Division of Human Resources

DHR

People ~ Innovation ~ Results

Standards and Measures

Sample Task Competencies: Use to help identify those competencies critical for performance evaluation within the positions in your work group.

JOB KNOWLEDGE COMPETENCIES

Unsatisfactory	Satisfactory	Outstanding
Knowledge of Tasks		
Requires moderate supervision in the completion of regular job responsibilities. Requires substantial supervision and training in acquiring new tasks.	Requires minimal supervision in the performance and completion of regular job responsibilities. Requires moderate supervision and training in acquiring new tasks.	Requires minimal supervision in the performance and completion of regular job responsibilities. Requires minimal supervision and training in acquiring new tasks.
Other elements: • Shares knowledge and able to train others on job responsibilities and tasks. • Mentors others based on job knowledge and high skill level. • Uses knowledge to improve quality, accuracy, efficiency of work done. • Is a resource to others within and outside the work group based on job expertise.		
Knowledge of Department		
Performs tasks without full regard for their relationship to other departments and constituencies. Minimal familiarity with the responsibilities of own and other work units, sections, or divisions and their policies and operations.	Performs tasks with full regard for their relationship to other departments and constituencies. Familiar with the responsibilities of other work units, sections, or divisions and their policies and operations.	Performs tasks with full regard for their relationship to other departments and constituencies; fully understands the responsibilities of other work units, sections, or divisions and their policies and operations. Supports other work groups, etc., in the implementation of their policies and operations, as appropriate.
Other Elements • Identifies and, if appropriate, implements new or enhanced operational procedures to improve delivery of services across work groups. • Identifies and, if appropriate, implements policy suggestions to improve the delivery of services across work groups. • Identifies opportunities to streamline, enhance, and improve the activities of work groups providing related or common services.		
Technical Knowledge		
Exhibits only rudimentary knowledge of the technical aspects of the job. Requires substantial monitoring and assistance in the completion of technical work.	Exhibits thorough knowledge of the technical aspects of the job. Requires minimal monitoring and assistance in the completion of technical work.	Exhibits thorough knowledge of the technical aspects of the job. Requires minimal monitoring and assistance in the completion of technical work. Able to use technical knowledge to consistently improve and enhance quality of work completed.
Other Elements: • Uses technical knowledge to create innovation within department to meet or exceed department objectives. • Uses technical knowledge to assist others in improving the quality of work completed. • Uses technical knowledge to improve delivery of technology within work group and/or across work groups. • Uses technical knowledge to enhance ability of customers to meet their needs and objectives.		

QUALITY AND QUANTITY OF WORK

Unsatisfactory	Satisfactory	Outstanding
Thoroughness, Accuracy and Completeness		
Does not consistently complete work, or complete work accurately or thoroughly. Requires multiple efforts at completing requirements of tasks.	Usually completes work, and completes work accurately and thoroughly on the first effort. Occasionally requires additional revisions or efforts.	Consistently completes work, and completes work accurately and thoroughly on the first effort. Able to assist others to meet accuracy, thoroughness, and completion requirements of tasks.
Other Elements: • Consistently seeks opportunities to improve quality of work by assessing and reassessing job requirements to ensure work meets or exceeds job expectations or specifications. • Consistently seeks methods to reduce errors and reduce time to job completion. • Consistently produces thorough, documented, carefully analyzed, and clearly presented reports and proposals. • Able to complete highly complex tasks accurately, thoroughly.		
Timeliness		
Does not consistently meet time frames for completing work. May negatively affect ability of others to meet time frames.	Consistently meets time frames for completing work. If working with others, meets agreed to schedules for work completion.	Consistently meets or exceeds time frames for completing work. If working with others, meets agreed to schedules and assists others in meeting schedules.
Other Elements: • Consistently identifies and implements, if appropriate, strategies and methods for meeting or completing work ahead of schedule. • Able to manage multiple priorities within established time frames, maintaining accuracy and completeness. • Exceeds work group norms/standards for volume of work completed accurately and timely.		
Quantity and Productivity		
Does not consistently meet work group standards for volume of work completed. Unable to accept tasks at the average of the department.	Consistently meets work group standards for volume of work completed. Accepts and completes tasks at the average of the department.	Consistently meets or exceeds work group standards for volume of work completed. Frequently takes on additional tasks and special projects. Able to handle tasks of high degree of complexity.
Other Elements: • Consistently requests additional tasks to improve productivity of work group. • Able to complete tasks of more complex nature. • Consistently supports others in the completion of work at a high level of volume and quality.		
Organization and Ability to Get Things Done		
Does not plan work so deadlines are met; unable to work on multiple priorities; unable to sort priorities; unable to locate materials necessary to complete work; unable to support others effectively because of disorganization	Makes careful plans of work projects – sets timeframes for steps of projects and completes to timeframes; can work on several projects at the same time and maintain quality and timeliness of work; able to take on new projects because of discipline in completing work; able to locate resources and materials easily and quickly; able to support others by ensuring work is complete and thorough when working on common projects.	Makes careful plans of projects – sets timeframes for project steps; takes responsibility for ensuring that everyone involved in projects is meeting timeframes and establishes alternate plans when problems occur; provides feedback to management and other team members on project progress; able to manage multiple priorities and often requests to work on complex projects; able to locate resources and materials easily and quickly.

Other Elements • Able to assist others in managing their resources • Takes leadership role in ensuring that all elements of a project are complete • Able to work on many projects at the same time to a high level of quality, timeliness, completeness, accuracy		
Attention to Detail		
Makes errors because does not take care of details involved with projects. Errors may cause unnecessary downtime, re-dos, reprints, lack of responsiveness.	Work shows minimal errors on projects and tasks. Accuracy of work reduces downtime, re-dos, reprints, and increases responsiveness.	Work shows minimal errors on projects and tasks. Accuracy of work reduces downtime, re-dos, reprints, and increases responsiveness. Identifies problems in department work which may create re-dos, reprints, or downtime.
Other Elements: • Spots errors in own work and work of others before they cause work disruption.		

INTERPERSONAL SKILLS: TEAM/CUSTOMERS

Unsatisfactory	Satisfactory	Outstanding
Team Skills		
Minimally supports group in achievement of work goals. Unable to take on additional tasks when requested. Does not meet group project deadlines.	Consistently supports group in achievement of work goals. Able to take on additional tasks when requested. Meets deadlines for group projects. Collaborates on getting work done to necessary quality.	Consistently supports group in achievement of work goals. Able to take on additional tasks when requested. Meets deadlines for group projects. Collaborates on getting work done to necessary quality. Consistently seeks methods for streamlining operations to help group meet goals more efficiently. Motivates group to achieve a high degree of cohesion and coordination in activities. Helps group receive consistently high commendations from constituents.
Other elements: • Acts as group leader when appropriate. Provides high degree of expertise to group. • Serves as resource to group based on expertise and communication skills. • Models desired "exceeds standards" behaviors; mentors others to help them exceed standards.		
Customers		
Minimally interacts with customers; does not assist customers in understanding products and services beyond the minimum; does not consistently achieve a high degree of smooth communication with customer, often requiring intervention from others.	Consistently interacts frequently and productively with customers; able to help customers understand products and services to assist them in meeting their objectives; consistently achieves a high degree of communication with customer in all situations. Able to elicit customer cooperation.	Consistently interacts frequently and productively with customers; able to help customers understand products and services to assist them in meeting their objectives; consistently achieves a high degree of communication with customer in all situations. Provides additional education, as needed, to customer to ensure high degree of understanding; able to elicit high degree of customer cooperation in completing tasks and projects.
Other elements: • Able to elicit high degree of cooperation from all parties to ensure high quality of information for evaluating and implementing project or task requirements. • Able to explain highly complex issues to all levels of constituents involved; establishes high degree of credibility and expertise with all groups.		

COMMUNICATION SKILLS

Unsatisfactory	Satisfactory	Outstanding
Oral Presentations and Communication		
Able to make presentations of basic information related to job progress, reports, proposals, sales; unable to handle complex information; unable to present in logical, disciplined, interesting manner.	Able to make presentations on all levels of information related to job progress, reports, proposals, sales; able to present in a logical, disciplined manner. Able to use some complementary material, but needs support for developing visuals. Able to present to small groups.	Able to make presentations on all levels of information related to job progress, reports, proposals, sales; able to present in a logical, disciplined manner. Able to use complementary materials; able to create charts, graphs, and other visuals to picture essential points of presentation. Able to present in front of groups of all sizes and adjust presentation content and style as necessary.
Other elements: • Able to support others in development and delivery of presentations. • Presents professional appearance in all aspects of the presentation – visuals, content, style, delivery. • Skilled at question-answer responses; able to respond to difficult and complex questions with logic and precision.		
Written Presentations		
Able to write basic reports with basic information. Inconsistent with spelling, correctness, logic, organization, and presentation. Readers have some difficulty interpreting written reports.	Able to write reports reviewing all levels of information and data; reports are organized, succinct, and correct. Readers understand reports and are able to implement recommendations.	Able to write reports reviewing all levels of information and data; reports are organized, succinct, and correct. Readers understand reports and are able to implement recommendations. Reports use graphs, charts, and other visuals to present information. Reports reflect high degree of sophistication and analysis in their presentations. Reports are written in a persuasive, objective manner, adjusting to reader needs as appropriate.
Other elements: • Writing is reader-directed, with all adjustments appropriate in sentence structure, vocabulary choice, and organization. • Writing consistently has a clear purpose, clear style, concise presentation. • Writing is consistently correct in spelling, grammar, and punctuation. • Able to assist others in developing written material.		

JUDGMENT AND ANALYTICAL SKILLS

Unsatisfactory	Satisfactory	Outstanding
Judgment Skills		
Able to work with basic information to evaluate problems, recommendations, and other issues. Unable to manage complex information or interpret information in meaningful manner for reporting. Unable to make decisions on information without support from others.	Able to work with all levels of information to evaluate problems, recommendations, and other issues. Able to interpret complex information. Able to justify assessments using evidence, inference, logic. Makes sounds decisions on information.	Able to work with all levels of information to evaluate problems, recommendations, and other issues. Able to interpret complex information. Able to justify assessments using evidence, inference, logic. Able to help others analyze and present assessments using evidence, inference, and logic. Makes sounds decisions on information; able to define solutions to highly complex information.
• Lead on projects, providing guidance to others on methodology of research and analysis. • Lead on information/data analysis to assist management in sound decision-making. • Lead on interpreting quality and accuracy of information.		
Analytical Skills		
Able to work with basic information to evaluate problems, recommendations, and other issues. Unable to manage complex information or interpret information in meaningful manner for reporting.	Able to work with all levels of information to evaluate problems, recommendations, and other issues. Able to interpret complex information. Able to justify assessments using evidence, inference, logic.	Able to work with all levels of information to evaluate problems, recommendations, and other issues. Able to interpret complex information. Able to justify assessments using evidence, inference, logic. Able to help others analyze and present assessments using evidence, inference, and logic.
• Lead on projects, providing guidance to others on methodology of research and analysis. • Lead on information/data analysis to assist policy-makers in sound decision-making. • Lead on interpreting quality and accuracy of information.		

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