



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. <b>This meeting was held on</b> _____ (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 <span style="float: right;">(Use Additional Sheets as Necessary)</span>	



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:
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Job Responsibility:
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Essential Criteria:
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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:
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Job Responsibility:
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Essential Criteria:
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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:
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Job Responsibility:
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Essential Criteria:
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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:
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:





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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
<b>Quality of Work</b> Overall extent to which employee thoroughly and accurately meets the quality criteria.	Failed to achieve most or all essential quality criteria.	Achieved or occasionally exceeded all essential quality criteria.	Significantly exceeded essential quality criteria.		
<b>Quantity of Work</b> Overall extent to which employee produces an acceptable amount of work as defined in the quantity criteria.	Failed to produce an acceptable amount of work as identified in the essential quantity criteria.	Produced acceptable or greater amount of work and met or occasionally exceeded essential quantity criteria.	Significantly exceeded essential quantity criteria.		
<b>Timeliness</b> 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.		
<b>Job Achievement Subtotal</b>					



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
<b>Communication</b>  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.		
<b>Conscientiousness</b>  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
<b>Customer Service</b>  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.		
<b>Flexibility</b>  Adapts behavior and work methods in response to changing conditions, new information, emergency situations and/or shifting priorities.	Demonstrated inability to modify behavior in response to change; was inflexible and ineffective in performing work under varying conditions. Failed to deal with unforeseen emergencies. Rarely modified behavior in response to change.	Demonstrated a capability to modify behavior in response to change. Generally adapted to changing conditions and emergency situations. Effectively performed work under varying conditions. Adjusted work behaviors and methods to accommodate for multiple demands, shifting priorities, ambiguity and rapid change in work situations.	Effectively addressed changing conditions, emergencies and other contingencies. Incorporated new information based on changes into behaviors and work methods. Acted as change agent in response to fluctuating work circumstances; regularly encouraged others to modify behavior in response to changing needs.		



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**SECTION 2-PERFORMANCE FACTORS**

Job Related Factors	1	2	3	Interim	Final
<b>Interpersonal Skills</b>  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.		
<b>Job Knowledge/Skills</b>  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.		



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## SECTION 2-PERFORMANCE FACTORS

Job Related Factors	1	2	3	Interim	Final
<b>Problem Solving</b>  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.		
<b>Safety</b>  Contributes to a safe and secure working environment for self and others in the performance of the job functions and the delivery of services.	Failed to follow safety rules for self or to make safety a priority in dealing with others. Did not use available safety equipment or resources to maintain a safe work area. Behaved as if safety was not a critical element of the work environment. Was aware of conditions that affected operational and employee safety, but did not recommend safety improvements.	Took specific steps to demonstrate safe work practices. Anticipated potential safety issues and took action to alleviate them before a problem occurred. Observed appropriate safety standards and minimized exposure to unsafe conditions for self and others. Regularly demonstrated compliance with safety requirements and recommended measures to enhance safety whenever possible. Set an example in demonstrating safety requirement.	Was a role model in demonstrating safety requirements. Implemented new and technically sound processes, procedures and equipment to enhance safety on a continuous. Created a safety culture dedicated to technical and operational excellence. Encouraged others to create, promote and maintain a safe work environment.		



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**SECTION 2-PERFORMANCE FACTORS**

Job Related Factors	1	2	3	Interim	Final
<b>Self Management</b>  Sets well-defined and realistic courses of action to accomplish tasks or objectives; monitors own.	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.		
<b>Teamwork 1</b>  Works collaboratively in a group as a team member to accomplish stated goals.	Did not share information or cooperate with others on team. Engaged in negative interaction or promoted destructive conflict among team members. Failed to responsibly assume fair share of workload.	Supported the team in meeting or exceeding essential objectives. Responsibly accomplished work assignments in support of team objectives. Effectively cooperated with and contributed to help meet established team results. Worked to encourage good performance from others. Shared information in order to help team members accomplish goals. Encouraged other team members to be successful.	Supported the team in significantly exceeding the essential objectives. Contributed exceptionally well and maximized the effectiveness of the group. Gave regular feedback to team regarding process and accomplishments. Ensured that group goals had priority over individual recognition. Alternated appropriately between leader and member to achieve the best team results.		
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		
<b>Grand Total Points</b>		

Conversion to Overall Rating		
<i>1-Unsatisfactory (13-19 Points)</i>	<i>2-Successful (20-32 Points)</i>	<i>3-Exceptional (33-39 Points)</i>
	<b>Interim Evaluation Rating</b>	<b>Final Evaluation Rating</b>
<b>Overall</b>		



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## Justification for Interim Evaluation

Justification for Interim Evaluation	
	Rating

Specific Area(s) Identified for Development
<p>1. <b>Infrastructure:</b> Upgrade of roads, bridges, and public transportation systems to improve connectivity and reduce travel time.</p> <p>2. <b>Industrial Parks:</b> Development of modern industrial parks with all necessary utilities and infrastructure to attract manufacturing and service industries.</p> <p>3. <b>Commercial Centers:</b> Creation of designated commercial zones with streamlined zoning regulations to encourage retail, office, and service businesses.</p> <p>4. <b>Residential Development:</b> Construction of new residential areas, including affordable housing, to accommodate population growth and provide a diverse housing stock.</p> <p>5. <b>Healthcare and Education:</b> Investment in healthcare facilities (hospitals, clinics) and educational institutions (schools, universities) to enhance the quality of life and workforce skills.</p> <p>6. <b>Technology Hub:</b> Establishment of a technology incubator and co-working spaces to foster innovation and attract tech startups.</p> <p>7. <b>Green Spaces and Parks:</b> Development of parks, recreational areas, and green belts to improve the environment and provide leisure opportunities for residents.</p> <p>8. <b>Water and Wastewater Treatment:</b> Implementation of advanced water supply and wastewater management systems to ensure sustainable resource use and public health.</p>





Ratee:	Title:	Rating Period:
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**SECTION 4-JUSTIFICATION SHEET AND DEVELOPMENT PLAN-INTERIM** *(Continued)*

<b>Interim Development Plan</b>	
<b>Specific Action to be Taken by Ratee</b>	
<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. <b>This meeting was held on</b></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>
<b>Ratee Comments</b>	



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)*

<b>Final Development Plan</b>	
<b>Specific Action to be Taken by Ratee</b>	
<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. <b>This meeting was held on</b></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>
<b>Ratee Comments</b>	



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

**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
	<div>Ratee Initials      Rater Initials      Date</div>
Ratee Comments <span style="float: right;">(Use Additional Sheets as Necessary)</span>	