



Ratee:	Title:	Rating Period:
Rater:	Dept/Agency-Location:	

SECTION 1- JOB EXPECTATIONS

Major Goals of the Unit/Work Group

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Ratee:	Title:	Rating Period:
Rater:	Dept/Agency-Location:	

SECTION 1- JOB EXPECTATIONS

Major Goals of the Ratee	
<p>I have reviewed this package and have had a face-to-face meeting with my supervisor to discuss the Core Mission Areas, Major Goals (Unit and Ratee), Major Job Responsibilities, Essential Criteria, Performance Factors, Point Accumulation Methodology, and the Evaluation Conversion to the Overall Rating by which I will be rated. This meeting was held on _____ (Date)</p> <p>My signature indicates that I have been advised of these PAR elements.</p> <p>Ratee: _____</p> <p>Date: _____</p> <p>I <input type="checkbox"/> Agree <input type="checkbox"/> Disagree with the elements of this PAR.</p>	<p>My signature indicates that the Ratee's positions have been noted.</p> <p>Rater: _____</p> <p>Date: _____</p> <hr/> <p>My signature indicates that the Ratee's positions have been noted.</p> <p>Reviewer: _____</p> <p>Date: _____</p>
Ratee Comments (Use Additional Sheets as Necessary)	



Ratee:	Title:	Rating Period:
Rater:	Dept/Agency-Location:	

SECTION 1- JOB EXPECTATIONS *(Continued)*

Major Job Responsibilities and Essential Criteria for Successful Accomplishment

Job Responsibility:	<i>(Use Additional Sheets as Necessary)</i>
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Essential Criteria:

Job Responsibility:

Essential Criteria:



Ratee:	Title:	Rating Period:
Rater:	Dept/Agency-Location:	

SECTION 1- JOB EXPECTATIONS *(Continued)*

Major Job Responsibilities and Essential Criteria for Successful Accomplishment

Job Responsibility:	<i>(Use Additional Sheets as Necessary)</i>
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Essential Criteria:

Job Responsibility:

Essential Criteria:



Ratee:	Title:	Rating Period:
Rater:	Dept/Agency-Location:	

SECTION 1- JOB EXPECTATIONS *(Continued)*

Major Job Responsibilities and Essential Criteria for Successful Accomplishment

Job Responsibility:	<i>(Use Additional Sheets as Necessary)</i>
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Essential Criteria:

Job Responsibility:

Essential Criteria:



Ratee:	Title:	Rating Period:
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SECTION 1- JOB EXPECTATIONS *(Continued)*

Major Job Responsibilities and Essential Criteria for Successful Accomplishment

Job Responsibility:	<i>(Use Additional Sheets as Necessary)</i>
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Essential Criteria:

Job Responsibility:

Essential Criteria:



Ratee:	Title:	Rating Period:
Rater:	Dept/Agency-Location:	

SECTION 1- JOB EXPECTATIONS *(Continued)*

Major Job Responsibilities and Essential Criteria for Successful Accomplishment

Job Responsibility: *(Use Additional Sheets as Necessary)*

Essential Criteria:

Job Responsibility:

Essential Criteria:



Ratee:	Title:	Rating Period:
Rater:	Dept/Agency-Location:	

SECTION 1- JOB EXPECTATIONS *(Continued)*

Major Job Responsibilities and Essential Criteria for Successful Accomplishment

Job Responsibility: *(Use Additional Sheets as Necessary)*

Essential Criteria:

Job Responsibility:

Essential Criteria:



Ratee:	Title:	Rating Period:
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SECTION 2-PERFORMANCE FACTORS

Job Achievement Factors

These factors are directly related to the outputs of the job: Section 1 Major Goals, Job Responsibilities, and Essential Criteria.

Job Achievement Factors	1	2	3	Interim	Final
Goal Achievement Overall extent to which employee accomplishes established ratee goals.	Failed to accomplish most major goals; original objectives were not entirely achieved.	Achieved or exceeded major goals.	Significantly exceeded original goals and objectives.		
Timeliness Overall extent to which employee meets specified schedules and deadlines.	Rarely met work schedules or deadlines. Often was late in completing assignments within specified time frames.	Met and occasionally completed assignments ahead of specified deadlines.	Consistently completed assignments, projects and job responsibilities ahead of scheduled deadlines.		
Job Achievement Subtotal					



Ratee:	Title:	Rating Period:
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SECTION 2-PERFORMANCE FACTORS

Job Related Factors

These global factors support the core values of the organization and expected performance of the job.

Job Related Factors	1	2	3	Interim	Final
Communication Effective expression of ideas, concepts or directions in individual or group situations, using supportive gestures, voice level and organization of materials. If communication is written, thoughts are expressed with appropriate grammar, organization and structure.	Informal communication was ineffective due to disorganization of thoughts, and/or inappropriate use of voice volume/tone. Formal presentations failed to inform or persuade due to lack of structure or poor organization. Didn't listen during verbal exchanges. Written communication was poorly structured, contained poor grammar, or was difficult to read due to inadequate organization. Communication flaws included: poor listening, no organization of thoughts, or inappropriate gestures.	Successfully communicated ideas, thoughts or directions. Asked appropriate questions and involved the listener. Sought clarification and affirmed understanding in verbal exchanges. Used appropriate supportive gestures, voice level and organization of materials. Formal presentations were organized and had appropriate detail. Written communication was concise and appropriate for target audience. Key points were understood by intended audience. Affirmed understanding with appropriate questions.	Excelled in the communication of ideas, thoughts or directions. Thought well, fast and appropriately on his or her own feet in formal situations. Informal presentations created word pictures, leaving no room for confusion. Apt questions uncovered lingering confusion. Presented complex or technical information in a manner easily understood by target audience. Written communication was letter perfect and clearly appropriate for target audience.		
Conscientiousness Displays a high level of effort and commitment towards performing work; demonstrates responsible behavior.	Failed to address problems in own task area, was often off schedule; displayed little or no commitment to completing tasks; resisted learning new skills to enhance own work.	Solved problems in own task area; displayed commitment to completing tasks; learned new skills to enhance own work. Occasionally took on added responsibilities when requested.	Consistently took on extra responsibilities voluntarily to respond to shifting priorities, or schedules; displayed a high level of commitment to the organization and its customers through the quality of work while completing tasks ahead of schedule.		



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SECTION 2-PERFORMANCE FACTORS

Job Related Factors	1	2	3	Interim	Final
Creative Thinking Uses imagination to combine ideas or information in new ways.	Rarely, if ever, generated new ideas. Ideas were very limited in scope and had little impact.	Occasionally generated new ideas that had a positive impact.	Regularly generated new ideas that were highly innovative and had a very significant positive impact.		
Customer Service Identifies and meets customer (internal and external) needs.	Diagnosed customer needs inaccurately; lacked consistency in meeting customer needs; was not attentive and inquisitive when dealing with customers; did not consistently meet time, quality and cost requirements.	Accurately assessed customer needs; provided necessary or requested service within acceptable timeframes requiring few corrections or revisions; sought customer feedback and expression of satisfaction with work product. Occasionally sought alternative solutions.	Frequently anticipated internal and external customer needs; advanced quality alternative solutions; work quality was characterized by exceptional insights and technical expertise.		



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SECTION 2-PERFORMANCE FACTORS

Job Related Factors	1	2	3	Interim	Final
Decisiveness Readiness to make decisions, render judgments, and take actions based upon logical analysis of alternatives, evaluations of risks and benefits, and priority setting.	Poor approach to decision making, and/or slowness in making decisions. Had difficulty in generating and weighing alternatives. Unable to correctly identify and balance risks and benefits. Frequently poor decision making led to missed goals, objectives, or poor resource allocation. Didn't generate enough alternatives, and was often unable to balance risk and benefits.	Made sound decisions, based on available facts, with appropriate timing. Could demonstrate that alternatives were considered and could show the risk/benefits of each alternative. Decision process led to consistently appropriate actions with positive business impact. Demonstrated skill at generating alternative courses of actions and was apt at laying out the risks/benefits of each alternative, and at establishing which alternatives were best in rank order. Actions stemming from decisions resulted in real, measurable positive business improvement or objective realization.	Consistently demonstrated the ability to effectively deal with difficult and/or sensitive issues, providing comprehensive analysis and well thought through alternatives. Consistently focused on the best alternatives having the optimum risk/benefit balance. Decisions consistently led to major advances for the unit with respect to productivity, customer service, or quality of work.		
Interpersonal Skills Uses interpersonal skills to take charge, direct, motivate or coordinate activities to achieve results and follow up.	Did not secure cooperation. Lacked control and failed to motivate others. Follow-up was not evident. Methods fell short of getting desired results.	Succeeded in gaining respect. Generated a positive working environment that produced expected results. Involved and motivated others to achieve desired results.	Achieved exceptional results through instilling confidence and motivating others. Effectively used the full range of interpersonal skills in achieving exceptional results.		



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SECTION 2-PERFORMANCE FACTORS

Job Related Factors	1	2	3	Interim	Final
Job Knowledge/Skills Extent to which employee knows the details of the job. Understands job and applies necessary technical knowledge and skills.	Rarely demonstrated any application of skills or knowledge which clearly had an adverse effect on job performance. Rarely able to answer queries. Usually did not know when to ask others for information.	Effectively demonstrated job knowledge and ability to answer queries. Knowledge and skills contributed to the work of the unit.	Demonstrated expert skills and knowledge above expectations. Stayed abreast of recent developments and changes in job's technical area or discipline. Knowledge was sought by others and thought to have significant impact on the results of the work of the unit.		
Problem Solving Identifies and analyzes problems; uses sound reasoning to arrive at conclusions; finds alternative solutions to complex problems; distinguishes between relevant and irrelevant information to make logical judgments.	Demonstrated a poor approach to problem resolution and was slow in resolving problems. Had difficulty in making choices and establishing alternatives. Failed to identify and/or distinguish risks and benefits, needed considerable assistance in identifying alternatives and evaluating risks and benefits.	Performed as a competent problem solver. Exhibited a logical approach to problem solving. Considered risks and benefits in weighing alternatives.	Consistently exercised a logical, thorough approach to problem solving which resulted in meaningful solutions to complex problems.		



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SECTION 2-PERFORMANCE FACTORS

Job Related Factors	1	2	3	Interim	Final
Self Management Sets well-defined and realistic courses of action to accomplish tasks or objectives; monitors own progress in order to achieve goals.	Failed to establish plans to accomplish work; did not prioritize work or complete important work first; did not follow work plans. Was easily distracted or allowed less important work to interfere.	Established and adhered to goals; planned and scheduled in order to complete tasks or objectives. Prioritized work including multiple important tasks; modified and updated plans. Occasionally had contingency plans; allocated proper amount of time and personal resources to activities.	Established goals, plans and schedules to complete tasks taking into consideration controllable and uncontrollable variables; had detailed contingency plans and coordinated multiple processes; prioritized multiple important tasks. Organization of time and personal resources was at optimum level.		
Teamwork 2 Works as a team member to accomplish team goals.	Teamwork achieved few, if any objectives and serious negative consequences resulted. No evidence of motivation and clarity of purpose.	Teamwork achieved or exceeded essential objectives. Motivation and clarity of purpose were evident within the group. Effectively contributed and coordinated with others.	Teamwork consistently achieved and exceeded required objectives. There was significant evidence of high motivation and clarity of purpose within the group. Contributed exceptionally well and maximized the effectiveness of the group.		
Job Related Subtotal					



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SECTION 3-COMPUTATION AND CONVERSION TO OVERALL RATING

Computation		
Performance Factors	Interim Evaluation	Final Evaluation
Job Achievement Factor Subtotal		
Job Related Factor Subtotal		
Grand Total Points		

Conversion to Overall Rating		
<i>1-Unsatisfactory (12-18 Points)</i>	<i>2-Successful (19-29 Points)</i>	<i>3-Exceptional (30-36 Points)</i>
	Interim Evaluation Rating	Final Evaluation Rating
Overall		



Ratee:	Title:	Rating Period:
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Justification for Interim Evaluation

Justification for Interim Evaluation	
	Rating

Specific Area(s) Identified for Development
<p>1. Infrastructure: Upgrade of roads, bridges, and public transportation systems.</p> <p>2. Education: Expansion of primary and secondary schools, and establishment of vocational training centers.</p> <p>3. Healthcare: Construction of new hospitals and clinics, and improvement of existing facilities.</p> <p>4. Water and Sanitation: Development of water supply systems and sanitation facilities.</p> <p>5. Energy: Installation of renewable energy sources and improvement of the power grid.</p> <p>6. Employment: Creation of job opportunities through small business incentives and skill development programs.</p> <p>7. Environment: Implementation of conservation programs and reforestation efforts.</p> <p>8. Social Services: Provision of social safety nets and community support programs.</p>



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SECTION 4-JUSTIFICATION SHEET AND DEVELOPMENT PLAN-INTERIM *(Continued)*

Interim Development Plan	
Specific Action to be Taken by Ratee	
<p>I have reviewed Sections 1, 2, 3 and 4 of this package and have had a face-to-face meeting with my supervisor to discuss the Interim Rating, Justification, and Development Plan. This meeting was held on</p> <p>_____ (Date) My signature indicates that I have been advised of these PAR elements.</p> <p>Ratee: _____</p> <p>Date: _____</p> <p>I <input type="checkbox"/> Agree <input type="checkbox"/> Disagree with the Interim Rating. I <input type="checkbox"/> Agree <input type="checkbox"/> Disagree with the Justification. I <input type="checkbox"/> Agree <input type="checkbox"/> Disagree with the Development Plan.</p>	<p>My signature indicates that the Ratee's positions have been noted.</p> <p>Rater: _____</p> <p>Date: _____</p> <hr/> <p>My signature indicates that the Ratee's positions have been noted.</p> <p>Reviewer: _____</p> <p>Date: _____</p>
Ratee Comments	



Ratee:	Title:	Rating Period:
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SECTION 5-JUSTIFICATION SHEET AND DEVELOPMENT PLAN-FINAL

Justification for Final Evaluation

Rating

Final Development Plan

Specific Area(s) Identified for Development



Ratee:	Title:	Rating Period:
Rater:	Dept/Agency-Location:	

SECTION 5-JUSTIFICATION SHEET AND DEVELOPMENT PLAN-FINAL *(Continued)*

Final Development Plan	
Specific Action to be Taken by Ratee	
<p>I have reviewed this Sections 1, 2, 3 and 5 of this package and have had a face-to-face meeting with my supervisor to discuss the Final Rating, Justification and Development Plan. This meeting was held on</p> <p>_____(Date) My signature indicates that I have been advised of these PAR elements.</p> <p>Ratee: _____</p> <p>Date: _____</p> <p>I <input type="checkbox"/> Agree <input type="checkbox"/> Disagree with the Final Rating. I <input type="checkbox"/> Agree <input type="checkbox"/> Disagree with the Justification. I <input type="checkbox"/> Agree <input type="checkbox"/> Disagree with the Development Plan.</p>	<p>My signature indicates that the Ratee's positions have been noted.</p> <p>Rater: _____</p> <p>Date: _____</p> <p>My signature indicates that the Ratee's positions have been noted.</p> <p>Reviewer: _____</p> <p>Date: _____</p>
Ratee Comments	



Ratee:	Title:	Rating Period:
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SECTION 6-FACT SHEET OF SIGNIFICANT PERFORMANCE EVENTS

Description of Significant Performance Event	Rater Comments/Recommended Action
	<div>Ratee Initials Rater Initials Date</div>
Description of Significant Performance Event	Rater Comments/Recommended Action
	<div>Ratee Initials Rater Initials Date</div>
Description of Significant Performance Event	Rater Comments/Recommended Action
	<div>Ratee Initials Rater Initials Date</div>
Description of Significant Performance Event	Rater Comments/Recommended Action
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Ratee Comments (Use Additional Sheets as Necessary)	