

Behaviorally Anchored Ratings Scale (BARS) Guide  
With behavioral examples at 5 Anchors

**For agencies using ePerformance Rev. October 23, 2013**

**1. Acceptance of Supervision** – Willingly accepts and follows instructions given by supervisor in the performance of duties; responds to training and coaching in a constructive manner.

Rating	Possible behavioral examples
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Complains about assigned tasks; questions supervisory requests and instructions.</li> <li>• Fails to follow all instructions given by supervisor.</li> <li>• Becomes upset when constructively criticized.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Sometimes fails to follow specific instructions.</li> <li>• Often requires reminders from supervisor about work tasks.</li> <li>• Has difficulty following some standard policies and practices.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Readily accepts and completes assigned responsibilities.</li> <li>• Attempts to improve performance following constructive criticism.</li> <li>• Follows instructions set by supervisor without reminder.</li> <li>• Cooperates willingly with supervisor.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Never complains about assigned tasks.</li> <li>• Demonstrates improvement on performance following constructive criticism.</li> <li>• Has thorough knowledge of and follows all policies and guidelines set by supervisor.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Demonstrates exceptional ability to independently complete assigned responsibilities.</li> <li>• Utilizes all coaching and training opportunities available to excel in the job.</li> <li>• Adapts readily and successfully to various changing circumstances conveyed by supervisor.</li> </ul>

**2. Adaptability/Flexibility** – Adapts readily to new situations and changes in the workplace; works well under pressure; learns and functions well under widely different situations and circumstances.

Rating	Possible behavioral examples
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Becomes nervous or upset under normal job stress.</li> <li>• Loses composure when faced with new or different circumstances.</li> <li>• Lacks patience when dealing with complex assignments or multiple assignments.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Has difficulty adjusting to changes in workload or assignments.</li> <li>• Often requires time and attention from supervisor to function adequately under conditions of change.</li> <li>• Does not easily adjust to new work situations.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Readily adjusts to new situations and responsibilities.</li> <li>• Easily handles a wide variety of tasks, sometimes concurrently.</li> <li>• Readily comprehends new job related information.</li> <li>• Performs well under various changing circumstances.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Functions effectively when faced with new or unusual circumstances.</li> <li>• Capable of assisting other staff with change while maintaining regular personal workload.</li> <li>• Conforms to changing demands with a positive attitude and by adapting skill set.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Adapts readily and successfully to various situations and responsibilities.</li> <li>• Exceptional ability to continually produce consistently -great results under the most challenging circumstances.</li> <li>• Superior skill in adjusting successfully to widely varying situations and changing variables.</li> </ul>

**3. Change Management** – Openly supports change; motivates and encourages fellow employees to support change; successfully implements change in work unit.

Rating	Possible behavioral examples
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Resists change or innovation.</li> <li>• Averse to taking any risk.</li> <li>• Continues to try to do things the way they have “always been done.”</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Can become defensive when confronted with new circumstances.</li> <li>• Reluctant to be supportive of new direction.</li> <li>• Takes a “wait &amp; see” approach rather than adapting readily.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Implements successful change in areas of responsibility.</li> <li>• Openly supports change.</li> <li>• Recommends and implements further changes to improve processes and customer service.</li> <li>• Encourages others to make changes.</li> <li>• Makes serious effort and takes responsible risk to improve processes.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Actively promotes the possibilities that change can bring.</li> <li>• Continually strives to improve processes.</li> <li>• Searches for and implements “best practices” to improve processes and customer service.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Superior ability to assist and inspire others with a new and challenging direction.</li> <li>• Has the capability to influence significant organizational change.</li> <li>• Implements large improvements for the agency.</li> </ul>

**4. Communication** – Comprehends oral and written information and clearly and effectively expresses self in the presentation of ideas; develops written work in a logical and comprehensive manner where appropriate.

<b>Rating</b>	<b>Possible behavioral examples</b>
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Reports and communications are vague or poorly written.</li> <li>• Unable to comprehend written or oral communications related to the position.</li> <li>• Cannot verbalize thought patterns, or express facts and ideas.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Occasionally demonstrates insufficient listening skills.</li> <li>• Misinterprets or is slow to comprehend oral and/or written instructions.</li> <li>• Has difficulty at times speaking or writing in a logical and comprehensive manner.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Demonstrates oral and written communication skills commensurate with job responsibilities.</li> <li>• Reports and communications are accurately spelled and utilize correct grammar.</li> <li>• Able to effectively present personal viewpoint.</li> <li>• Consistently attempts to be an effective and attentive listener.</li> <li>• Readily comprehends oral and/or written instructions when first presented.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Superior comprehension of oral and/or written instructions.</li> <li>• Effectively reviews materials for others.</li> <li>• Practices superior listening skills and positive body language.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Possesses outstanding persuasive powers under the most challenging circumstances.</li> <li>• Is extremely effective and successful communicating with the most argumentative individuals.</li> <li>• Demonstrates unique ability to transmit difficult information in an understandable manner.</li> <li>• Consistently able to present extremely complex ideas and concepts to widely diverse audiences.</li> </ul>

**5. Composure/Stability** – Works well under pressure; responds appropriately to stressful/emergency situations; approaches tasks with patience and firmness; is consistent in behavior.

<b>Rating</b>	<b>Possible behavioral examples</b>
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Becomes nervous or upset under normal stress levels.</li> <li>• Loses composure in emergency or high-stress situations.</li> <li>• Is easily intimidated by others.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Is uncertain of appropriate action in emergency situations.</li> <li>• Is reluctant to or uncertain how to exercise appropriate authority.</li> <li>• Is sometimes intimidated by others.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Takes appropriate action in emergency situations.</li> <li>• Is firm and maintains composure in emergency or high stress situations.</li> <li>• Exercises authority when appropriate.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Acts professionally in all situations.</li> <li>• Responds quickly and efficiently in emergency situations.</li> <li>• Remains firm and calm under serious/dangerous circumstances.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Exceptional ability to respond to emergency situations.</li> <li>• Demonstrates professional behavior even during the most stressful situations.</li> <li>• Is never intimidated by any person or situation.</li> </ul>

**6. Confidentiality** – Can be trusted to use discretion in dealing with customers and fellow employees; maintains confidentiality of information or materials appropriate to position.

<b>Rating</b>	<b>Possible behavioral examples</b>
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Cannot maintain confidentiality.</li> <li>• Participates in office gossip with little regard for potential negative consequences.</li> <li>• Lack of knowledge of the statutes and/or policies relating to the confidentiality of relevant records and materials.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Occasionally participates in office gossip.</li> <li>• Sometimes fails to use appropriate discretion when dealing with clients, customers or co-workers.</li> <li>• Minimal understanding of when to release or disclose confidential information.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Maintains the confidentiality of all appropriate records or materials.</li> <li>• Uses discretion in dealing with all clients/customers and/or fellow employees.</li> <li>• Discloses appropriate information at appropriate times based on relevant statutes, rules or policies.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Actively promotes atmosphere of confidentiality through continuous monitoring and communication of confidentiality standards.</li> <li>• Actively discourages office gossip about clients/customers and/or fellow employees.</li> <li>• Has excellent knowledge of all statutes and/or policies relating to the confidentiality of relevant records and materials.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Can be trusted to use discretion when dealing with the most sensitive customer and/or employee situations.</li> <li>• Uses exceptional judgment in deciding when or if to disclose appropriate information based on relevant statutes, rules or policies.</li> <li>• Extraordinary knowledge of and ability to apply all statutes and/or policies relating to the confidentiality of relevant records and materials.</li> </ul>

**7. Customer Service** - Demonstrates concern for meeting internal and external customers' needs in a manner that provides satisfaction for the customer within the resources that can be made available.

<b>Rating</b>	<b>Possible behavioral examples</b>
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Views customers as an irritation and/or a problem.</li> <li>• Does not respond to customer inquiries/requests in a courteous and professional manner.</li> <li>• Untimely in response to customer needs and issues.</li> <li>• Fails to listen to and communicate well with customers.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Demonstrates an inadequate knowledge of the customers' needs.</li> <li>• Waits to be asked before responding to customers' needs.</li> <li>• Inconsistent in addressing mistakes promptly and professionally.</li> <li>• Fails to show respect for customers at times.</li> <li>• Inconsistent in delivering what was promised or required.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Responds to all customer requests promptly.</li> <li>• Seeks feedback from customers and adjusts behavior accordingly.</li> <li>• Presents an accessible/approachable demeanor.</li> <li>• Keeps customers and co-workers informed regarding updates and changes in processes or policies.</li> <li>• Effectively uses available technology to make it easier for customers to access services and communicate.</li> <li>• Works to understand each customer's point of view and is available and responsive to each customer.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Advocates appropriately for the customer to others.</li> <li>• Actively works to build trust with customers and co-workers.</li> <li>• Proactively seeks customer feedback about performance.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Uncanny ability to research and resolve the most intricate and challenging customer matters.</li> <li>• Builds close, collaborative relationships with all internal and external customers even in the most difficult and challenging circumstances.</li> <li>• Provides exceptional and responsive service to all customers.</li> </ul>

**8. Directing/Coaching** – Defines and coordinates work and delegates appropriately to best accomplish goals; adjusts assignments to maintain workflow; provides immediate and effective feedback to employees concerning behavior and performance.

<b>Rating</b>	<b>Possible behavioral examples</b>
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Lacks ability in prioritizing, delegating, monitoring, or adjusting work activities of staff.</li> <li>• Does not coordinate interdepartmental issues to maintain workflow.</li> <li>• Fails to direct staff toward achieving maximum performance.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Has difficulty coordinating work to meet deadlines.</li> <li>• Inconsistent in directing staff toward achieving maximum performance.</li> <li>• Sometimes has difficulty in prioritizing, delegating, monitoring or adjusting work activities of staff.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Allocates materials and equipment to accommodate work flow.</li> <li>• Regulates the assignments and responsibilities of staff to ensure that work is completed on or ahead of schedule.</li> <li>• Work assignments are delegated to optimize output and tasks are reassigned when necessary.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Skillfully manages subordinates for optimal performance and output.</li> <li>• Shows excellent skill in delegating or reassigning tasks as necessary and to optimize output.</li> <li>• Demonstrates superior skill in ensuring that staff adhere to priorities.</li> <li>• Voluntarily directs additional administrative responsibilities.</li> <li>• Ability to make adjustments in assignments to maintain or improve workflow.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Demonstrates exceptional ability to meet/exceed deadlines in emergency situations.</li> <li>• Exceptional ability to prioritize, delegate, monitor, or adjust work activities of staff.</li> <li>• Always gives immediate and effective input to staff concerning behavior and performance providing corrective action as needed.</li> </ul>

**9. Drive for Results** – Understands importance of achieving results; makes effort necessary to achieve goals/objectives; achieves results requested or agreed upon.

<b>Rating</b>	<b>Possible behavioral examples</b>
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Rarely achieves desired results.</li> <li>• Makes excuses for lack of achievement.</li> <li>• Tends to blame others or circumstances when results were not achieved.</li> <li>• Observable lack of urgency, commitment, or effort for results.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Shows inconsistent ability to overcome obstacles in reaching desired outcomes.</li> <li>• Has difficulty at times meeting deadlines.</li> <li>• Sometimes exhibits a lack of urgency in completing assignments.</li> <li>• Requires assistance to reach the level of results required.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Understands importance of achieving results.</li> <li>• Makes all effort necessary to achieve goals/objectives.</li> <li>• Achieves requested results in appropriate time frame.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Takes appropriate decisive action to achieve goals/objectives.</li> <li>• Consistently surpasses requested results or agreed upon objective.</li> <li>• Not deterred by uncertainty, risk or conflict; results oriented.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Exceptional ability to achieve outcomes under challenging circumstances.</li> <li>• Demonstrates the highest sense of urgency in achieving results.</li> <li>• Understands and appropriately conveys to others the importance of meeting objectives within required timeframes.</li> </ul>

**10. Employee Relations** – Is supportive, considerate, fair, and objective in one’s behavior toward others; establishes and maintains a cordial and harmonious work atmosphere.

<b>Rating</b>	<b>Possible behavioral examples</b>
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Often subjective and/or unfair when dealing with others.</li> <li>• Ineffective in establishing or maintaining a cordial and harmonious work atmosphere.</li> <li>• Provides little encouragement or support to employees.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Practices insufficient listening skills, sometimes resulting in a misunderstanding with others.</li> <li>• Sometimes has difficulty establishing and maintaining a cordial and harmonious work atmosphere.</li> <li>• Unable to consistently promote a work environment that is low in conflict.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Establishes/maintains a cordial and harmonious work atmosphere by effectively communicating with others.</li> <li>• Offers encouragement and support to others when work gets difficult.</li> <li>• Exhibits fair and objective behavior toward others.</li> <li>• Promotes a work environment that is low in conflict.</li> <li>• Ability to work cooperatively with employees to reach common goals.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Encourages employees to communicate ideas or questions regarding work operations and handles that feedback appropriately.</li> <li>• Provides consultation, guidance, and education to others on a variety of employee issues.</li> <li>• Promotes a respect-filled work environment.</li> <li>• Provides reasonable and effective solutions to complicated employee issues.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Fair, supportive, and objective in behavior toward others under various diverse situations.</li> <li>• Anticipates needs of others and actively works to fulfill those needs consistent with the agency’s mission and values.</li> <li>• Understands the most complex employee issues and has the ability to provide reasonable and effective solutions, agreeable to all parties.</li> </ul>

**11. Financial Planning/Budgeting** – Fully understands the budgetary parameters of the work unit; plans and operates within the budget; capable of rationalizing and explaining allocation of resources.

Rating	Possible behavioral examples
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Inaccurately forecasts budgetary parameters.</li> <li>• Fails to establish budgetary priorities.</li> <li>• Fails to adequately manage fiscal resources resulting in unreasonable cost overruns.</li> <li>• Rarely reviews budgets for cost efficiency.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Unable to address problems adequately without assistance.</li> <li>• Sometimes has difficulty planning and operating within the budget.</li> <li>• Not always effective in formulating expense guidelines for ongoing and future projects.</li> <li>• Sometimes is ineffective when reviewing budgets for cost efficiencies.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Formulates, prioritizes and develops budgetary items.</li> <li>• Capable of rationalizing/explaining allocation of resources for budgetary line items.</li> <li>• Plans and operates within budget; continually assesses priorities to reflect changes in resources.</li> <li>• Manages fiscal resources in emergency situations.</li> <li>• Reviews budgets for cost efficiencies.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Extremely effective in the ability to formulate, prioritize and develop budgetary items.</li> <li>• Presents an effective case in communicating budgetary requests.</li> <li>• Consistently delivers positive budgetary results.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Exceptional ability to identify, investigate, and manage budgetary results.</li> <li>• Demonstrates unique aptitude to forecast budgetary factors.</li> <li>• Is an expert in managing emergency budget revisions.</li> </ul>

**12. Interpersonal Relations** – Establishes effective working relationships with co-workers, supervisors & managers, clients and/or the public; gets along well with others.

<b>Rating</b>	<b>Possible behavioral examples</b>
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Frequently involved in conflict with others.</li> <li>• Fails to be tactful, considerate and respectful in dealing with others.</li> <li>• Personal issues frequently intrude on work relationships.</li> <li>• Refuses to cooperate with others in completing work assignments.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Reluctant to work cooperatively with others in completing work assignments.</li> <li>• Is sometimes indiscreet in dealing with others.</li> <li>• Has difficulty establishing or maintaining rapport with others.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Tactful, considerate, and respectful in dealing with others.</li> <li>• Cooperates with all other staff to complete assignments.</li> <li>• Uses discretion when dealing with others.</li> <li>• Does not allow personal issues to intrude on work relationships.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Resolves conflicts in an appropriate and respectful way.</li> <li>• Always tactful, considerate, and respectful in dealing with others, even in challenging circumstances.</li> <li>• Establishes effective working relationships and good rapport with others.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Exceptional ability to promote a positive atmosphere among co-workers.</li> <li>• Continually establishes effective and collaborative work relationships with all agency stakeholders.</li> <li>• Demonstrates great skill in establishing and maintaining rapport with a wide range of stakeholders, including a variety of clients and the public.</li> </ul>

**13. Job Knowledge** - Possesses adequate knowledge, skills and experience to perform the duties of the job; understands the purpose of the work unit and how position contributes to the overall mission of the agency; maintains competency in essential areas.

<b>Rating</b>	<b>Possible behavioral examples</b>
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Unsuccessful in addressing common problems involving fundamentals of the job.</li> <li>• Lacks the ability to apply relevant policies and procedures.</li> <li>• Fails to address problems adequately.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Experiences gaps in understanding of basic matters.</li> <li>• Demonstrates insufficient or vague knowledge and skill in job-related areas.</li> <li>• Has limited knowledge of relevant policies, practices, and legal requirements.</li> <li>• Unable to consistently apply common principles and practices.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Has broad knowledge of relevant policies, practices, and legal requirements and knows how to apply them.</li> <li>• Uses formal education and practical know-how to provide solutions for common issues.</li> <li>• Ability to efficiently and effectively access the best resources across the spectrum of job-related topics.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Demonstrates skill in addressing problems with the best-in-practice methodology.</li> <li>• Maintains subject matter expertise and continually pursues opportunities to acquire additional knowledge.</li> <li>• Provides expertise to other professionals as needed and/or requested on more complex and challenging problems.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Exceptional ability to address the most complex problems.</li> <li>• Possesses exceptional job knowledge that assists in moving the organization forward.</li> <li>• Anticipates unusual problem areas before they become a crisis and develops timely effective solutions.</li> </ul>

**14. Judgment** – Exercises logical thinking and foresees consequences of actions; has adequate knowledge of all applicable policies or rules and selects appropriate guidelines or procedures to follow in a variety of situations.

<b>Rating</b>	<b>Possible behavioral examples</b>
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Fails to exercise logic.</li> <li>• Does not choose appropriate course of action when dealing with difficult or sensitive situations.</li> <li>• Lacks knowledge of applicable policies or rules.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Often requires assistance in recognizing and choosing appropriate course of action when dealing with difficult or sensitive situations.</li> <li>• Inconsistent in applying appropriate policies and procedures.</li> <li>• Has difficulty making appropriate decisions when dealing with client population and peers.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Reports all incidents to appropriate sources.</li> <li>• Requests assistance from appropriate personnel when necessary.</li> <li>• Recognizes and chooses appropriate course of action when dealing with difficult or sensitive situations.</li> <li>• Makes appropriate decisions when dealing with client population and peers.</li> <li>• Ensures all applicable procedures are followed according to agency policy.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Utilizes applicable procedures to anticipate and prevent problems.</li> <li>• Recognizes all potentially dangerous situations and takes prompt, appropriate action.</li> <li>• Always exercises logical thinking and foresees consequences of actions in unusual or uncommon situations.</li> <li>• Consistently recognizes and chooses best course of action when dealing with difficult or sensitive situations.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Exceptional ability to anticipate the most sensitive or difficult situations and to recognize and choose the best course of action.</li> <li>• Has expert knowledge of all applicable policies or rules and always selects the most appropriate and effective guidelines or procedures to follow.</li> <li>• Provides consistent and continual improvement in the ability of the organization to choose the best course of action in a variety of challenging and high impact circumstances.</li> </ul>

**15. Motivation/Initiative** – Displays an interest in performance of tasks, including those in addition to regular assignments; willingly accepts increasing responsibility and accountability; makes recommendations and suggestions to improve operations.

<b>Rating</b>	<b>Possible behavioral examples</b>
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Does not assume or accept personal responsibility.</li> <li>• Does not “make a move” without direction or approval.</li> <li>• Does only what is explicitly assigned or required.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Does not always accept proper level of personal responsibility.</li> <li>• Needs frequent guidance and assistance.</li> <li>• Inconsistent in performing tasks or regular assignments.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Willingly accepts stretch assignments that grow knowledge, skill, or ability or provide opportunities for more responsibility or accountability.</li> <li>• Makes recommendations and suggestions to improve operations.</li> <li>• Recommends additional initiatives to improve operational excellence.</li> <li>• Willingly performs additional assignments after expected/assigned work is completed.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Provides information, coaching, and training to others to enhance their knowledge or skills.</li> <li>• Proactively seeks stretch assignments that grow knowledge, skill, or ability or provide opportunities for more responsibility or accountability.</li> <li>• Seeks assignments in addition to expected work.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Unusual ability to anticipate problems and develop alternative solutions in advance.</li> <li>• Consistently and proactively seeks opportunities to provide the most effective coaching and training to others.</li> <li>• Makes extraordinary effort to ensure continual improvement in various important aspects of agency operations.</li> </ul>

**16. Organizational Commitment** -- Displays high level of effort and commitment to performing work; operates effectively within the organizational structure; demonstrates trustworthiness and responsible behavior.

<b>Rating</b>	<b>Possible behavioral examples</b>
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Complains about duties and assignments.</li> <li>• Completes only duties that are enjoyed.</li> <li>• Complains when asked to perform an extra or non-routine task.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Reluctant to assume proper accountability for own actions.</li> <li>• Does not always follow through on assigned work.</li> <li>• Sometimes requires prompting to complete assignments.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Follows through appropriately on assigned work.</li> <li>• Shows concern about completion and quality of work.</li> <li>• Assumes accountability for own actions.</li> <li>• Readily accepts assignments and is dedicated to producing results.</li> <li>• Takes on additional work willingly when assignments are completed.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Frequently performs duties in a manner that exceeds expected results.</li> <li>• Volunteers for additional assignments to relieve pressure on colleagues.</li> <li>• Willingly assumes total responsibility for own actions.</li> <li>• Familiarizes self with coworkers' jobs in order to provide assistance during an absence or when workload is heavy.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Always displays dependable and trustworthy behavior and performance regardless of the level of challenge.</li> <li>• Exerts extraordinary personal effort to fill any gaps.</li> <li>• Anticipates organizational needs and utilizes all resources to ensure optimum results.</li> </ul>

**17. Physical Effort** – Puts forth the physical exertion required to perform assigned tasks. Can be counted on to do one's share of the work.

<b>Rating</b>	<b>Possible behavioral examples</b>
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Performs at an inadequate rate of speed.</li> <li>• Fails to do his/her share of the work.</li> <li>• Unwilling to work in uncomfortable conditions and/or carry out unpleasant tasks.</li> <li>• Exerts minimal physical effort.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Depends unnecessarily on co-workers to do the more physically demanding work required.</li> <li>• Reluctant to work in extreme environmental conditions.</li> <li>• Sometimes does perform an equal share of the more unpleasant tasks.</li> <li>• Does not always perform at a sufficient rate of speed.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Able to perform the physically demanding work required.</li> <li>• Skillfully performs tasks at a sufficient rate of speed.</li> <li>• Willing to work in uncomfortable conditions and/or carry out unpleasant tasks.</li> <li>• Can be depended on to perform one's expected share of the physical work.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Volunteers to work in uncomfortable conditions and/or carry out unpleasant tasks.</li> <li>• Skillfully performs tasks at greater than expected speed.</li> <li>• Works well in extreme environmental conditions.</li> <li>• Frequently volunteers to exert more than required physical effort.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Performs all tasks skillfully under all environmental conditions.</li> <li>• Can be consistently counted on to exert greater than expected physical effort.</li> <li>• Continually volunteers to assist co-workers in performing the most physically demanding work.</li> </ul>

**18. Planning & Organizing** – Establishes priorities and work sequences to coordinate efforts, maintain work flow, and meet deadlines; ensures sufficient functioning through smooth interface with related processes.

<b>Rating</b>	<b>Possible behavioral examples</b>
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Misses deadlines.</li> <li>• Displays poor time management skills.</li> <li>• Has inadequate organizational skills.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Has difficulty appropriately prioritizing assignments, agendas, tasks, and programs.</li> <li>• Does not consistently prepare for anticipated events such as meetings.</li> <li>• Needs assistance at times planning work flow.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Consistently meets deadlines, even under pressure.</li> <li>• Continually demonstrates efficient use of work time.</li> <li>• Effectively prioritizes assignments, agendas, tasks, and programs.</li> <li>• Competent in anticipating the need to rearrange priorities.</li> <li>• Maintains consistent and orderly work flow.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Excellent coordination of programs, assignments, and agendas.</li> <li>• Thoroughly integrates the work of other departments and/or agencies.</li> <li>• Regularly completes assignments ahead of schedule.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Continually strives for and achieves improved productivity.</li> <li>• Utilizes exceptional organizational skills.</li> <li>• Demonstrates the utmost effectiveness in anticipating needs and steps required to complete assignments and preparing for future assignments.</li> </ul>

**19. Problem Solving/Decision Making** – Recognizes and defines problems; thoroughly obtains and analyzes facts; takes immediate corrective action; uses resources and techniques to develop sound solutions while foreseeing possible consequences.

<b>Rating</b>	<b>Possible behavioral examples</b>
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Fails to resolve complaints and/or problems.</li> <li>• Fails to anticipate that proposed solutions will result in additional problems.</li> <li>• Is unable to correctly interpret and apply all relevant procedures, principles, policies, and/or legal requirements.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Possesses insufficient knowledge to develop problem solving strategies.</li> <li>• Inconsistent or insufficient in recognizing and defining problems.</li> <li>• Requires assistance in weighing advantages and disadvantages of potential solutions.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Efficiently recognizes and defines problems associated with job.</li> <li>• Weighs advantages and disadvantages of proposed solutions.</li> <li>• Resolves most problem situations and looks for ways to avoid similar problems in the future.</li> <li>• Obtains data or information and analyzes factual situations for relevancy.</li> <li>• Interprets and applies all relevant procedures, principles, policies, and/or legal requirements.</li> <li>• Develops alternatives when faced with obstacles.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Notably effective in resolving complaints and seeking ways to avoid similar problems in the future.</li> <li>• Consistently develops effective solutions while foreseeing potential consequences.</li> <li>• Seeks out and attempts to solve the root causes of problems.</li> <li>• Possesses great skill in gathering and analyzing information for application to problem situations.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Instinctive skill in recognizing problem situations before they develop.</li> <li>• Superior skill in developing and implementing the most effective solutions while anticipating high impact consequences.</li> <li>• Extremely skilled in assessing impact of problem situations.</li> <li>• Highly creative in problem solving techniques and development of solutions.</li> </ul>

**20. Public Relations** – Works effectively with contacts outside the agency in a courteous, cooperative, and objective manner. Involves the provision of timely, accurate assistance to the public.

<b>Rating</b>	<b>Possible behavioral examples</b>
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Lacks the ability to handle complaints from individuals outside the agency.</li> <li>• Fails to interact appropriately with the public or other individuals outside the agency.</li> <li>• Often communicates incorrect information to the public.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Needs assistance in responding to the public with requests for information.</li> <li>• Insufficient skills in developing and delivering presentations to outside groups.</li> <li>• Sometimes provides incorrect or untimely information to the public.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Interacts with the public in a courteous and cooperative manner.</li> <li>• Handles complaints from individuals from outside the agency in a calm manner.</li> <li>• Handles sensitive situations involving individuals outside the agency.</li> <li>• Tactfully handles irate individuals from outside the agency.</li> <li>• Develops and delivers presentations to outside groups.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Demonstrates an ability to establish favorable and cooperative relationships with various and diverse members of the public.</li> <li>• Consistently coordinates and communicates new agency policies to outside individuals and agencies.</li> <li>• Independently handles sensitive situations involving individuals outside the agency.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Demonstrates superior ability to establish favorable and cooperative relationships with various and diverse outside entities and individuals under the most challenging circumstances.</li> <li>• Unique ability to effectively handle the most sensitive public relations matters and those with the highest impact on agency operations.</li> <li>• Ability to anticipate problems with respect to outside entities, individuals, and members of the public, and avoid the most serious consequences for the organization.</li> </ul>

**21. Safety** – Follows agency safety policies and procedures using proper techniques to ensure the protection of people and property.

<b>Rating</b>	<b>Possible behavioral examples</b>
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Incurs preventable injuries.</li> <li>• Incurs preventable accidents.</li> <li>• Does not follow safety policies and procedures as directed.</li> <li>• Does not apply safety knowledge in work activities.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Does not consistently follow safety policies and procedures as directed.</li> <li>• Does not consistently apply safety knowledge in work activities.</li> <li>• Reluctant to participate in safety exercises such as routine building evacuation.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Performs job duties with no preventable injuries.</li> <li>• Performs job duties with no preventable accidents.</li> <li>• Completes responsibilities considering the safety of others.</li> <li>• Knowledge of and ability to follow safety-related policies and procedures as directed.</li> <li>• Ability to apply knowledge of proper safety techniques to work activities.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Identifies safety deficiencies and provides practical solutions that can be effectively implemented.</li> <li>• Serves as a safety resource for peers.</li> <li>• Excels in acquiring additional safety knowledge above that expected for the job.</li> <li>• Ensures the protection of coworkers and property in daily work activities.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Works to achieve the safest possible work environment.</li> <li>• Develops and/or provides training to staff members on the best safety practices.</li> <li>• Anticipates important safety deficiencies in the workplace and provides the most effective solutions.</li> </ul>

**22. Staff Development/Performance Management** – Works with employees to create training and development plans; to provide regular, balanced feedback; to clarify strengths and weaknesses; to provide clear standards for employee achievement; and to foster individual and collective creativity within the work group.

<b>Rating</b>	<b>Possible behavioral examples</b>
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Lacks required/sufficient knowledge of employee strengths and weaknesses.</li> <li>• Fails to facilitate establishment of clear performance standards or write appropriate goals/objectives for employees.</li> <li>• Ineffective in supporting performance appraisals with appropriate documentation.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Documentation of employee performance is deficient or ambiguous.</li> <li>• Provides insufficient encouragement and support to employees and/or looks for opportunities to criticize.</li> <li>• Shows uneven effort in understanding employee strengths and weaknesses.</li> <li>• Inconsistent in recognizing and meeting training needs of staff.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Works to develop individual employee goals/objectives and work standards as appropriate.</li> <li>• Coordinates the process to consistently monitor and document employee performance and behavior throughout the review period.</li> <li>• Facilitates employees receiving timely, specific direction to improve performance and looks for opportunities to share positive recognition and feedback.</li> <li>• Follows up with corrective action when appropriate.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Maintains detailed knowledge of employees' strengths and weaknesses and incorporates knowledge into detailed development plans to enhance career growth.</li> <li>• Creates individual performance plans including detailed and appropriate goals/objectives and work standards.</li> <li>• Coaches employees in a supportive fashion to achieve desired performance levels.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Provides superior guidance to employees resulting in continual improvement for the employees and the agency.</li> <li>• Exceptional ability in recognizing employees not capable of performing required work and taking appropriate corrective action.</li> <li>• Ability to foster extraordinary individual and collective creativity and achievement within the work group.</li> </ul>

**23. Staffing and Recruiting** – Maintains adequate staffing levels; executes established personnel policies; applies all appropriate Equal Employment Opportunity/Affirmative Action policies when making staffing decisions; appropriately addresses work-related needs of subordinates.

Rating	Possible behavioral examples
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Fails to inform employees of current EEO/AA policies.</li> <li>• Lacks basic understanding of current recruitment practices, EEO/AA policies and practices.</li> <li>• Makes or recommends poor selection decisions.</li> <li>• Unable to appropriately defend or justify hiring decisions.</li> <li>• Requires substantial assistance and guidance in determining appropriate protected class recruitment efforts.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Inconsistent in developing and utilizing appropriately worded, job-related interview questions.</li> <li>• Has difficulty meeting annual EEO/AA goals and timetables for protected class recruitment.</li> <li>• Lacks effectiveness in conducting group training and orientation programs.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Understands and consistently applies current EEO/AA policies when making staffing decisions (e.g., selection, promotion, demotion, or dismissal).</li> <li>• Consistently makes effective staffing decisions.</li> <li>• Develops and utilizes appropriately worded, job-related interview questions.</li> <li>• Works closely with colleges and technical schools to recruit new graduates to positions within the State of Indiana.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Accurately interprets and explains complex recruitment policies and practices, and serves as an excellent resource to others.</li> <li>• Consistently makes or recommends staffing revisions to improve organizational outcomes and result in efficient and effective operations.</li> <li>• Consistently reviews and implements the best tools for meeting organizational staffing needs.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Conducts, coordinates, and/or provides substantial contribution to an effective program for on-boarding new employees.</li> <li>• Excels at acquiring great talent and building relationships with and among various new and current staff members.</li> <li>• Demonstrates advanced knowledge in utilizing all available resources including the best technology for sourcing, screening, and selecting or recommending selection of new staff members.</li> </ul>

**24. Teamwork** - Demonstrates the ability to work together to achieve common goals while embracing diversity of ideas and opinions of others.

<b>Rating</b>	<b>Possible behavioral examples</b>
Does Not Meet Expectation	<ul style="list-style-type: none"> <li>• Unable to accept feedback and/or unable to give constructive feedback to others.</li> <li>• Exhibits negative behavior or lacks positive support concerning team/organizational mission.</li> <li>• Fails to accept ideas or opinions of others.</li> </ul>
Needs Improvement	<ul style="list-style-type: none"> <li>• Sometimes does not accept ideas or opinions of others.</li> <li>• Inconsistent in meeting deadlines for team assignments.</li> <li>• Sometimes does not accept responsibility for team performance.</li> </ul>
Meets Expectation	<ul style="list-style-type: none"> <li>• Ability to work cooperatively with others in a positive manner to reach a common goal.</li> <li>• Willingness to listen and accept new ideas from others.</li> <li>• Works to assist others as needed.</li> <li>• Works with co-workers to achieve desirable team outcomes.</li> </ul>
Exceeds Expectation	<ul style="list-style-type: none"> <li>• Puts team goals ahead of personal achievement and recognition.</li> <li>• Shares credit for team accomplishment liberally and accepts responsibility for overall team performance as appropriate.</li> <li>• Consistently exceeds deadlines for team assignments.</li> </ul>
Outstanding	<ul style="list-style-type: none"> <li>• Plays a leadership role in allowing the team to exceed expectations through high levels of personal contribution.</li> <li>• Works effectively to utilize “brain trust” on the most difficult issues while respecting the diversity of ideas.</li> <li>• Anticipates needs and produces outcomes which result in continual improvement for work team/organization.</li> </ul>