**Goal:** Key Responsibilities

**Goal:** Key Responsibilities

**Type**: Agency **Category:** (leave blank)

**Start Date – Due Date:** (during review dates) % **Complete:** (100%) **Completion Date:** (date of review)

**Description:** (enter key responsibilities)

**Expected Result:***(Optional)*

**Supervisor Comments**:

**Rating (select NA)**:

[ ]  NA

**Prior Year Statewide Goal:** Promoting Responsible Government (**REQUIRED**)

**Goal:** Promoting Responsible Government

**Type**: Statewide **Category**: Promoting Responsible Government

**Start Date – Due Date:** (during review dates)  **% Complete:** (%) **Completion Date:** (date complete)

**Description:** This performance expectation evaluates the employee's competence in: dependability, productivity, efficiency, work environment, safety and adaptability to change.

**Expected Result:***(Optional)*

**Supervisor Comments**:

**Rating (as determined by management team)**:

[ ]  Does Not Achieve [ ]  Achieves [ ]  Solid [ ]  Exemplary

**Promoting Responsible Government Rating Guidance:**

EXEMPLARY PERFORMANCE:

Employee is receiving special recognition for assigned project(s) that are completed with significant results and have a significant impact on agency business. Employee consistently exceeds expectations listed at the Solid Performance level such as:

* Serves as a quality improvement and/or research team leader
* Frequently and effectively uses limited resources including staff to gain maximum results
* Highly innovative and successful in identifying alternative resources to accomplish objectives
* Has developed ideas for reducing costs that have been successfully implemented and achieved cost saving goals
* Strategically plans for investments that will assist in strengthening the economy and create savings
* Demonstrates continuing commitment to achieving a safe working environment by seeking out and attending safety education classes over and above those required
* Implements major safety improvement within their department or unit
* Understands the change process and develops strategies for implementation of necessary changes
* Communicates the requirements of change with peers and assists with implementation and evaluation
* Communicates with peers about the rationale for change
* Surfaces resistance to change and offers suggestions to constructively manage it

SOLID PERFORMANCE:

Employee meets and often exceeds expectations for performance expectations listed at Achieves Performance level AND consistently demonstrates performance such as:

* Evaluates processes or systems and makes recommendations for cost effectiveness and efficiencies
* Volunteers for additional work and willingly accepts new responsibilities
* Often gains greater use of available resources than expected
* Plans for and uses resources efficiently; always looking for ways to reduce costs
* Provides research, data collections, and quality improvement activities as directed by supervisor
* Provides system improvements that decrease cost of operations and/or improve efficiency of operations as directed by supervisor
* Participates in and supports the implementation of formal quality improvement plans
* Consistently follows safe work practices
* Attends required training and successfully applies knowledge gained to work environment
* Asks questions to generate multiple perspective of the impact of a given change
* Identifies areas of potential change and routes them through appropriate channels

ACHIEVES PERFORMANCE:

This employee achieves performance expectations OR this employee is developing new skills, gaining new knowledge, or new to the position.

* Demonstrates willingness to learn new processes and technology and incorporates them to work more efficiently
* Finds ways to reduce costs without compromising quality
* Encourages others to work within budgetary and resource limits
* Accepts accountability for outcomes
* Demonstrates commitment to quality
* Complies with federal, state, and agency laws, rules and policies
* Takes personal responsibility for actions and performance
* Attends required training related to a safe and secure work environment
* Completes the required cybersecurity training on an annual basis

**Prior Year Statewide Goal:** Customer Focus (**REQUIRED**)

**Goal:** Customer Focus

**Type**: Statewide **Category**: Customer Focus

**Start Date – Due Date:** (during review dates) **% Complete:** (%) **Completion Date:** (date complete)

**Description:** This performance expectation evaluates the employee's competence in customer service, conflict resolution, interpersonal skills, and communication.

**Expected Result:***(Optional)*

**Supervisor Comments**:

**Rating (as determined by management team)**:

[ ]  Does Not Achieve [ ]  Achieves [ ]  Solid [ ]  Exemplary

**Customer Focus Rating Guidance:**

EXEMPLARY PERFORMANCE:

Employee is receiving special recognition for assigned project(s) that are completed with significant results and have a significant impact on agency business. Employee consistently exceeds expectations listed at the Solid Performance level such as:

* Provides outreach and collaborates with internal and external groups, provides periodic reports to groups and informs next level of management of concerns or anticipated problems
* Acts as intermediary for customer concerns
* Creates and implements public access to programs and services
* Identifies a problem solving process for customer concerns, establishes a clear chain of command to prevent difficult situations from escalating and resolves them in a timely manner
* Influences, persuades and negotiates towards consensus
* Clearly identifies the problem, develops a solution, and communicates that solution

SOLID PERFORMANCE:

Employee meets and often exceeds expectations for performance expectations listed at Achieves Performance level AND consistently demonstrates performance such as:

* Values the importance of delivering high quality and innovative service
* Effective interpersonal skills and a commitment to and concern for others
* Empathizes and is able to communicate comfortably with people from diverse socioeconomic backgrounds
* Sensitive to customer needs
* Ability to develop customer friendly solutions to address concerns within law, rule, policies or processes
* Works with customers to resolve problems to satisfaction of both parties
* Provides options to resolve disputes over agency's decisions
* Collects relevant facts, develops response and determines best communication method for situation

ACHIEVES PERFORMANCE:

This employee achieves performance expectations OR this employee is developing new skills, gaining new knowledge, or new to the position.

* Ensures the communication method is appropriate for the situation and communicates in a friendly courteous manner
* Effectively communicates in ways that enhance productivity and build respectful relationships
* Demonstrates active listening; written and verbal communication are appropriate for the job
* Maintains clear communication regarding mutual expectations and follows through
* Ensures customers' needs/expectations are addressed appropriately
* Takes accountability for interactions
* Maintains a positive and professional image
* Provides accurate information and refers to appropriate staff if necessary
* Honors commitments and agreed upon time frames with customers
* Ensures work product/service is accurate, reliable, thorough, and meets customers' needs before distribution or completion
* Contributes to a safe and secure environment by following established procedures and policies as appropriate for job
* Arrives to work on time and does not have excessive unscheduled absences
* Asks clarifying questions if assignments or tasks are unclear
* Maintains confidentiality of information

**Prior Year Statewide Goal:** Professionalism

**Goal:** Professionalism

**Type**: Statewide **Category**: Professionalism

**Start Date – Due Date:** (during review dates) **% Complete:** (%) **Completion Date:** (date complete)

**Description:** This performance expectation evaluates the employee's competence in quality of work, dependability, adaptability/flexibility, confidentiality, and respect for others.

**Expected Result:***(Optional)*

**Supervisor Comments**:

**Rating (as determined by management team)**:

[ ]  Does Not Achieve [ ]  Achieves [ ]  Solid [ ]  Exemplary

**Professionalism Rating Guidance:**

EXEMPLARY PERFORMANCE:

Employee is receiving special recognition for assigned project(s) that are completed with significant results and have a significant impact on agency business. Employee consistently exceeds expectations listed at the Solid Performance level such as:

* Assigned to special agency projects Assigned to represent agency in meetings
* Employee is recognized as highly skilled and knowledgeable in their field, actively sought after for advice and guidance
* Exceptional quantity of work, often ahead of schedule and can be depended upon to work independently
* Tracks trends on concerns and anticipates issues or problems regarding agency or statewide initiatives
* Consistently looks for improvements to streamline processes or cost efficiencies
* Switches tactics and strategies when planned approaches do not work
* Ensures next level of supervision or management has information for decisions
* Exerts a major positive influence on management practices, operating procedures, and program implementation, which has contributed substantially to organizational growth and recognition
* Proactive and demonstrates foresight in correcting situation that may cause future problems

SOLID PERFORMANCE:

Employee meets and often exceeds expectations for performance expectations listed at Achieves Performance level AND consistently demonstrates performance such as:

* Relied upon to provide consultation or technical assistance within agency
* Adopts practices to improve work processes, enhance customer satisfaction and ensure excellence in daily work
* Continuously looks for improvements and looks for opportunities to provide better service
* Anticipates problems and takes necessary corrective action to prevent or lessen consequences
* Accepts new, different, or changing work requirements or procedures
* Resolves conflict situations promptly and appropriately while remaining open to discussion
* Models proper work ethics and practices
* Demonstrates capability to adapt to new, different, or changing work requirements or procedures
* Ensures the communication medium is appropriate for the situations

ACHIEVES PERFORMANCE:

This employee achieves performance expectations OR this employee is developing new skills, gaining new knowledge, or new to the position.

* Demonstrates the knowledge and skills to perform the work
* Meets and follows through with job expectations projects, goals, and commitments in a timely manner
* Ensures work product/service is accurate, reliable, thorough, and meet users' needs before distribution or completion
* Shares relevant information
* Handles problems respectfully, efficiently, and timely
* Keeps supervisors informed of project status and possible controversial issues or situations
* Accepts feedback and coaching as means of developing skills
* Is dependable and reliable including meeting attendance and punctuality requirements and ensures coverage when submitting leave requests in advance
* Considers aspects and consequences before taking action
* Asks clarifying questions if assignments or tasks are unclear
* Is flexible, open-minded, and accepts change
* Maintains information, documents, files and records (electronic and paper) in a secure and confidential manner
* Complies with general conditions of employment, EEO, security, workplace safety, and other state and agency policies
* Acts in accordance with a respectful workplace environment, free from harassment, discrimination, and violence
* Interacts effectively and builds respectful relationships within and between units and among individuals
* Fosters mutual respect and supports agency's commitment to diversity
* Communications (orally and written) show support and respect

**Prior Year Statewide Goal:** Leadership (**REQUIRED for Supervisors**)

**Goal:** Leadership

**Type**: Statewide **Category**: Leadership

**Start Date – Due Date:** (during review dates) **% Complete:** (%) **Completion Date:** (date complete)

**Description:** This performance expectation evaluates the employee's competence to motivate people and efficiently manage resources in achieving the agency's mission.

**Expected Result:***(Optional)*

**Supervisor Comments**:

**Rating (as determined by management team)**:

[ ]  Does Not Achieve [ ]  Achieves [ ]  Solid [ ]  Exemplary

**Leadership Rating Guidance:**

EXEMPLARY PERFORMANCE:

Employee is receiving special recognition for assigned project(s) that are completed with significant results and have a significant impact on agency business. Employee consistently exceeds expectations listed at the Solid Performance level.

* Inspires, challenges, and provides development opportunities for staff
* Performs at a level which results in significant positive impact in achievement of agency or business unit goals
* Is able to see connections within complex issues and collaborates with others towards resolution
* Leads and engages employees through change
* Exerts a significant positive influence on management practices, operating procedures, and /or program implementation
* Develops innovative approaches to improve operations and/or streamline processes

SOLID PERFORMANCE:

Employee meets and often exceeds expectations for performance expectations listed at Achieves Performance level AND consistently demonstrates performance such as:

* Inspires a shared vision of the agency's mission
* Instills trust in leadership
* Evaluates processes and makes recommendations for efficiencies and cost effectiveness
* Assesses work and recommends efficiencies and staffing for responsiveness
* Implements innovative policies, resources, and technology to maximize efficiencies and services
* Provides support and coaches employees in fulfilling their assigned responsibilities and development goals
* Handles resistance to change with tact and understanding
* Makes decisions bases on a transparent process and act with integrity in all decision making

ACHIEVES PERFORMANCE:

Employee consistently meets performance expectations such as:

* Leads employees in support of management decisions, agency's mission, and agency policies
* Contributes to a respectful and productive working environment by consistently demonstrating objectives and cooperation, toward employees, colleagues, and management
* Aligns employees’ performance goals with agency goals and motivates employees to be successful
* Provides appropriate feedback and developmental opportunities that lead to continuous employee improvement
* Addresses problems directly with employees, resulting in better communications and understanding of expectations
* Maintains current documentation on employee performance
* Takes appropriate discipline action for employee violations of statutes, regulations policies or guidance
* Ensures that employees participate in training that supports a respectful workplace
* Anticipate problems and manages team conflicts quickly and efficiently
* Provides training and resources as needed for employees to fulfill their assigned responsibilities and goals
* Sets individual employee goals in ways that further agency priorities
* Follow FLSA and agency policies for hours of work for employees

**PRIOR YEAR GOALS** – **Employee Prior Year Goals** (include all from previous year)

**Prior Year Goal:** *(title)*

**Start Date – Due Date:** (*prior evaluation period*)

**Description:** *(prior year’s SMART Goal)*

**Expected Result**: *(Optional)*

**Comment**: *(Manager’s comments and overview of goal completion)*

**Rating:**

[ ]  Does Not Achieve [ ]  Achieves [ ]  Solid [ ]  Exemplary

*\*Copy and paste prior year goal format as needed for additional goals*

**Overall Performance Appraisal Comments**

**Supervisor Comments**:

**Overall Rating:**

[ ]  Does Not Achieve [ ]  Achieves [ ]  Solid [ ]  Exemplary

**Future Year Statewide Goal**: Promoting Responsible Government

**Goal (title):** Promoting Responsible Government

**Type**: Statewide **Category:** Promoting Responsible Government

**Start Date – Due Date:** *(upcoming review dates)*

**Description:** This performance expectation evaluates the employee's competence in: dependability, productivity, efficiency, work environment, safety and adaptability to change.

**Expected Result:** *(Optional)*

**Future Year Statewide Goal:** Customer Focus

**Goal (title):** Customer Focus

**Type**: Statewide **Category:** Customer Focus

**Start Date – Due Date:** *(upcoming review dates)*

**Description:** This performance expectation evaluates the employee's competence in customer service, conflict resolution, interpersonal skills, and communication.

**Expected Result:** *(Optional)*

**Future Year Statewide Goal:** Professionalism

**Goal (title):** Professionalism

**Type**: Statewide **Category:** Professionalism

**Start Date – Due Date:** *(upcoming review dates)*

**Description:** This performance expectation evaluates the employee's competence in quality of work, dependability, adaptability/flexibility, confidentiality, and respect for others.

**Expected Result:** *(Optional)*

**Future Year Statewide Goal:** Leadership **(REQUIRED for Supervisors)**

**Goal (title):** Leadership

**Type**: Statewide **Category:** Leadership

**Start Date – Due Date:** (upcoming review dates)

**Description:** This performance expectation evaluates the employee's competence to motivate people and efficiently manage resources in achieving the agency's mission.

**Expected Result:** *(Optional)*

**Future Goals** (recommended 3-5)

**Goal:** *(title)*

**Type:**  *(Agency/Performance/Developmental)* **Category:** *(pick one or leave blank)*

**Start Date – Due Date:** *(upcoming review dates)*

**Description:** *(SMART Goal)*

**Expected Result**: *(Optional)*

*\*Copy and paste future goal format as needed for additional goals*