

## STAFF PERFORMANCE APPRAISAL – RATING SCALE AND KEY DESCRIPTORS

RATING	DEFINITION	KEY DESCRIPTORS – TO BE APPLIED IN ACCORDANCE WITH POSITION
<p><b>OUTSTANDING</b></p>	<p><b>Demonstrated outstanding achievement in performance standard expectations and goals throughout the entire appraisal cycle</b></p>	<ul style="list-style-type: none"> <li>• Consistently takes initiative to engage in an extensive level of research, data analysis and strategic thinking in efforts to help examine or make recommendations or decisions in direct support of current and future strategic goals and objectives.</li> <li>• Work demonstrates an exceptionally high level of accuracy, attention to detail, thoroughness and is typically error free. Exhibits exceptional judgment in problem-solving and decision-making.</li> <li>• Consistently completes expected work volume and/or output in significantly less time than expected; routinely seeks and/or volunteers for extra duties when feasible. Effectively manages multiple priorities and maintains a positive, collaborative approach even under challenging or extreme circumstances.</li> <li>• Serves as a subject matter expert in key job performance areas - is regularly sought out by senior leaders, managers, and supervisors for input, advice, and counsel.</li> <li>• Demonstrates an extraordinarily high level of self-discipline, self-direction, and initiative. Works independently and autonomously, requiring minimal to no direction or supervision. Proactively seeks supervision and direction when needed.</li> <li>• Consistently and proactively identifies opportunities for improvement.. Consistently makes effort to reach and maintain best practice in own work and takes initiative to gather resources, materials, and feedback to improve. Volunteers to lead and/or support process or business improvement efforts.</li> <li>• Consistently and proactively seeks and identifies opportunities for positive change. Frequently puts forth ideas and volunteers to take on the role of change sponsor, agent, or advocate.</li> </ul>

## STAFF PERFORMANCE APPRAISAL – REVISED RATING SCALE KEY DESCRIPTORS

RATING	DEFINITION	KEY DESCRIPTORS – TO BE APPLIED IN ACCORDANCE WITH POSITION
<p><b>ACHIEVED MORE THAN EXPECTED</b></p>	<p><b>Exceeded performance standard expectations and goals consistently throughout the entire appraisal cycle</b></p>	<ul style="list-style-type: none"> <li>• Takes initiative to engage in detailed data analysis and strategic thinking in efforts to help examine or make recommendations or decisions in direct support of current and future strategic goals and objectives.</li> <li>• Work demonstrates a high level of accuracy, attention to detail, and thoroughness. Exhibits good judgment in problem-solving and decision-making..</li> <li>• Generally completes expected work volume and/or output in less time than expected; willingly assumes and completes additional duties and responsibilities when asked. Able to manage multiple tasks and prioritize with minimal direction.</li> <li>• Viewed as a “go to” person among peers – frequently recognized among peers for job knowledge and expertise. Consistently demonstrates sound judgment in problem-solving and decision-making.</li> <li>• Demonstrates high level of self-discipline, self-direction, and initiative. Works independently, requiring minimal supervision. Willingly assumes accountability and responsibility.</li> <li>• Takes initiative to identify opportunities for improvement. Proactively reviews own work quantity and quality and requests feedback, coaching, and resources in efforts to achieve higher performance levels.</li> <li>• Actively demonstrates support when change is proposed or implemented; willingly agrees to serve in the role of change sponsor, agent and/or advocate when opportunities are presented.</li> </ul>

## STAFF PERFORMANCE APPRAISAL – RATING SCALE KEY DESCRIPTORS

RATING	DEFINITION	KEY DESCRIPTORS – TO BE APPLIED IN ACCORDANCE WITH POSITION
<p><b>ACHIEVED EXPECTATIONS AND/OR RESULTS</b></p>	<p><b>Achieved performance standard expectations and goals consistently throughout the appraisal cycle</b></p>	<ul style="list-style-type: none"> <li>• Engages as requested in data analysis and strategic thinking in efforts to help examine or make recommendations or decisions in direct support of current and future strategic goals and objectives.</li> <li>• Performs job duties at expected levels. Work demonstrates appropriate level of accuracy, attention to detail, and completeness. Demonstrates appropriate level of judgment in problem-solving and decision-making.</li> <li>• Completes expected volume of work and output; extends extra effort when necessary to accomplish or complete tasks, meet deadlines.</li> <li>• Demonstrates expected level of job knowledge. Positively contributes to the success of coworkers and overall department goals.</li> <li>• Demonstrates appropriate level of self-direction, self-discipline and initiative. Takes ownership of work quality and quantity and responds accurately and appropriately to questions - readily engages in problem-solving.</li> <li>• Demonstrates openness to coaching and feedback – makes efforts to incorporate suggestions for improvement or change into work tasks and responsibilities.</li> <li>• Demonstrates openness to change and adapts with a positive attitude.</li> </ul>

## STAFF PERFORMANCE APPRAISAL – RATING SCALE KEY DESCRIPTORS

RATING	DEFINITION	KEY DESCRIPTORS – TO BE APPLIED IN ACCORDANCE WITH POSITION
<p><b>PARTIALLY ACHIEVED EXPECTATIONS AND/OR RESULTS</b></p>	<p><b>Achieved some but not all performance standard expectations and goals. There is need for improvement in some areas of performance.</b></p>	<ul style="list-style-type: none"> <li>• Inconsistent in efforts and/or ability to engage in data analysis and strategic thinking to help examine work issues or make recommendations for change. Has occasional difficulty identifying obstacles, changing work needs, or engaging in problem-solving.</li> <li>• Work is sometimes inaccurate or incomplete, creating an unexpected need for additional quality review from others.</li> <li>• Inconsistent in meeting work volume and/or output expectations. Requires repeated coaching and instruction from supervisor in order to perform or complete job tasks.</li> <li>• Often requests or demonstrates the need for assistance from coworkers in order to understand or complete routine job tasks. Demonstrates inconsistent ability to perform at acceptable levels.</li> <li>• Rarely Initiates but will engage in problem-solving when requested to do so by supervisor.</li> <li>• Demonstrates reluctance to accept constructive feedback or take ownership of the need for improvement.</li> <li>• Demonstrates difficulty accepting and/or adapting to change; Occasionally engages in behaviors that are contentious, divisive, and/or uncooperative when faced with the need for change.</li> </ul>

## STAFF PERFORMANCE APPRAISAL – RATING SCALE KEY DESCRIPTORS

RATING	DEFINITION	KEY DESCRIPTORS – TO BE APPLIED IN ACCORDANCE WITH POSITION
<p><b>DID NOT ACHIEVE EXPECTATIONS AND/OR RESULTS</b></p>	<p><b>Did not achieve performance standard expectations and goals</b></p>	<ul style="list-style-type: none"> <li>• Unable to effectively problem-solve or adequately respond to requests, obstacles or changing needs.</li> <li>• Work is frequently inaccurate, incomplete, with little to no demonstrated attention to detail.</li> <li>• Fails to produce expected volume of work and/or output. Requires excessive amount of instruction, guidance and supervision in order to perform or complete routine job tasks.</li> <li>• Unable to demonstrate acceptable level of job knowledge. Makes frequent errors and/or mistakes in judgment, despite coaching or retraining efforts.</li> <li>• Unable and/or unwilling to recognize or accept responsibility for work issues of concern.</li> <li>• Unable and/or unwilling to accept constructive feedback or take ownership of the need for improvement.</li> <li>• Unable and/or unwilling to accept or adapt to change. Consistently demonstrates behaviors that are contentious, divisive, and/or uncooperative when faced with the need for change.</li> </ul>