

PERFORMANCE RATING SCALE

5 pts - Consistently Exceeds Expectations: Employee displays at all times, without exception, a consistently high level of factor-related skills, abilities, initiative and productivity. All assignments/responsibilities are completed beyond the level of expectation. Initiative and self-direction are characteristic. (5 pts)

4 pts - Often Exceeds Expectations: Employee displays a high level of factor related skills, abilities, initiative and productivity, exceeding requirements in some areas, but not consistently or without exception. (4 pts)

3 pts - Meets Expectations: Employee displays and maintains an effective and consistent level of performance of the job factor under review. Work output regularly achieves desired or required outcomes or expectations. Problems or errors are reported and corrected quickly. (3 pts)

2 pts - Some Improvement Needed: Employee at this level displays inconsistency in the performance of the job factor under review and output frequently falls below acceptable levels. Tasks may be significantly late at times or incomplete, with serious or potentially serious consequences. (2 pts)

1 pt - Major Improvement Needed: Work output is consistently low, regularly fails to meet required outcomes, and error rate is high requiring repetition of duty or completion by others. The employee may require constant supervision, and show an indifference to job responsibilities. (1 pt)

PERFORMANCE FACTORS

- 1 **QUALITY OF WORK:** Work quality refers to effort that consistently achieves desired outcomes with a minimum of avoidable errors and problems. Does the employee's work meet the requirements, expectations or desired outcomes? How accurate and complete is the work? Is there a need to have work redone due to inaccurate or unacceptable work?
- 2 **PRODUCTIVITY:** Consider how the person uses available working time, plans and prioritizes work, sets and accomplishes goals, uses available resources, and completes assignments on schedule. Are the expected results achieved in a timely and a safe manner? Does the employee seek out additional tasks and projects to complete, or help others to complete their tasks and projects?
- 3 **KNOWLEDGE OF THE JOB:** Does the employee exhibit job-relevant knowledge and skill needed to perform the duties and requirements of the position? Does the employee exhibit

knowledge of the methods, practices and equipment needed to do the job? Consider knowledge gained through experience, training, and education (where appropriate).

- 4 **ADAPTABILITY:** How does this employee adjust to changes? Does this employee initiate or recommend beneficial changes in work procedures? Does this employee readily accept new assignments? Consider willingness to learn quickly and to adapt to changes in job assignments, methods, personnel or surroundings.
- 5 **DEPENDABILITY:** How reliable is the employee in performing work assignments and carrying out instructions? Consider the degree of supervision required and the willingness to take on responsibilities and to be accountable for them.
- 6 **INITIATIVE and RESOURCEFULNESS:** Does the employee see things to be done and then take appropriate action without being so directed? Consider ability to contribute, develop and/or carry out new ideas or methods. Consider ability to be a self-starter, to offer suggestions, to anticipate needs and to seek additional tasks as time permits.
- 7 **JUDGMENT and POLICY COMPLIANCE:** Does employee evaluate situations and make sound decisions, and use reasoning to identify, solve and prevent problems? Does the employee exhibit knowledge of the Library's policies and procedures applicable to his/her assignment? Does the employee exhibit willingness to comply with all reasonable requirements?
- 8 **INTERPERSONAL RELATIONS and CUSTOMER SERVICE:** Does the employee exhibit a good level of interpersonal skills and have a good working relationship with most of his/her peers, subordinates, supervisors, customers and the general public? Consider respect and courtesy the employee shows to others, how the employee's behavior affects the work area, and the willingness of the employee to accept supervision. Is the employee unnecessarily involved in trivial disputes and misunderstandings? Does the employee exhibit willingness to work as a team member?
- 9 **ATTENDANCE:** Does the employee report to work on a timely basis and stay on the job? Consider arrival times, observance of time limits for breaks and lunches. Consider patterns of sick leave use, seeking prior approval for vacation, and giving prompt notice to supervisor of absence due to illness or other acceptable reasons.
- 10 **SAFETY and SECURITY:** Does the employee work in a safe manner, preventing accidents and injuries? Does the employee report unsafe working conditions to the supervisor? Does the employee protect the security of computer information systems and the confidentiality of information available to or received by the employee or other employees?

SUPERVISORY PERFORMANCE FACTORS:

If the employee being evaluated is a supervisor.

- 11 **LEADERSHIP ABILITY:** Is the supervisor able to get employees and co-workers to do willingly and well the duties needed to be accomplished? Consider ability to get the work done while being sensitive to the morale and satisfaction of those doing the work; the ability to function consistently and effectively in an objective and rational manner regardless of pressures.
- 12 **APPRAISAL and DEVELOPMENT OF PEOPLE:** Does supervisor demonstrate ability to select, train and provide opportunities for development of employees by recognizing and improving their abilities? Consider ability to exhibit fairness and impartiality with employees in assigning job duties and objectively appraising work performance.
- 13 **PLANNING and ORGANIZATION:** How effective is the supervisor in setting effective goals, planning ahead and establishing priorities? Consider ability to make the most effective use of time, facilities, material, equipment, employee skills and other resources. Examine ability to prepare and administer budget effectively (where appropriate).
- 14 **COMMUNICATION SKILLS:** To what extent does supervisor demonstrate ability to communicate effectively in both oral and written expression with employees and his/her supervisor? Are issues confronted and resolved constructively? Consider ability to help employees with their work problems; ability to keep employees informed of decisions and plans for own office as well as policies and procedures of the Library.

Examples Objectives:

*(This list is provided to give examples for Sections A2 and B2.
It is not exhaustive and should not be relied upon exclusively.)*

- Conduct programs for....
- Maintain departmental files in an orderly fashion
- Process library materials in accordance with departmental policies
- Provides x, y and/or z service(s) to patrons (to staff, to community organization)
- Assist departmental staff with....
- Troubleshoots [type of] problems
- Bring forth assigned collections to the public through x, y, and z resources
- Establish connections/relationships with community organization through outreach
- Prepares [type of] report(s)
- Observe assigned area to ensure safety and security of staff and patrons
- Schedule, assign, supervise and monitor the work of....