

ACCOUNTABILITY

Accepts full responsibility for self and contribution as a team member; displays honesty and truthfulness; addresses problems quickly; displays a strong commitment to organizational success and inspires others to commit to goals; demonstrates a commitment to delivering on his/her public duty and presenting oneself as a credible representative of the agency to maintain the public's trust.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Objectives Focus Focuses time, energy, and other resources on activities that are not aligned with objectives.	Aligns the efforts of him/herself to objectives most of the time.	Consistently aligns the efforts of him/herself to objectives.
Resource Use Tends to secure and/or use more resources than are reasonable to complete a task, which sometimes results in costs that exceed budget.	Uses resources as expected, resulting in quality work that stays within established budgets.	Frequently uses fewer than expected resources while still delivering high-quality work for less than budgeted costs.
Initiative Fails to take ownership of personal or team performance; occasionally "bends the rules" when faced with pressure from customers.	Takes ownership of successes and failures and learns from experience; makes principled decisions and addresses unethical behavior by others.	Seeks innovative ideas to leverage successes and anticipates and prevents failures; consistently maintains the highest ethical principles and assists others to do the same.
Planning/Time Management Completes tasks late or with poor quality due to lack of planning or balancing of commitments.	Manages own time well in order to complete allocated tasks on time and with high quality.	Manages own time exceptionally well, frequently completes tasks early and with higher-than-expected quality.
Dependability Consistently takes advantage of or abuses leave options. Often unexpectedly absent from work excluding FMLA and military leave. Does not make arrangements to ensure work responsibilities and commitments are maintained for planned absences. Does not consistently follow workplace policies for reporting impending absences or often fails to keep supervisor informed of status of work or issues that arise.	Maintains availability and schedule to meet responsibilities, team and customer commitments, and meeting participation. Rarely unexpectedly absent from work excluding FMLA and military leave. Makes arrangements for work responsibilities and commitments during planned absences. Always follows workplace policies for reporting impending absences and keeps supervisor informed of work progress and potential issues.	Anticipates needs during absences; ensures work responsibilities and commitments will be met. Almost never unexpectedly absent from work excluding FMLA and military leave. Anticipates issues and prepares accordingly. Always follows workplace policies for reporting impending absences and works with supervisor to have action plans or responses ready.
For Supervisors Gains support for some, but not all, key agency objectives.	Consistently inspires others to commit to the goals of the agency	Coaches others on how to gain commitment and buy-in to accomplish agency objectives.