

OREGON DEPARTMENT OF FISH AND WILDLIFE

Performance Evaluation Clarifications and Instructions

PART 1 – PERFORMANCE RATING GUIDELINES & DEFINITIONS

The Narrative Summary and Narrative Assessment must support any rating higher than "Satisfactory" or must explain deficiencies which warrant any rating lower than "Successful."

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|------------------------|---|
| High Performing | Consistently provides end results of a higher quality and/or quantity than normal job expectations, and has no major areas of performance weakness. Has made notable contributions to ODFW principles and priorities that go well beyond requirements of the position. |
| Successful | Demonstrates good solid performance in managing work expectations; makes reliable and meaningful contribution to ODFW principles and priorities. Performance may exceed expectations in some areas and may need development in others. Successful is not marginal; if performance is considered marginal, this rating should not be given. |
| Marginal | Performing marginally and/or is inconsistent and fails to meet expectations of the position in some areas. Improvement is essential for employee to be successful in his/her position. <i>This rating may not be used in succession, over more than one rating period. If the employee continues to not meet the requirements of the position during the succeeding evaluation cycle, the next rating should be "Unsatisfactory"; if the employee demonstrates solid improvement, the rating for the next performance cycle should be "Successful" or above, as applicable.</i> |
| Unsatisfactory | Performance is not meeting the requirements of the position and fails to meet expectations in some or all areas. Immediate and sustained improvement is essential. |

PART 3 - PERFORMANCE RATING CATAGORIES (for ALL EMPLOYEES):

1. WORK HABITS

- Projects professionalism in appearance, dress and demeanor
- Deals effectively with and accepts change
- Maintains acceptable attendance record, arrives and departs work, meetings and breaks on time
- Maintains well-organized and neat work area
- Receptive to constructive criticism and suggestions

2. WORKLOAD MANAGEMENT

a. Timeliness

- Completes assigned duties in a timely and competent manner

b. Accuracy

- Completed work meets standards of quality

c. Productivity

- Produces expected quantity of work

3. EFFECTIVE COMMUNICATION

For both oral and written communication:

- Appropriately shares work-related and confidential information with others
- Responds to customer needs in a professional and friendly manner
- Uses established channels of communication

a. Orally

- Communicates orally in a clear, concise, and constructive manner
- Practices active listening

b. In Writing

- Writes clearly, accurately, and concisely

4. JUDGEMENT

- Sets appropriate priorities and accomplishes goals; uses time and materials wisely
- Considers impact of decisions on customers and organization units
- Uses sound judgment and common sense
- Involves supervisor in solution process appropriately

5. INITIATIVE

- Identifies and responds correctly to work-related problems
- Defines problem and alternative solutions
- Makes decisions after careful analysis of available

6. JOB PERFORMANCE

- Competent in areas of responsibility, applies knowledge needed to perform the job
- Follows established policies and procedures
- Obeys all safety rules and looks for ways to make work safe information
- Participates in public outreach activities

7. CONSTRUCTIVE INTERACTIONS (applies to both internal and external customers):

- Cooperates to accomplish team/work unit objectives
- Publicly supports the department, its policies and programs while acting in an official capacity
- Promotes and maintains a work environment that is respectful of all persons
- Appropriately shares work-related information with others
- Builds relationships (networks)
- Considers impact of decisions on customers and organization units
- Responds to customer needs in a professional and friendly manner

PART 3 - PERFORMANCE RATING CATAGORIES (for MANAGEMENT/EXECUTIVE SERVICE):

8. DIVERSITY/AFFIRMATIVE ACTION/EEO

- Maintains a harassment-free, professional workplace where any instances of demeaning or disparaging treatment can be reported without fear of retaliation.
- Recognizes and utilizes the strength of a diverse workforce.
- Encourages the understanding of cultural differences and value of inclusive actions.
- Facilitates achievement of affirmative action goals by targeted recruitment strategies and selection of protected class individuals.
- Employs and promotes by employee merit and experience without discrimination, favoritism or nepotism.

9. SAFETY & WORKERS' COMPENSATION

- Promotes and ensures a safe work environment
- Facilitates early return to work of injured workers
- Actively trains employees on safety issues
- Regularly attends safety meetings

10. EMPLOYEE SELECTION/DEVELOPMENT

- Selects qualified, competent people to fill positions
- Follows established rules in the selection process
- Works with employees to identify training needs
- Ensures employees are given necessary job-related and/or on-the-job training

11. SUPERVISION

- Coaches and fosters open communication with employees
- Identifies needs for behavior and/or work product changes when standards are not met; takes prompt and appropriate corrective action as necessary
- Uses performance management system as a tool to communicate work expectations
- Completes performance evaluations in a timely manner
- Appropriately delegates work and projects to employees

12. LEADERSHIP

- Demonstrates commitment to agency mission and principles.
- Provides visible and personal involvement in creating and sustaining an environment for excellence.
- Models agency values inside and outside the department.
- Embraces diversity of people and perspectives.
- Encourages risk taking and non-traditional ideas, activities, and actions.
- Fosters an environment of trust and personal integrity.
- Demonstrates on-going professional growth.

Performance Evaluation Instructions

1. Prior to drafting evaluation, supervisor provides employee opportunity to give input (in person or in writing) on employee performance highlights, goals and training needs for the upcoming year, as well as challenges or areas that need improvement. Additionally, supervisor may seek input from employee's supervisees, peers, and other (senior) managers (i.e. a 360 degree review), as appropriate.
2. Supervisor drafts performance evaluation and assigns overall rating.*
3. Supervisor sends performance evaluation to reviewer for review and signature. Reviewer must be the evaluator's management/executive service supervisor/manager(s).
4. Reviewer returns performance evaluation to supervisor.
5. Supervisor signs performance evaluation and discusses it with employee.
6. Employee signs performance evaluation and is given a copy at this time. Employee may complete Section 6 at this time.
7. Supervisor sends original performance evaluation to Human Resources Division for appointing authority signature (keeps copy for him/herself).
8. Human Resources Division files original in employee's official personnel file.
9. Employees have the right to attach their own comments to all official copies of the performance evaluation.

* Note: If the supervisor rates the employee as "Marginal", the supervisor must provide the employee with expectations/outcomes necessary for the employee to achieve a rating of "Successful" in the succeeding performance evaluation. This rating may not be used in succession, over more than one rating period. If the employee continues to not meet the requirements of the position during the succeeding evaluation cycle, the next rating should be "Unsatisfactory"; if the employee demonstrates solid improvement, the rating for the next performance cycle should be "Successful" or above, as applicable.