

Employee Competencies

Competencies were chosen based on employee feedback from the Job Analysis Questionnaires (JAQs). Each employee will be evaluated for the following competencies:

- Integrity
- Professionalism
- Commitment
- Teamwork
- Organization
- Client Centered
- Job Knowledge / Technical Proficiency
- Quality of Work
- Decision Making
- Leadership
- Innovation
- Meeting Goals and Objectives

Professionalism

Rating	Rating Description
Unsatisfactory	Severely lacks an understanding of how to behave in a professional environment. Often behaves inappropriately without regard to how it may impact others. Spends a considerable amount of time on matters other than what the job requires. Does not respond well to change.
Partially Meets Expectations	Inconsistently adheres to established policies and procedures. Often behaves in a confronting manner and speaks negatively about others. At times makes inappropriate and insensitive comments or jokes that may be offensive to co-workers. Hesitant to adapt to change.
Meets Expectations	Consistently conducts oneself in a manner that is professional, courteous, and respectful. Understands and adheres to established company policies and procedures. Does not speak negatively about co-workers, managers, company, client, or other. Receptive to change and new ideas.
Exceeds Expectations	Continuously conducts oneself in a manner that is professional, courteous, and respectful. Understands and adheres to established company policies and procedures. Speaks positively about co-workers, managers, company, client, and others. Uses diplomacy to create win-win solutions. Embraces change and new ideas.
Outstanding	Is well respected by co-workers and management for one's professionalism. Assists others in understanding and adhering to established company policies and procedures. Encourages others to be proactive in resolving issues with co-workers, managers, company, client, or other. Uses diplomacy to create win-win situations. Encourages change and new ideas. Often initiates change. Respects and embraces diversity.

Commitment

Rating	Rating Description
Unsatisfactory	Does not think beyond the scope of one's own job. Does not take responsibility for one's own work productivity behavior. Does not take interest in the organization.
Partially Meets Expectations	Demonstrates a weak understanding of the overall business such as its goals, purpose, functions, and competition. Occasionally takes responsibility for one's own actions and work productivity.
Meets Expectations	Expresses pride in the work of the company. Talks positively about the company both internally and externally. Understands that the company needs a fair return from the work of each employee. Takes personal ownership in the company's success.
Exceeds Expectations	Looks beyond the requirements of one's own job to offer suggestions for improvements. Takes all tasks and assignments to a higher level. Assists and supports fellow employees in their work to contribute to overall company success. Acts on own to learn about what is happening in other parts of the company. Actively engages in personal development.
Outstanding	Looks for opportunities for improving work methods and outcomes to the overall benefit of the company. Ensures that own work goals are in line with organizational goals. Takes all tasks and assignments to a higher level by anticipating potential obstacles. Demonstrates clear awareness of the issues facing the company and its intended objectives. Openly solicits participation from others.

Teamwork

Rating	Rating Description
Unsatisfactory	Uncooperative. Presents a roadblock to co-workers, clients, and management. Withholds information. Is seen to promote own interests and views. Often creates conflict.
Partially Meets Expectations	Occasionally uncooperative when presented with reasonable requests from others. Doesn't deal effectively with co-workers. Sometimes creates conflict.
Meets Expectations	Works well with others and contributes to the team's success. Encourages department to work collaboratively. Adapts to ideas of others; demonstrates commitment by sharing in workload.
Exceeds Expectations	Shares information, ideas and feelings with colleagues. Encourages and initiates collaboration. Ensures that views, opinions, and ideas of others are valued. Looks for opportunities for team building.
Outstanding	Gives credit for good ideas/achievements within the department. Builds climate of trust, openness, and cooperation. Initiates sharing of critical information. Works collaboratively with other departments to exceed client and company needs.

Supervisory Competencies

Employees with direct reports will be evaluated on additional competencies specific to leadership skills and abilities:

- Managing Vision and Purpose
- Directing Others / Drives Results
- Developing People
- Teambuilding
- Managing Diversity
- Integrated Marketing (for Account Director level and above)

Managing Vision & Purpose

Rating	Rating Description
Unsatisfactory	Rarely communicates with staff. Staff is unaware of how ones contributions affect the organization. Openly voices opinions to staff in a negative manner when in disagreement with a policy and/or procedure.
Partially Meets Expectations	Seldom communicates the direction and vision of the company. Often speaks negatively of upper management and company. Staff vaguely understands their role as it relates to the total organization.
Meets Expectations	Consistently communicates a clear strategic vision. Clarifies roles and responsibilities. Supports company objectives. Translates general objectives and goals into understandable and specific work actions. Thinks "outside the box".
Exceeds Expectations	Communicates a clear and detailed strategic vision and how it relates to day-to-day activities. Quickly identifies key business implications of changes in existing processes, programs, or priorities. Keeps staff well informed of organizational objectives and changes. Enforces actions that support company policies. Asks questions that force others to rethink key assumptions or think "outside the box".
Outstanding	Communicates a compelling and inspired vision or sense of core purpose. Ensures staff understands where they fit in the "big picture". Provides staff with tools and techniques to improve "outside the box" thinking. Encourages conceptual thinking and abstract ideas from others. Makes and/or supports decisions that benefit the company even if they are unpopular.

Developing People

Rating	Rating Description
Unsatisfactory	Does not address performance issues. Does not make an effort to develop staff or provide feedback such as completing performance appraisals.
Partially Meets Expectations	Procrastinates addressing performance issues and providing constructive feedback to staff. When feedback is provided, it is often not meaningful. Doesn't make much effort to discuss employees' individual development.
Meets Expectations	Addresses performance issues as they arise. Provides constructive feedback on a consistent basis. Completes performance appraisals on time.
Exceeds Expectations	Addresses performance issues as they arise. Completes all performance appraisals by the specified deadline. Assigns challenging tasks to aid the development of employees' skill sets. Discusses employee career goals. Empowers employees to make task-related decisions.
Outstanding	Makes a conscience effort to get to know and develop staff. Provides relevant and meaningful feedback on a regular basis. Completes formal appraisals timely. Anticipates possible employee issues and proactively looks for ways to resolve them before they become problems. Assigns stretching tasks to develop employees' skill sets in accordance with their career goals. Empowers employees to take on more responsibility and make use of what they know and can learn.
