

Performance Expectation Ratings: Guidelines for Agency Development

The following rating level guidelines are examples of the performance expectations employees would be demonstrating when rated at one of the three levels: Achieves Performance, Solid Performance, or Exemplary Performance. These examples are meant to assist the supervisor and employee during the performance evaluation discussion in identifying the current level of performance. In addition, this should assist in describing what additional behaviors the employee would need to demonstrate to achieve a higher rating. These examples are not intended to be all inclusive.

Exemplary Performance Expectations

Supervisor/Manager

This employee performs at a level that results in significant accomplishments and consistently strives for excellence; has a strong sense of mission and seeks out responsibility; shows a comprehensive understanding of the organization's goals and is exemplary in meeting them. This employee is a master of the skills and abilities required for the job; is highly knowledgeable; is sought by others for leadership, counsel, information, and/or direction. This employee may mentor or teach others; creates and maintains a motivating environment conducive to retention; is a role model for behaviors necessary for success.

This employee demonstrates excellent leadership skills; leads and engages employees through change; develops innovative approaches to improve operations and/or streamline processes; coaches employees needing additional guidance or support; supports and encourages positive employee performance of staff; develops effective working partnerships with other managers, teams, units, agencies, and/or external customers; has a significant positive impact on the achievement of organizational goals. This employee is proactive and demonstrates foresight in correcting situations that may cause future problems; demonstrates innovation in meeting organizational challenges. This employee demonstrates behaviors that foster positive communication at multiple levels; inspires, challenges, and provides development opportunities for staff.

Non-Supervisory Employee

This employee performs at a level that results in significant accomplishments consistently striving for excellence. This employee seeks out responsibility; shows a comprehensive understanding of the of the job objectives and is exemplary in meeting them. This employee is a master of the skills and abilities required for the job; is highly knowledgeable; may be sought out by others for project leadership, counsel, information, and/or direction. This employee may mentor or teach others; is a team player; creates and maintains positive working relationships; is a role model for behaviors necessary for success.

This employee may demonstrate leadership skills. Challenging projects are assigned to this employee and are handled professionally, timely and effectively. This employee produces an exceptional quantity of work, often ahead of schedule and with little supervision. This employee develops effective working relationships with others; improves cooperation among participants in the workplace and prevents misunderstandings. This employee is proactive and demonstrates foresight in correcting situations that may cause future problems. This employee embraces change and demonstrates innovation in meeting work demands.

Solid Performance Expectations

Supervisor/Manager

This employee demonstrates good, solid, journey-level performance in managing work expectations; exhibits sustained support of organizational goals. This employee is effective, consistent, and competent in working and communicating with staff; trains and guides staff and holds them accountable to meet job expectations

and objectives; demonstrates behaviors that result in positive working relationships. This employee consistently demonstrates good knowledge, skills, and abilities required to meet job expectations.

This employee has the ability to handle a variety of interpersonal situations; provides support and coaches employees in fulfilling their assigned responsibilities and development goals; aligns employees' performance goals with agency goals. This employee occasionally performs above expectations in meeting deadlines, using critical thinking skills, and creativity to accomplish tasks, projects, and objectives. This employee may seek out additional responsibility.

Non-Supervisory Employee

This employee demonstrates good, solid, journey-level performance in critical areas and exhibits sustained support of organizational goals; is effective, consistent and competent in meeting job expectations. This employee demonstrates behaviors that result in positive working relationships; consistently demonstrates good knowledge, skills, and abilities required to meet job expectations. This employee has the ability to work independently with minimal supervision.

This employee has the ability to handle a variety of interpersonal situations. This employee occasionally performs above expectations in meeting deadlines, using critical thinking skills and creativity to accomplish tasks, projects, and objectives. This employee may seek out additional responsibility.

Achieves Performance Expectations

This employee is developing new skills and gaining new knowledge, leading toward performing all expectations and objectives of the job. This employee may be new to the position or job duties and may not have completed a full work cycle; this employee is still learning the job. This employee may need time to develop skills to be more proficient in the current position.

OR

This employee meets job expectations. Employee sometimes requires more supervision, and work may require revision or adjustment to meet expectations. Assignments are completed but require assistance from supervisor or peers.

Does Not Achieve Performance Expectations

This employee's performance needs improvement and/or is inconsistent. This employee may fail to meet one or more core performance expectations and/or key job expectations and may have an identified performance improvement plan to ensure progress toward achieving performance expectations. Work previously identified as less than acceptable has not yet reached the expected level of performance. The employee shows either unwillingness or inability to improve. Illustrative examples may include but are not limited to:

Habitually negligent in carrying out responsibilities or performs in an unreliable or inconsistent manner when completing work.

- Requires substantial supervisory monitoring, consultation, and modification to achieve goals, priorities, and/or performance expectations in a timely and effective manner.
- Rejects new ideas without due consideration or is unwilling or unable to support change or requests for assistance.
- Fails to be accountable for actions and decisions, places blame on others, and/or looks for reasons why assignments cannot be accomplished.
- Rule 190 can be found at <http://adm.idaho.gov/adminrules/rules/idapa15/0401.pdf>