork within the work unit.</p>

Duty	1 Fails to Meet	2 Barely Meets	3 Meets	4 Exceeds	5 Greatly Exceeds
Employee Conduct	<p>Does not maintain a positive, professional attitude and show courtesy, respect and concern to clients and co-workers;</p> <p>AND does not produce acceptable work under job pressure;</p> <p>AND does not use state resources only for work-related purposes;</p> <p>AND wastes time or contributes to coworkers wasting time;</p> <p>AND does not maintain a neat, clean, and orderly work environment;</p> <p>AND has received one or more substantiated complaints, incident reports, or disciplinary actions.</p>	<p>Does not maintain a positive, professional attitude and show courtesy, respect and concern to clients and co-workers;</p> <p>OR does not produce acceptable work under job pressure;</p> <p>OR does not use state resources only for work-related purposes;</p> <p>OR wastes time or contributes to coworkers wasting time;</p> <p>OR does not maintain a neat, clean, and orderly work environment;</p> <p>OR has received one or more substantiated complaints, incident reports, or disciplinary actions.</p>	<p>Maintains a positive, professional attitude and shows courtesy, respect and concern to clients and co-workers.</p> <p>Produces acceptable work despite job pressure.</p> <p>Uses state resources only for work-related purposes.</p> <p>Does not waste time. Does not contribute to coworkers wasting time.</p> <p>Maintains a neat, clean, and orderly work environment.</p> <p>Has not received any substantiated complaints, incident reports, or disciplinary actions.</p>	<p>Meets expectations;</p> <p>AND <i>fosters</i> a professional, positive attitude in the workplace;</p> <p>AND seeks, develops, and recommends methods for improving employee morale.</p>	<p>Exceeds expectations;</p> <p>AND is recognized by clients and coworkers for consistently demonstrating integrity and leadership.</p>
Attendance	<p>Does not request and use leave in accordance with policies and procedures;</p> <p>AND does not obtain advance approval for non-emergency leave and, when possible, to earn overtime/compensatory time;</p> <p>AND has received unapproved leave without pay.</p>	<p>Does not request and use leave in accordance with policies and procedures;</p> <p>OR does not obtain advance approval for non-emergency leave and, when possible, to earn overtime/compensatory time;</p> <p>OR has received unapproved leave without pay.</p>	<p>Requests and uses all leave in accordance with policies and procedures.</p> <p>Obtains advance approval for non-emergency leave and, when possible, to earn overtime/compensatory time.</p> <p>Has not received any unapproved leave without pay.</p>	<p>Meets expectations;</p> <p>AND develops plans to ensure continuity of services and achievement of all work deadlines during absence.</p>	<p>Exceeds expectations;</p> <p>AND remains flexible in taking discretionary leave to accommodate business needs.</p>

Duty	1 Fails to Meet	2 Barely Meets	3 Meets	4 Exceeds	5 Greatly Exceeds
Punctuality	Does not arrive at and leave work station per approved work schedule; AND does not observe all rules concerning work schedules, breaks, and lunch periods.	Does not arrive at and leave work station per approved work schedule; OR does not observe all rules concerning work schedules, breaks, and lunch periods.	Arrives at and leaves work station per approved work schedule. Observes all rules concerning work schedules, breaks, and lunch periods.	Meets expectations; AND if running late, contacts office at or before expected time of arrival to advise of time of arrival or request approval of leave.	Exceeds expectations; AND remains flexible in arrival/departure times for lunch and break periods to accommodate business needs.
Dependability/Responsibility	Does not complete work tasks by deadlines; AND does not comply with federal, state and agency policies and procedures, including those regarding safety, confidentiality, harassment, workplace violence and computer/internet use; AND does not accept responsibility for own actions.	Does not complete work tasks by deadlines; OR does not comply with federal, state and agency policies and procedures, including those regarding safety, confidentiality, harassment, workplace violence and computer/internet use; OR does not accept responsibility for own actions.	Completes work tasks by deadlines. Complies with federal, state and agency policies and procedures, including those regarding safety, confidentiality, harassment, workplace violence and computer/internet use. Accepts responsibility for own actions.	Meets expectations; AND completes work tasks prior to deadlines; AND ensures that absences do not adversely impact business operations or customer service.	Exceeds expectations; AND seeks to assume additional responsibility to contribute toward professional growth.
Career Development	Does not accept job-related or professional development opportunities; AND seeks job-related or professional development opportunities with discussing with and obtaining approval from the supervisor.	Does not accept job-related or professional development opportunities; OR seeks job-related or professional development opportunities with discussing with and obtaining approval from the supervisor.	Seeks and accepts job-related or professional development opportunities as discussed with and approved by the supervisor.	Meets expectations; AND shares acquired knowledge, skills and abilities with others as appropriate.	Exceeds expectations; AND works with supervisor to apply acquired knowledge to improve efficiency and effectiveness of the workplace.