

Competency 1: Adaptability to Change

Description – Consider factors such as ability to respond quickly/effectively to uncertainty, acceptance of changes, etc.

Rating Factors	
Extremely flexible, always responds quickly/effectively to uncertainty and adapts very well to constant change.	5
Very flexible, responds well to uncertainty and constant change.	4
Cooperative, attempts to adapt and be flexible to uncertainty and change.	3
Indifferent, makes little effort to be flexible and/or adapt.	2
Negative and often responds poorly.	1

Competency 2: Initiative

Description – Consider factors such as ability to plan work, ability to take initiative, ability to make constructive suggestions, etc.

Rating Factors	
Displays unusual drive and perseverance, anticipates needed actions, and frequently suggests better ways of doing things.	5
A self-starter, proceeds on own with little or no direction, progressive, makes some suggestions for improvement.	4
Very good performance, shows initiative in completing tasks.	3
Indifferent, makes little effort to be flexible and/or adapt.	2
Lacks initiative, less than satisfactory performance.	1

Competency 3: Judgement

Description – Consider factors such as analysis of options and determination of appropriate course of action, effectiveness of decisions, ability to separate fact from anecdote, evaluate facts and data to make decisions, etc.

Rating Factors	
Uses exceptionally good judgement when analyzing facts and solving problems.	5
Above average judgement, thinking is very mature and sound.	4
Handles most situations very well and makes sound decisions under normal circumstances.	3
Uses questionable judgement at times, room for improvement.	2
Uses poor judgement when dealing with people and situations.	1

Competency 4: Leadership – for supervisors and managers only

Description – Takes a long-range view to develop and promote goals, creates environments for success and motivates staff, sets meaningful goals and expectations that are aligned with those of the organizations, seeks out and develops initiatives to improve quality, efficiency, and effectiveness.

Rating Factors	
Exceptional leader. Performing at expert level.	5
Above average leader. Seldom requires assistance or instruction.	4
Satisfactory leader. Requires occasional assistance or instruction.	3
Limited effectiveness as a leader. Frequently requires intervention or assistance. Additional training required.	2
Ineffective as a leader.	1

Competency 5: Teamwork

Description – Consider factors such as promotes cooperation, acknowledges achievements of team members, encourages participation and mutual support, etc.

Rating Factors	
Extremely cooperative, stimulates teamwork and good attitude in others.	5
Goes out of the way to cooperate and get along.	4
Cooperative, gets along well with others.	3
Indifferent, makes little effort to cooperate or is disruptive to the overall group or department.	2
Negative and hard to get along with.	1

Competency 6: Job Knowledge

Description – Consider factors such as level at which the employee understands and applies laws, rules, policies, and procedures, demonstrated level of expertise and understanding, etc.

Rating Factors	
Demonstrates thorough understanding and application of all phases of job. Performing at expert level.	5
Very well informed, seldom requires assistance with instruction.	4
Demonstrates satisfactory job knowledge; understands and performs most phases of job well. Requires occasional assistance or instruction.	3
Demonstrates limited job knowledge; frequently requires instruction or assistance. Additional training required.	2
Demonstrates insufficient knowledge to perform effectively.	1

Competency 7: Quality of Work

Description – Consider factors such as attention to detail, accuracy of services or information provided, customer feedback, etc.

Rating Factors	
Demonstrates highest quality possible, final job virtually perfect.	5
Quality above average with very few errors and mistakes.	4
Quality very satisfactory, usually produces error-free work.	3
Room for improvement, frequent errors, work requires checking and re-doing.	2
Very poor quality, excessive errors and mistakes.	1

Competency 8: Accountability Dependability

Description – Consider factors such as timeliness, attendance, accepts responsibility for own work and/or mistakes, etc.

Rating Factors	
Highly effective, always gets the job done on time.	5
Very accountable and/or dependable, above average, usually persists in spite of difficulties.	4
Usually gets the job done on time, works well under pressure.	3
Sometimes undependable, will avoid responsibility, satisfied to do the bare minimum.	2
Usually unaccountable and/or undependable, does not accept responsibility, gives up easy.	1

Competency 9: Supervision – *for supervisors and managers only*

Description – Consider overall performance of job duties described on position description.

Rating Factors	
Demonstrates thorough understanding and application of all phases of supervision.	5
Very effective supervisor. Seldom requires assistance or instruction.	4
Satisfactory supervisor. Requires occasional assistance or instruction.	3
Limited effectiveness as a supervisor. Frequently requires intervention or assistance. Additional training required.	2
Ineffective as a supervisor.	1

Competency 10: Management – *for supervisors and managers only*

Description – Effectively oversees and directs resources (staff, facilities, budgets, and equipment) for current and emerging needs.

Rating Factors	
Exceptional manager. Performing at expert level.	5
Above average manager. Seldom requires assistance or instruction.	4

Satisfactory manager. Requires occasional assistance or instruction.	3
Limited effectiveness as a manager. Frequently requires intervention or assistance. Additional training required.	2
Ineffective as a manager.	1

Competency 11: Meet Job Expectations

Description – Consider overall performance of job duties described on position description.

Rating Factors	
Outstanding performer; goes above and beyond required job duties.	5
Exceeds expectations in completing required job duties.	4
Satisfactorily completes assigned job duties.	3
Performance of job duties requires improvement.	2
Unsatisfactory performance of job duties.	1