State of Arkansas
FY25 Performance Evaluation Rating Category Matrix

Instructions: This document is to be used as a tool for rating employees and is not intended to address every aspect of the standard

	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations
Customer Service	Fails to interact with customers politely and is not attentive to customer needs Fails to confirm or understand customer needs and does not respond or provides limited or partial service or answers	Inappropriately reacts to situations rather than being empathetic to the needs of the customer Is difficult to contact in person or over the phone Takes an unreasonably long time in responding to requests and issues	Greets customers respectfully and positively Remains patient, calm and polite in all situations Willingly provides assistance and useful information Takes appropriate actions to remedy customer service issues Listens attentively to understand the needs of the customer, client, or vendor	Is fully available and attentive to the customer Consistently exceeds customer expectations Anticipates customer needs and goes the extra mile Works to prevent future occurrence of issues Maintains a professional demeanor at all times Acts respectfully to defuse even the most difficult situations
Communication	Fails to communicate the agency's vision mission, and goals	Demonstrates an unwillingness to listen to others, does not consider others' viewpoints, or talks over others Develops written and/or verbal communications that are confusing, void of critical messages, misrepresent facts and fails to consider the target audience	Actively listens to others to gain a better understanding of their viewpoints and maintains a professional demeanor when delivering unwelcome information Uses appropriate grammar, punctuation, and spelling in formal communications Fosters dialogue by being open and respectful Effectively communicates verbally Effectively communicates the agency's vision, mission, and goals	Actively encourages a respectful and open exchange of ideas and viewpoints, defuses conflict, and attempts to reconcile differences Consistently selects the best method to deliver the message so that it is easily understood, asks questions to confirm understanding and explains in a different way if target audience has difficulty understanding the message Communicates the agency's vision, mission, and goals in such a way that employees, at all levels, fully understand their role in achieving agency goals

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Accountability	Fails to take ownership of personal or team performance Is frequently tardy or absent without approval; abuses leave	Does not make arrangements to ensure work responsibilities and commitments are maintained for planned absences 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 Uses resources as expected, resulting in quality work that stays within established budgets Adheres to the agency's attendance requirements Arranges for work responsibilities and commitments during planned absences	Takes full responsibility for all decisions Seeks innovative ideas to leverage successes and anticipates and prevents failures Consistently maintains the highest ethical principles and assists others to do the same
Professionalism	Fails to adapt well to changing circumstances	Occasionally falls short of professional standards applicable to the job Does not maintain poise through most situations Demonstrates behavior that is inconsistent with ethical standards	Demonstrates behaviors consistent with standards for professional, organizational, and ethical conduct. Applies rules and regulations in a consistent, transparent, and unbiased manner Understands and works within the scope of practice defined by her/his profession, licensing body, and/or the specific position in the agency as it relates to acquired education, training, and experience	Demonstrates the highest level of personal integrity, even in challenging situations Often goes above and beyond to maintain a positive workplace environment Consistently models exceptional professional behavior Is prepared for meetings, sets the standard for punctuality and commitment to the job
Initiative	Unable to complete work on own when work should be completed independently Does not seek out information if unsure how to complete an assignment	Needs reminders to complete work assignments Only concerned with meeting minimum standards; rarely attempts to achieve more than the minimum required	Completes assignments without the need for prompting Successfully completes most assignments independently but may require additional support when faced with unfamiliar tasks or situations Seeks out information on own initiative and follows up with supervisor for guidance or direction as needed	Completes assignments without prompting and takes initiative to keep supervisor periodically advised of progress Always puts forth the effort needed to perform well even on the most difficult and challenging assignments Successfully completes tasks with minimal guidance

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				Demonstrates the ability to complete even unfamiliar tasks by applying prior experiences and knowledge or doing research to gain necessary understanding
Job Knowledge, Skills, and Work Product	Does not demonstrate the fundamental working knowledge required Struggles to address technical or functional issues; has difficulty communicating technical or functional issues to others	Limited knowledge of relevant and applicable technical or functional topics outside of immediate area of practice Allows professional or job-related knowledge and skills to become antiquated	Competently performs the job and addresses issues as they arise Maintains knowledge of relevant technical or functional topics Communicates technical or functional issues and resolutions in understandable fashion Engages in continuous learning opportunities of own accord without prompting Incorporates professional, industry or career trends in work, planning and decision making	Consistently applies expert knowledge and skill in all work activities Known and respected as an expert in a particular technical or functional field Maintains a thorough working knowledge of a broad range of technical or functional topics applicable and relevant to the agency including emerging issues, new technologies and discoveries Anticipates and creatively addresses the most difficult technical or functional issues in advance; guides customers and colleagues with expert knowledge and communication Seeks out continuous learning opportunities to maintain state of the art knowledge
Leadership	Fails to involve team in defining goals and planning the ways to achieve success Provides feedback to team members inconsistently or not at all	Avoids presenting feedback that will not be well-received Does not maintain an understanding of where the team is toward reaching its goals or provide reports on team progress	Involves team members in defining ways to achieve desired results and defining expectations about how team members will work together to accomplish goals Provides both positive and negative feedback to team members to keep them on track toward meeting goals Is available as a resource for subordinates and peers	Gains commitment and encourages mutual accountability among team members Motivates team members to perform at their highest level by example Consistently monitors team performance and progress toward goals Takes action when progress is delayed or impeded, and provides complete and informative reports on progress

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			Monitors team performance and provides updates to team members and relevant stakeholders on a regular basis	Sets up methods to evaluate overall team effectiveness and individual team member contributions; identifies performance issues and addresses them with team members