

***Achieving Program Results and Work Behavior Expectations:  
Guidelines for Scoring Sections B and C***

The following checklist identifies in more detail the various expectations that are important for **all** Metro employees to demonstrate on the job. These guidelines apply to **Section B: Achieving Program Results** of the Performance Evaluation Form.

1. Accepts change. Displayed willingness and ability adjust to change in assignments, rules, and procedures in a timely fashion. Retained explanations of new assignments. Accepted changes in larger context of achieving program and organizational results.
2. Accepts Responsibility and Accountability. Demonstrated a willingness to assume job-related responsibilities for individual and program results. Accepted responsibility for own actions.
3. Constructive use of work time. Used time to achieve individual and program results and to further professional or job-related developmental goals, seeking additional tasks as is appropriate.
4. Customer relations. Displayed a positive, cooperative, respectful and constructive approach in dealing with customers. Was conscientious in addressing customer needs and focusing on customer results.
5. Peer relations/Teamwork. Displayed a positive, cooperative, respectful, and constructive approach in dealing with other employees. Demonstrated ability to work effectively in a team effort when required to achieve organizational and program results. Can describe desired program results and team member expectations, agreed upon approach for achieving results, and performance measures for which all team members are accountable.
6. Communications. Received and relayed information in a clear, accurate, and respectful manner with peers, supervisors and managers, and fellow program team members.
7. Initiative. Demonstrated appropriate independent action, self-application, self-improvement, and innovation to achieve individual and program results, and to address gaps and issues with supervisory guidance.
8. Job-related decision-making. Demonstrated sound judgment and logical thinking. Used data or other available information appropriately to make decisions. Sought guidance appropriately.
9. Knowledge of work. Demonstrated adequate knowledge of job-related issues to achieve individual and program results.
10. Planning/Organization. Helped establish appropriate strategies and action plans for achieving individual and program results. Set and reconfirmed priorities appropriately. Effectively planned and coordinated work to achieve desired results in a timely

manner. Expressed ongoing interest in department strategic business plan and own role in contributing to program and organizational results.

11. Quality of Work. Output of assigned work was consistently accurate and met the demands of the relevant situation.
12. Compliance with safety. Recognized importance of safety issues at workplace, and made decisions to ensure employee and customer safety.

The following checklist should be included only for those with **supervisory** responsibilities. The cumulative score for these eight items is included in Section B.

1. Leadership and Approachability. Demonstrated capability to effectively influence others to achieve organizational and program results. Asked for and was receptive to ideas presented by employees.
2. Program Accountability. Demonstrated willingness to identify customer results achieved and not achieved. Consistently used available data to make decisions. "Tells the story" of accomplishments and challenges in terms of customer results. Proposes program changes as needed to improve results.
3. Individual performance planning. Integrated Strategic Business Plan goals, results, and measures into individual performance plans appropriately. Developed additional measures, strategies, and action plans as needed to define and describe employee's role in achieving organizational and program results. Conducted individual performance planning meetings appropriately and on time.
4. Coaching and feedback. Provided ongoing informal performance feedback, both to recognize positive results and to provide coaching to address performance gaps. Maintained ongoing performance documentation. Conducted all individual mid-year feedback and coaching meetings appropriately and on time.
5. Formal corrective action. Was willing to identify specific performance problems. Utilized formal performance counseling, and initiated appropriate corrective or disciplinary action as needed.
6. Evaluating performance. Followed "fairness" principles (accuracy, consistency, representative of employee and manager perspective, correctable, and impartial) in recognizing, documenting, and evaluating performance. Conducted individual performance review meetings appropriately and on time. Consistently applied established policies and procedures in making decisions affecting employees.
7. Training/Instruction. Determined appropriate staff training needs. Ensured employees received training resources to achieve individual and program results. Contributed to the professional growth of employees accordingly.
8. Compliance with safety. Recognized importance of safety issues at workplace, and made decisions to ensure employee and customer safety.

The following guidelines apply to the completion of **Section C: Work Behavior Expectations** of the Performance Evaluation Form.

For the evaluation of work behavior expectations, employees will be rated as “Acceptable” or “Not Acceptable” rather than being rated by a numerical score. The guidelines for these areas are factors which should be considered, not strict criteria which must be applied.

- Compliance with Rules

- a. Does the employee know applicable rules (Civil Service [if appropriate], departmental, safety)?
- b. Does the employee have to be reminded of rules?
- c. Does the employee follow the rules?
- d. Does the employee show disregard for the rules or break them?

- Attendance. Consider the number of "incidents" of sick leave or emergency leave taken.

- a. Did the employee properly notify you of absences?
- b. Was the time used for good reason; were illnesses documented according to rules and policies; was there a lengthy or chronic illness or were there unrelated health problems? The number of incidents may be considered.
- c. How often does the employee request emergency vacation or emergency sick leave?
- d. Is there a pattern of absence (i.e. Monday/Friday)?
- e. Does the employee have any incidents of being AWOL?

In applying these factors, consider incidents more than a number of days used. An incident may be a block of time, possibly followed by physician appointments or treatments for the same medical condition, such as one illness or surgery. When a chronic condition is involved, documented regularly scheduled appointments will count as one incident but each block of more than one full day will count as a separate incident. Time charged as Family and Medical Leave is not to be considered in determining a rating on attendance.

- Observance of Work Hours

- a. Is the employee frequently late in reporting for work, or returning from lunch or breaks?
- b. Does the employee promptly report absences via time/attendance records—or must he/she be reminded to submit missed hours?
- c. Does the employee frequently leave early?
- d. Do problems with observance of work hours impact other employees and the operation of the department?
- e. Is the employee willing to adjust work hours when needed?

<p>To be eligible for an increment increase as provided by the pay plan, an employee must attain a minimum rating of 2.0 (Acceptable) in Sections A and B, and must attain the rating of Acceptable for all three criteria in Section C of the annual evaluation.</p>
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