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Performance Appraisal System for Administrative Professional and Support Staff

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Performance Appraisal Materials for Secretary GS-318 and Office Automation Clerk/ Assistant GS-326 Positions

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Appendix I

Abbreviations

APSS	Administrative Professional and Support Staff
GAO	General Accounting Office
GS	General Schedule
WS	Wage System

Overview of the Performance Appraisal System

The Administrative Professional and Support Staff (APSS) appraisal system applies to all General Schedule (GS) and Wage System (WS) employees in GAO. This manual explains the system and supersedes the June 1990 edition of *Performance Appraisal System for Administrative Professional and Support Staff*.

This manual is comprised of 6 chapters. Chapter 1 provides an overview of the performance appraisal system. Chapters 2 and 3 explain general performance appraisal policies and provide guidance and instructions on the performance management cycle. Chapters 4 through 6 contain specific performance dimensions and standards.

Purpose of the Performance Appraisal System

The primary purpose of the APSS appraisal system is to provide a systematic and uniform method to evaluate job performance of staff on the basis of job-related criteria. The appraisal is an integral part of the performance management cycle and should be used to

- advise employees of the standards upon which their performance will be based,
- help employees understand their responsibilities and how their work contributes to GAO's goals and performance measures,
- provide feedback to employees on how well they are meeting expectations and on improving performance,
- help supervisors and managers recognize and deal with performance problems, and
- provide a basis for performance-based actions.

Description of the System

Within the APSS appraisal system, there are three separate performance dimension subsystems. Each of the APSS job series has been assigned to one of the following three performance dimension subsystems:

- General Schedule positions, excluding Secretary GS-318 and Office Automation Clerk/Assistant GS-326, are described in chapter 4;
- Secretary GS-318 and Office Automation Clerk/Assistant GS-326 positions are described in chapter 5; and
- Wage System positions are described in chapter 6.

The dimensions in each chapter are valid only for the job series covered by that chapter. Supervisors **must** use the appropriate chapter and performance dimensions when appraising employees.

Each of the chapters includes a menu of the performance dimensions for the particular subsystem, allowing supervisors to tailor the performance appraisal to individual employee positions. To help supervisors select the appropriate dimensions, each chapter provides the following:

- **Required Performance Dimensions.** Each of the subsystems requires that employees must be rated on three dimensions, listed as "Required" in each chapter. In addition, if the ratee has supervisory responsibilities, the ratee should be rated on the supervisory dimension.
- **Suggested Performance Dimensions.** This list provides a starting point for selecting performance dimensions to appraise individual employee performance. It lists those dimensions that apply to most individuals within a job series. The list serves as a guide and can be modified. In some instances, a supervisor may feel that one or more of these dimensions are not appropriate for an individual employee or that other dimensions are appropriate. The supervisor makes the final decision on dimensions that are selected. If there is not a list of suggested dimensions for a job series, the supervisor should select appropriate performance dimensions from the Menu of Performance Dimensions.
- **Menu of Performance Dimensions.** The menu is a list of all performance dimensions for each of the appraisal subsystems. The supervisor selects from this menu those additional performance dimensions that represent the ratee's job duties.

Performance Dimension Standards

The performance dimension standards used in this appraisal system are the result of a thorough job analysis and GAO staff input and review. They represent agreed-upon standards that are content-valid, behavioral, legally defensible, and fair. Each performance dimension standard has three parts:

* Performance dimension definitions, which describe the types of activities rated under the dimension. The definition and the performance appraisal number appear at the top of the page.
* Behavioral summary statements, which describe typical behavior for three performance levels: Unacceptable, Fully Successful, and Outstanding.
* Rating scale of 1 to 5, where
  1 = Unacceptable
  2 = Needs Improvement
  3 = Fully Successful
  4 = Exceeds Fully Successful, and
  5 = Outstanding.
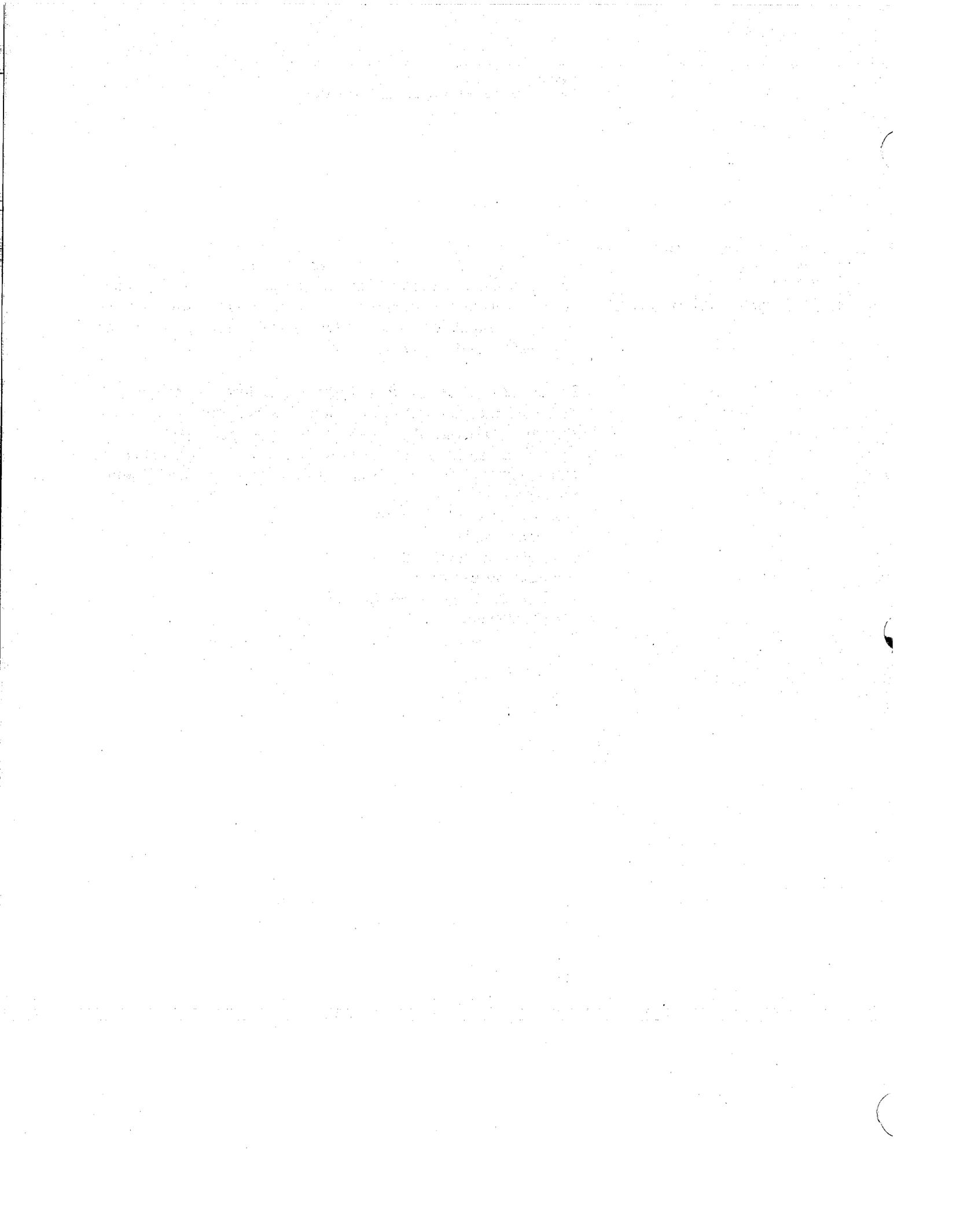
The Performance Management Cycle

The performance management cycle consists of four phases: (1) selecting dimensions; (2) setting and communicating expectations; (3) monitoring performance and providing feedback; and (4) preparing and delivering the performance appraisal.

Selecting Dimensions

A fundamental step in the APSS performance management cycle is the selection of dimensions on which each employee will be rated during the appraisal year. Each supervisor selects specific dimensions on which to rate each employee based on his or her key duties. These dimensions and the accompanying standards are the basis for the ratee's performance expectations.

As discussed in chapter 1, the APSS appraisal system consists of menus of performance dimensions, which allows the supervisor to tailor the performance appraisal to each employee's position. Each subsystem of the APSS appraisal system contains certain required dimensions and suggested dimensions for each position. The supervisor selects those dimensions best suited for rating each position. Raters must use only the performance dimensions from the applicable chapter because the performance dimensions are valid only for the positions covered in that chapter.

For each appraisal subsystem, required dimensions (1, 2, and 3) must be used (see chapter 4 for GS positions, chapter 5 for Secretary GS-318 or Office Automation Clerk/Assistant GS-326 positions, and chapter 6 for WS positions). Required performance dimensions cannot be deleted, and are displayed automatically on the automated appraisal form–GAO Form 247. (See appendix I for a sample of the form.) If the ratee has supervisory responsibilities, the supervisory dimension is also required, and should be selected on the appraisal form.

The rater also should review the ratee's job duties and compare them to the list of Suggested Performance Dimensions for the specific position. Then, the rater should carefully review the definitions and behavioral summary statements that accompany each dimension. A rater should not select a performance dimension solely by its heading, as this could result in selecting dimensions that are inappropriate for the ratee's job duties. Only by reviewing the standards can the rater be sure that the suggested dimensions are appropriate for rating the employee's performance.

To assure that the ratee's key job duties are represented, the rater should review the entire menu of performance dimensions to determine whether any additional performance dimensions are appropriate. Also, the rater should solicit and consider ratee input about appropriate performance dimensions.

All selected performance dimensions are considered **critical**—that is, of sufficient importance that unacceptable performance in that component constitutes unacceptable performance of the job and may be the basis for reduction in grade or removal. Thus, the selected dimensions should only cover the key areas of job content.

To record the selected dimensions and produce a complete appraisal form, the rater should use the automated version of GAO Form 247 available on the LAN. Using the menu, the rater can choose the selected dimensions and print a listing of only those dimensions selected for the rating period. The rater should then complete GAO Form 247, Part A. The rater should give the ratee a copy of: (1) Parts A and B of GAO Form 247, (2) the computer-generated list of the selected dimensions, and (3) a copy of each of the selected dimension standards.

Setting and Communicating Expectations

Performance expectations include what a ratee will do, when the ratee will do it, and how well it should be done. What the ratee will do and when it is done are usually determined by assigned work. How well a ratee performs is measured by written performance standards set forth in this performance appraisal manual. At a minimum, the ratee should be able to perform at the fully successful level, as described in the performance standards.

When communicating expectations, the rater should explain how the ratee's work can contribute to GAO's overall goals and performance measures. GAO's goals and performance measures can be found in *GAO's Strategic Plan* and the *GAO Performance Report*.

Expectation setting should occur at least once a year at the beginning of the rating cycle, and when an employee is reassigned to a substantially different position. Often, objectives, timeframes, outcomes, and products may not be fully known at the beginning of the appraisal cycle. Expectations should be revised or clarified as

more information is obtained or when circumstances negate or substantially modify prior agreements. Occasionally, after expectations have been set, an employee will not have an opportunity to perform duties or produce accomplishments related to a performance dimension during the appraisal period. In this situation, the rater should revise the performance expectations and communicate the change to the ratee. Any changes to the expectations should be documented. (See chapter 3, *Policies and Responsibilities*, for guidance on setting expectations in special situations.)

Expectation-setting discussions should occur at an agreed upon meeting time. While the rater has the ultimate responsibility to determine ratee expectations, expectation discussions should be a dialogue. The rater should solicit input from the ratee, and the ratee is responsible for seeking clarification of any matters that are not understood.

Expectation-Setting Session

Three types of information should be discussed during the expectation-setting session: project/assignment information and responsibilities, performance standards, and contributions to goals and performance measures. The level of detail appropriate for the expectation-setting discussion will depend upon the ratee's prior knowledge concerning the project or assignment, the experience level of the ratee, and the information available to the rater about the project or assignment.

Project/Assignment Information and Responsibilities

The rater should provide as much assignment-specific information as available, such as the ratee's responsibilities, tasks, project/assignment objectives, anticipated products, and timeframes. It is expected that the rater will amplify and clarify initial expectations during subsequent on-the-job discussions with the ratee. Further expectation meetings should be held when changes have been so substantial as to constitute a new assignment.

Performance Standards

Each ratee must know the performance standards and critical elements of his or her position. Therefore, a rater should confirm that a ratee knows or understands

- the dimensions on which he or she will be assessed,
- that all dimensions being assessed are critical, and

- that performance will be assessed based on the standards set forth in this performance appraisal manual.

The rater should instruct the ratee to become familiar with the performance standards; if a ratee does not understand the standards, he or she has the responsibility to seek clarification from the rater.

Contributions to Goals and Performance Measures

This is a good time for the rater to remind the ratee how his or her work contributes to GAO's goals and performance measures. To the extent possible, raters should specify by example how a ratee's work can directly affect unit teamwork, communications, work products, timeliness, as well as quality, customer satisfaction, and other goals set forth in *GAO's Strategic Plan* and the *GAO Performance Report*.

Documenting the Expectation-Setting Process

The rater and ratee should initial GAO Form 247, blocks 6 and 7, to indicate that the rater has communicated expectations to the ratee regarding job duties.

Monitoring Performance and Providing Feedback

Once expectations are established, the rater should monitor performance and provide feedback to the ratee on his or her performance. Feedback can reinforce good performance or help the employee correct problems. The feedback should allow the ratee to know current strengths and developmental needs and how his or her performance could be improved. However, feedback is not solely the responsibility of the rater. The ratee is responsible for actively seeking and receiving feedback.

A number of feedback techniques may be used, ranging from day-to-day discussion to periodic feedback sessions. At least one formal progress review of expectations and of the progress displayed in meeting them is advised unless circumstances dictate otherwise. Scheduling this session about midway through the appraisal period is suggested.

When monitoring performance, the rater is encouraged to keep brief notes on the ratee that reflect both positive accomplishments and instances where developmental needs are present. This facilitates more accurate and complete performance appraisals.

Preparing and Delivering the Performance Appraisal

The fourth phase of the performance management cycle consists of preparing the appraisal form and conducting the performance appraisal session.

Preparing the Ratee Statement of Contributions

As the rating period nears completion, the ratee may choose to provide a statement of contributions. He or she may describe job-related contributions and provide this information to the rater for inclusion on the appraisal form, GAO Form 247, Part B.

The ratee statement of contributions provides an opportunity for the ratee to highlight examples of his or her performance, work products or accomplishments, or any other information that he or she believes the rater should consider. A ratee statement of contributions is optional. The statement must be typed and cannot exceed one and one half pages.

Rating the Employee's Performance

Using the appropriate performance standards, the rater evaluates the ratee's performance in each performance dimension. In rating performance, the rater should consider all pertinent data, including: the dimensions; performance standards; the employee statement of contributions, if any; and any supervisory notes.

The rater should carefully consider and review the available performance information for each performance dimension. The rater should review the **Fully Successful** behavioral summary statements and then the **Unacceptable** and **Outstanding** statements and compare the ratee's performance to the three sets of statements. In choosing Unacceptable, Fully Successful, or Outstanding, the rater should determine that the performance level fully represents the ratee's predominant behavior; that is, the ratee's overall work behavior in that dimension during the entire appraisal period. Raters should not choose a performance level that represents the ratee's behavior in only a few instances or only once in a while. If the behavioral statements shown are not fully illustrative of the ratee's predominant performance, the rater should use the interim levels. For example, the rater should use

- **Exceeds Fully Successful** when the predominant performance for the period exceeds the Fully Successful standard but does not fully meet the Outstanding standard;
- **Needs Improvement** when predominant performance for the period exceeds the Unacceptable standard but does not fully meet the Fully Successful standard.

The performance standards are not all inclusive--a ratee need not perform all of the activities or the exact activities described in the standards to be rated at a certain level. If the ratee has not performed the activities listed for a given performance level, but has demonstrated predominant performance that is highly similar or of equal quality to that level, the ratee may be rated at that level. The standards help clarify each performance level by describing typical behavior. Rating employee performance always requires some judgment by the rater.

The performance standards apply to positions without regard to level of responsibility or complexity of work. Rating performance using these standards assumes that assigned duties and responsibilities are appropriate to the position's responsibilities.

The rater should record the ratings for each dimension on GAO Form 247, Part C.

Preparing Summary Comments

The rater is required to provide a Rater's Summary Statement in Part B of GAO Form 247. He or she is not required to provide a written narrative for each of the selected levels of performance of each dimension rated but should write an overall summary statement about the performance of the ratee during the rating period. The rater should highlight those areas that resulted in any Outstanding or Needs Improvement ratings. Additionally, raters should provide detailed explanations, with examples, on dimensions rated Unacceptable. (Note: An employee rated Unacceptable must be placed in a formal performance improvement opportunity period. See GAO Order 2432.1, Dealing With Unacceptable Performance.)

Reviewing the Performance Appraisal

Except when the rater is the unit head, the appraisal must be reviewed, approved, and signed by a reviewing official before it is presented to the ratee. The reviewing official should ensure that the rater understands the performance appraisal system and how to properly prepare performance appraisals. Specifically, the reviewing official reviews the rating, ensures fair and consistent use of the standards, and requests additional information, if necessary.

The reviewer may return the appraisal to the rater for justification or a change in the appraisal if it does not comply with instructions or standards. Disagreement between the rater and reviewer should be resolved before discussing the appraisal with the ratee. In those instances when a disagreement about a rating cannot be resolved and the reviewer has knowledge of the ratee's performance or believes the rater has not properly applied the standards, the reviewer may assume responsibility for the rating on the dimension(s) in disagreement. In this instance, the reviewer will (1) obtain approval from the next higher responsible official (if the reviewer is not the unit head) and document the reasons for the change; and (2) change the appraisal. The appraisal form presented to the ratee will include only those ratings approved by the reviewer.

If the rater and ratee agree to change the appraisal after it has been signed by the reviewer, the appraisal must again be reviewed and approved by the reviewer. The reviewing official and the rater sign and date GAO Form 247, block 10.

Conducting the Performance Appraisal Session

At the completion of the appraisal cycle, the rater should hold a formal appraisal session with the ratee to discuss the completed appraisal. As a general rule, the ratee should be given a copy of the appraisal at least 24 hours before the appraisal session so that he or she may review it prior to the session.

The rater should use this session to address both the ratee's strengths and areas needing improvement. He or she should be specific enough for the ratee to respond with any additional pertinent facts.

After the appraisal session, the ratee signs and dates GAO Form 247, Part A. By signing, the ratee does not necessarily indicate agreement with the appraisal but acknowledges that he or she has received and read it.

Ratee Comments

The ratee may submit comments within 5 calendar days of the appraisal session. When comments are submitted, the rater must check the appropriate box in Part A and append these comments to the performance appraisal. Ratee comments become a permanent part of the appraisal. The appraisal is final after 5 calendar days of the rating being presented to the employee, unless the rater extends the comment period. If the comment period is extended, the appraisal is final at the time the comments are due.

Policies and Responsibilities

Policies

This chapter contains key performance appraisal policies and a summary of related responsibilities.

Who Is Appraised and When Appraisals Are Due

If a permanent employee has been on duty at least 30 staff days, then the employee must receive a performance appraisal at the end of the appraisal year. The GAO appraisal year is October 1 through September 30. Exceptions to this policy are as follows:

- In cases of promotion or permanent reassignment of the ratee, the ratee receives a performance appraisal by the date of promotion or reassignment. The ratee is appraised against the existing selected dimensions. A new appraisal period begins on the date of promotion or reassignment. At this point, dimensions should be reviewed, and a new set of dimensions selected as necessary. This period continues until the next date of promotion, reassignment, or the end of the appraisal year, whichever comes first.
- When an employee has been officially detailed or temporarily assigned to a different position for longer than 90 calendar days, expectations should be set for the new position. Upon completion of the detail or temporary assignment or the end of the appraisal year, whichever comes first, the rater of the employee while on the detail or temporary assignment must prepare a written performance appraisal to be sent to the ratee's home unit, with a copy given to the ratee.

All temporary employees should be appraised when the appointment is reasonably expected to exceed 120 days.

The utility of performance appraisal information depends upon its timeliness. All appraisals should be completed—written, reviewed, and discussed with the ratee—at the conclusion of the appraisal period, or as soon as possible thereafter.

Who Prepares the Appraisal

The performance appraisal form should be prepared by the person who is in the best position to assess the ratee's performance. Usually, this is the ratee's immediate supervisor–the same person who sets expectations and assigns and reviews work. However, there may be circumstances which make it more appropriate or desirable for another person to assume the rating responsibility. In those

cases, the designation of a rater other than the immediate supervisor should be done at the beginning of an assignment and must be acceptable to the ratee.

More Than One Supervisor During a Rating Period

The immediate supervisor as of the date that a performance appraisal is due is responsible for preparing the appraisal. In situations where the immediate supervisor worked with the employee for such a short period of time that it makes sense for a former supervisor to complete the appraisal, then the former supervisor should prepare the appraisal. If an employee has worked for more than one supervisor during the appraisal year and has not received an appraisal from the former supervisor(s), the current rater should obtain input on the employee's performance during the earlier assignments.

Signing the Appraisal Form

The rating should be reviewed, approved, and signed by the reviewer before the rater discusses the appraisal with the ratee. After the rater discusses the appraisal with the ratee, the ratee signs the appraisal form. By signing, the ratee does not necessarily indicate agreement with the appraisal, but acknowledges that he or she has received and read it. If the ratee refuses to sign the appraisal form, the rater should note this on GAO Form 247, block 10.

Grievance Procedures for Performance Appraisals

Ratees who are dissatisfied with their performance appraisal may file a formal grievance as per GAO Order 2771.1, Administrative Grievance Procedure.

Maintaining Records

The rater or unit should retain all performance appraisals to document the performance appraisal process. See GAO Order 0413.1, Supplement, GAO's Comprehensive Record Schedule, for requirements.

Summary of Responsibilities of the Ratee, Rater, and Reviewing Official

Ratee Responsibilities

The ratee is responsible for

- participating with the rater in determining expectations;
- seeking clarification of expectations from the rater or suggesting modification to expectations when circumstances have changed,
- seeking and being receptive to feedback;
- becoming familiar with the applicable performance standards,
- informing the rater of any circumstances that he or she believes should be considered when appraising performance;
- preparing a Ratee Statement of Contributions for inclusion on the appraisal, if he or she chooses,
- reviewing the appraisal for accuracy and completeness and signing the appraisal form to indicate that it has been reviewed and discussed with the rater; and
- adding any comments to the form that he or she considers pertinent.

Rater Responsibilities

The rater is responsible for preparing the ratee's performance appraisal. Specifically, this responsibility includes

- establishing and discussing expectations with the ratee at or near the beginning of the appraisal period and updating them as needed;
- monitoring ratee performance and providing feedback; and
- appraising performance against performance standards at the end of the appraisal period.

Reviewing Official Responsibilities

The reviewing official is responsible for

- ensuring that the rater understands the performance appraisal system, knows how to properly prepare performance appraisals, is knowledgeable about applicable performance standards, and maintains reasonable consistency in applying standards;
- checking each appraisal to ensure that it complies with instructions and standards;
- returning the appraisal to the rater for justification or a change in the rating if warranted;
- approving or disapproving of any rating change that the rater and ratee agree to during the appraisal session; and
- assuming responsibility for the dimension(s) on the rating when there is a disagreement between the reviewer and rater where the reviewer has knowledge of the performance of the ratee and/or believes the rater has not properly applied the standards.

Performance Appraisal Materials for General Schedule (GS) Positions
(Excluding Secretary GS-318 and Office Automation Clerk/Assistant GS-326)

Required Performance Dimensions

All employees **must** be rated on these dimensions:

1. Teamwork and Interpersonal Behavior
2. Service Orientation
3. Individual Work Productivity

All supervisory employees **must** also be rated on dimension:

4. Coaching and Motivating

All employees whose use of a computer is a critical work activity **should** be rated on dimension:

5. Applying Computer Capabilities

Suggested Performance Dimensions for Specific Job Series

The following list provides a starting point for selecting performance dimensions to appraise individual employee performance. This list is a **guide**. Supervisors should add or delete dimensions as necessary to ensure that the selected dimensions reflect the important job activities and responsibilities of the employee's position.

0018 Safety Management
6.   Acquiring and Applying Specialized Knowledge
18.   Checking, Examining, and Recording
19.   Inspecting

0080 Security Administration
11.   Communicating Orally
18.   Checking, Examining, and Recording
27.   Maintaining Security

0180 Psychology
6.   Acquiring and Applying Specialized Knowledge
11.   Communicating Orally
16.   Intervention

0201 Personnel Management
7.   Gathering Information
9.   Analysis and Review
11.   Communicating Orally

0203 Personnel Clerical and Assistance
18.   Checking, Examining, and Recording

0212 Personnel Staffing
11.   Communicating Orally
18.   Checking, Examining, and Recording
28.   Personnel Operations

0230 Employee Relations
6.   Acquiring and Applying Specialized Knowledge
7.   Gathering Information
11.   Communicating Orally

0235 Employee Development
6.   Acquiring and Applying Specialized Knowledge
7.   Gathering Information
11.   Communicating Orally

0260 Equal Employment Opportunity
6. Acquiring and Applying Specialized Knowledge
9. Analysis and Review
18. Checking, Examining, and Recording

0301 Miscellaneous Administration and Program

There are no Suggested Dimensions for this job series
because of the many different positions included in the series.

0303 Miscellaneous Clerk and Assistant
18. Checking, Examining, and Recording

0305 Mail and File
20. Handling and Processing Materials and Mail

0334 Computer Systems Analyst
5. Applying Computer Capabilities
11. Communicating Orally
37. Computer Programming
38. Operating, Testing, and Maintaining Systems and Equipment

0335 Computer Clerk and Assistant
18. Checking, Examining, and Recording
34. Filing and Organizing
36. Accessing and Updating Computer Files

0340 Program Management
6. Acquiring and Applying Specialized Knowledge
7. Gathering Information
11. Communicating Orally

0341 Administrative Officer
11. Communicating Orally
18. Checking, Examining, and Recording
31. Preparing Financial Records/Accounts

0342 Support Services Administration
18. Checking, Examining, and Recording

0343 Management Analyst
6. Acquiring and Applying Specialized Knowledge
7. Gathering Information
9. Analysis and Review
11. Communicating Orally
12. Writing

0350 Equipment Operator
18. Checking, Examining, and Recording
19. Inspecting
20. Handling and Processing Materials and Mail

0351 Printing Clerical
18. Checking, Examining, and Recording
20. Handling and Processing Materials and Mail
31. Preparing Financial Records/Accounts

0356 Data Transcriber
18. Checking, Examining, and Recording
36. Accessing and Updating Computer Files

0361 Equal Opportunity Assistance
7. Gathering Information
9. Analysis and Review
18. Checking, Examining, and Recording

0391 Communications Management
6. Acquiring and Applying Specialized Knowledge
24. Technological Systems Design and Analysis

0393 Communications Specialist
6. Acquiring and Applying Specialized Knowledge
11. Communicating Orally
24. Technological Systems Design and Analysis

0501 General Accounting Clerical and Administrative
18. Checking, Examining, and Recording
31. Preparing Financial Records/Accounts
36. Accessing and Updating Computer Files

0503 Financial Clerical and Assistance
18. Checking, Examining, and Recording
31. Preparing Financial Records/Accounts

0510 Accountant
9. Analysis and Review
11. Communicating Orally
22. Developing and Managing Projects, Programs, and Systems

0525 Accounting Technician
18. Checking, Examining, and Recording
31. Preparing Financial Records/Accounts
36. Accessing and Updating Computer Files

0530 Cash Processing
18. Checking, Examining, and Recording
27. Maintaining Security
31. Preparing Financial Records/Accounts

0540 Voucher Examining
18. Checking, Examining, and Recording
31. Preparing Financial Records/Accounts
36. Accessing and Updating Computer Files

0544 Payroll
18. Checking, Examining, and Recording
20. Handling and Processing Materials and Mail
31. Preparing Financial Records/Accounts

0560 Budget Administration
7. Gathering Information
11. Communicating Orally
30. Preparing and Evaluating Budget Proposals

0590 Time and Leave
18. Checking, Examining, and Recording
31. Preparing Financial Records/Accounts

0856 Electronics Technician
6. Acquiring and Applying Specialized Knowledge
24. Technological Systems Design and Analysis
38. Operating, Testing, and Maintaining Systems and Equipment

0904 Law Clerk
7. Gathering Information
9. Analysis and Review

0950 Paralegal Specialist
7. Gathering Information
9. Analysis and Review
18. Checking, Examining, and Recording

0986 Legal Clerk and Technician
18. Checking, Examining, and Recording

0990 General Claims Examining
18. Checking, Examining, and Recording

0998 Claims Clerical
18. Checking, Examining, and Recording
35. Typing/Word Processing

1035 Public Affairs
7.   Gather Information
11. Communicating Orally
12. Writing
15. Copy Editing
17. Representing GAO

1071 Audio-Visual Production
11. Communicating Orally
22. Developing and Managing Projects, Programs, and Systems
26. Developing Functional and Aesthetic Products and Spaces

1082 Writing and Editing
13. Message Design and Communication
14. Substantive Editing
15. Copy Editing

1084 Visual Information
6.   Acquiring and Applying Specialized Knowledge
11. Communicating Orally
18. Checking, Examining, and Recording
26. Developing Functional and Aesthetic Products and Spaces

1087 Editorial Assistance
18. Checking, Examining, and Recording

1101 General Business and Industry
6.   Acquiring and Applying Specialized Knowledge
11. Communicating Orally
18. Checking, Examining, and Recording

1102 Contract and Procurement
6.   Acquiring and Applying Specialized Knowledge
11. Communicating Orally
12. Writing
17. Representing GAO
18. Checking, Examining, and Recording
32. Administering, Evaluating, or Monitoring Procurement

1105 Purchasing
6.   Acquiring and Applying Specialized Knowledge
11. Communicating Orally
18. Checking, Examining, and Recording
32. Administering, Evaluating, or Monitoring Procurement

1106 Procurement Clerical and Assistance
18. Checking, Examining, and Recording
31. Preparing Financial Records/Accounts
36. Accessing and Updating Computer Files

1401 Information Generalists
6.   Acquiring and Applying Specialized Knowledge
7.   Gathering Information
9.   Analysis and Review
12. Writing

1410 Librarian
7.   Gathering Information
11. Communicating Orally
33. Developing and Maintaining Information Resources

1411 Library Technician
7.   Gathering Information
11. Communicating Orally
18. Checking, Examining, and Recording
33. Developing and Maintaining Information Resources
34. Filing and Organizing

1412 Technical Information Specialist
7.   Gathering Information
11. Communicating Orally
33. Developing and Maintaining Information Resources

1664 Printing Management
6.   Acquiring and Applying Specialized Knowledge
11. Communicating Orally
18. Checking, Examining, and Recording

1701 General Education and Training
6.   Acquiring and Applying Specialized Knowledge
7.   Gathering Information
9.   Analysis and Review
10. Analyzing Information Statistically

1750 Instructional Systems Specialist
11. Communicating Orally
22. Developing and Managing Projects, Programs, and Systems
25. Designing Training Courses

1810 General Investigating
7.   Gathering Information
8.   Collecting Evidence
9.   Analysis and Review

1811 Criminal Investigator
7.   Gathering Information
8.   Collecting Evidence
9.   Analysis and Review

2005 Supply Clerical and Technician
20. Handling and Processing Materials and Mail

2132 Travel
7. Gathering Information
18. Checking, Examining, and Recording
31. Preparing Financial Records/Accounts

Menu of Performance Dimensions

1. Teamwork and Interpersonal Behavior
2. Service Orientation
3. Individual Work Productivity
4. Coaching and Motivating
5. Applying Computer Capabilities
6. Acquiring and Applying Specialized Knowledge
7. Gathering Information
8. Collecting Evidence
9. Analysis and Review
10. Analyzing Information Statistically
11. Communicating Orally
12. Writing
13. Message Design and Communication
14. Substantive Editing
15. Copy Editing
16. Intervention
17. Representing GAO
18. Checking, Examining, and Recording
19. Inspecting
20. Handling and Processing Materials and Mail
21. Managing
22. Developing and Managing Projects, Programs, and Systems
23. Administrative Scheduling and Coordinating
24. Technological Systems Design and Analysis
25. Designing Training Courses
26. Developing Functional and Aesthetic Products and Spaces
27. Maintaining Security
28. Personnel Operations
29. Developing and Implementing Personnel Programs, Policies, and Procedures
30. Preparing and Evaluating Budget Proposals
31. Preparing Financial Records/Accounts
32. Administering, Evaluating, or Monitoring Procurements
33. Developing and Maintaining Information Resources
34. Filing and Organizing
35. Typing/Word Processing
36. Accessing and Updating Computer Files
37. Computer Programming
38. Operating, Testing, and Maintaining Systems and Equipment

1.Teamwork and Interpersonal Behavior

Establishing constructive and solid interpersonal relationships with customers, both internal and external, and coworkers; treating others with courtesy, tact, and respect; working effectively with others; working to resolve disagreements, attempting to persuade others and reach consensus; abiding by and supporting group decisions; collaborating with customers and/or coworkers; facilitating team interaction and maintaining focus on group goals.

Frequently:

Treats customers and/or coworkers with discourtesy or disrespect; acts in a condescending manner; does not maintain confidences; is intolerant of others' needs, perspectives, duties, or responsibilities; does not support Affirmative Action or EEO goals.

Displays demanding, rigid, hostile, or overly deferential behavior when dealing with customers and/or coworkers; reacts angrily in difficult, frustrating, or provocative situations; is unable to resolve disagreements.

Fails to attend or postpones meetings or group discussions; when attending, does not accept input from others or make constructive contributions; refuses to focus on overall goals or resolve disagreements.

Fails to support cooperative projects or those chosen by group consensus, putting own interests ahead of the group's; participates in team activities in an unproductive manner by refusing to exchange information, belittling the suggestions of others, or failing to abide by group decisions; has difficulty recognizing role as a team player.

Usually:

Treats customers and/or coworkers with courtesy and respect; is discreet when discussing confidential matters; supports Affirmative Action and EEO goals.

Works well with customers and/or coworkers; adjusts to different working styles, approaches, and perspectives; expresses own views as appropriate.

Leads or participates in group meetings and conferences; is successful in incorporating own ideas into the group agenda; offers constructive input when asked or shares useful opinions with individuals later.

Supports team endeavors by ensuring that the viewpoints of all parties are heard; negotiates or mediates disputes; abides by group decision or final authority; acts as a team player.

Almost Always:

Treats customers and/or coworkers with dignity; seeks to understand and demonstrate respect for others' needs, perspectives, and responsibilities; maintains confidences; develops constructive working relationships with others; supports and furthers Affirmative Action and EEO goals.

Is patient and courteous when dealing with customers and/or coworkers even in frustrating, difficult, or provocative situations; anticipates potential conflicts and addresses them directly and effectively; is gracious, yet asserts own views when dealing with others.

When leading or participating in meetings or group discussions, helps keep group focused; discusses and resolves issues in a productive and organized fashion; motivates others to contribute opinions and suggestions; presents creative alternatives; ends conversations or meetings on a constructive and positive note.

Actively promotes team endeavors by providing valid input and constructive feedback and ensuring a productive and regular exchange of information; successfully negotiates or mediates disagreements, reaches consensus, and supports group decisions; sets an example of maturity, fairness, and support.

10/1/97

1.Teamwork and Interpersonal Behavior

Frequently:

Criticizes others with no substantive basis or constructive suggestions for change or improvement; offers criticism or unsolicited advice that is tactless or inappropriate.

Usually:

Offers valid and constructively-worded criticism.

Almost Always:

Acknowledges others' viewpoints while tactfully and persuasively guiding them toward well-grounded and incisive perspectives, recommendations, conclusions, etc.; offers criticism coupled with compelling rationale for change.

1	2	3	4	5
Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

2. Service Orientation

*Eliciting and attending to the job-related needs, requests, feedback, and concerns of customers, both intern
requests for service; providing accurate, thorough, and prompt information, products, explanations, or refe
the needs of the customer and the work group or organization; informing others of the status of their reque
to expedite the provision of services; being responsive and accessible.*

Frequently:	Usually:	Almost A
Is unwilling or inaccessible when asked to provide explanations, service, or advice to others; does not volunteer to provide information or referrals, even when the customer is faced with an obvious difficulty.	Willingly provides explanations and service to others; when necessary, makes appropriate referrals.	Conveys 1 nations, s busy; whe who can p able respc
Does not clarify requests for information or service or negotiate how needs can best be served given practical constraints on time and staff availability.	Questions customers to clarify their specific needs and negotiates how these needs can best be met.	Is espec request a solutions cost, and
Provides information, products or assistance that is inaccurate, incomplete, or out-dated.	Provides information, products, and/or assistance that is sufficiently complete and correct; seeks to ensure that the customer understands the information provided or obtains the service and/or products needed.	Provides tion and a products taking ex{ understai the servic
Does not display a helpful or cordial attitude; fails to calm or reassure confused, frustrated, or demanding customers.	Is pleasant when greeting or assisting others; deals with difficult and demanding customers politely.	Is cordial ing others or deman cerns anc their neec

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2. Service Orientation

Frequently:

Is insensitive to the time constraints or other special requirements of customers; does not provide information, products and/or assistance promptly; fails to ensure that others receive requested information, products, and/or service.

Usually:

Provides information, products, and/or service within a reasonable time frame; follows up to ensure that others receive requested information, products, and/or service.

Almost Always:

Acts promptly and proactively to expedite requests or service; is keenly aware of the time constraints and other special requirements of the customer and persistently follows up to ensure that they are met.

1	2	3	4	5
Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

3. Individual Work Productivity

Organizing and prioritizing own work logically and efficiently using current technology, where applicable; completing assigned tasks thoroughly and on time; helping coworkers, even when busy; keeping others up-to-date on work status; seeking challenging assignments or added responsibilities when these efforts contribute to overall goals; producing high-quality work under time or resource constraints; responding to criticism constructively; giving appropriate consideration to policies, procedures, and regulations in carrying out assignments and projects.

Frequently:

Underestimates the time required or spends more time than is necessary to complete tasks; places less important tasks before high-priority work; does not complete important tasks and fails to meet deadlines; allows work to become backlogged; will not use new and more efficient procedures or technologies, where applicable.

Fails to keep supervisor or coworkers informed about work status or planned absences; interrupts others with unimportant questions; refuses to delegate tasks, when necessary; fails to communicate through proper channels; shows up late or misses staff meetings; requires excessive supervision.

Is reluctant or refuses to take on additional work or help coworkers, even when not busy; relies excessively on assistance from others.

Puts personal or social activities ahead of getting the job done; is easily distracted or fails to remove self from distractions; leaves tasks incomplete.

Usually:

Manages own work effectively; works on most important or urgent tasks first, completing work within reasonable time frames; uses new and more efficient procedures or technology, where applicable.

Keeps supervisors and coworkers informed about work status and consults them on problems; gives supervisor sufficient notice of planned absences; follows proper channels; attends staff meetings on time; requires minimal supervision.

Accepts additional work assignments and helps coworkers, if not too busy; carries a fair share of the workload.

Puts in the time and effort needed to accomplish assignments; follows through on assigned tasks.

Almost Always:

Prioritizes own workload, effectively juggling tasks to accomplish high-priority assignments; handles urgent work with unusual speed and efficiency; sets and meets challenging time frames; works diligently to develop new and more effective ways to accomplish work, and implement new uses of current procedures and technology, where applicable.

Discusses work status and critical problems with supervisor and relevant coworkers; makes complete arrangements for accomplishing duties during absence, anticipating all possible obstacles; conscientiously follows proper channels of communication; attends and participates enthusiastically in staff meetings; requires minimal, if any, supervision.

Actively pursues additional responsibilities, requesting challenging, novel, or unusual assignments; voluntarily pitches in to help coworkers, even when busy; carries a substantial workload.

Eagerly contributes whatever additional time and effort required to ensure a timely, high-quality product; concentrates and works persistently on the assignment at hand, even if interrupted frequently.

10/1/97

3. IndividualWork Productivity

Frequently:

Reacts to constructive feedback with hostility or defensiveness; attempts to shift blame or responsibility for mistakes.

Is lax about following important policies or procedures; inappropriately ignores policies or procedures without consulting the supervisor.

Usually:

Accepts constructive criticism; responds positively to suggestions for improvement; acknowledges own mistakes and takes corrective action.

Follows policies and procedures; checks with supervisor to ensure adherence to appropriate

Almost Always:

Is highly responsive and open to feedback, encouraging others to provide suggestions for improvement; takes responsibility for own mistakes and diligently avoids recurrence.

Is well-versed in and correctly applies all policies and procedures; follows pertinent policies and procedures rigorously, but departs from standard procedure, obtaining supervisory approval when warranted.

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Unacceptable    Needs Improvement   Fully Successful   Exceeds Fully Successful   Outstanding
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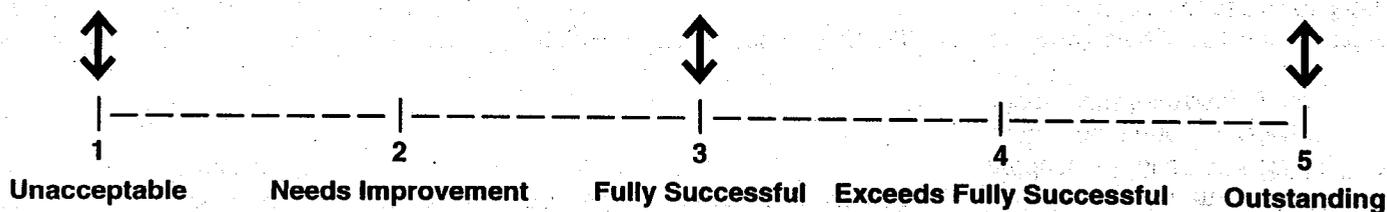
4. Coaching and Motivating

Assigning and delegating tasks clearly and equitably while taking account of subordinates' interests an(priorities, policies, and goals of GAO; setting clear performance standards and specific goals with others; m feedback, goal setting, recognition, awards, and promotions; providing timely, tactful, and constructive fe appraising others fairly and objectively; taking disciplinary action when appropriate; planning or conductinç activities with others; disseminating necessary information.

Frequently:

Usually:

Almost A

Provides minimal background information on work assignments; fails to explain project objectives; provides little task direction or vague, unclear information about performance expectations, leaving staff with many questions; is inaccessible to staff.

Sets work priorities and goals for employees; provides written or oral job expectations to staff; holds group or individual meetings; accepts input from staff; is available for employees' questions.

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Does not delegate work effectively, giving assignments to individuals who lack required experience or training or failing to give skilled employees important tasks; makes work assignments in a random or biased fashion; fails to monitor delegated tasks.

Delegates work appropriately; keeps track of progress on delegated tasks.

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Does not deal constructively with employee performance or motivational problems; threatens or ridicules employees; provides little feedback or provides feedback that is vague, negative, or untimely; fails to recognize or reward extra effort or high-quality work; gives orders without support or explanation; corrects employees' work without explaining what went wrong or how to improve.

Deals with employees in a professional manner; rewards good performance; provides adequate feedback on how to perform tasks correctly; deals effectively with most employees.

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4. Coaching and Motivating

Frequently:	**Usually:**	**Almost Always:**
Displays disinterest in or fails to become appropriately involved with staff problems, difficult interpersonal situations, or troubled employees; does not help others address these issues.	Adequately deals with staff problems, difficult interpersonal situations, and troubled employees; advises others when they are addressing these issues.	Ensures early identification of staff problems, successful confrontation and resolution of difficult interpersonal situations, and prompt referral of employees to counseling when appropriate; willingly works with others to successfully accomplish these activities.
Makes performance evaluations that are not supported by examples of performance or tied to performance standards; appraises and disciplines unfairly, and/or untimely with no advice for improvement; focuses on the negatives and fails to mention the positives during performance reviews.	Observes and appraises performance timely and effectively; identifies performance examples to justify ratings; takes disciplinary or adverse action when necessary; conducts performance reviews openly, listening to employees' points of view and providing balanced feedback.	Evaluates job performance accurately, timely, and objectively based on performance standards; supports evaluations with relevant examples of performance; skillfully discusses performance evaluation with employees, identifying strengths and areas needing improvement; deals directly and objectively with performance problems; maintains a helpful, constructive attitude, establishing two-way communication.
Leaves training and developmental activities strictly to the initiative of employees; does not identify training deficiencies or needs of staff; fails to advise employees on training options or provide appropriate training opportunities; views time spent in training as 'shirking' job responsibilities, ignoring potential merits of training.	Informs employees of available training programs and helps employees plan ways to meet performance improvement goals; encourages staff to develop individual training plans.	Supports and encourages employee developmental activities; counsels employees about training needs, informing them of available training courses and other opportunities; provides opportunities for a broad spectrum of both formal and on-the-job training; skillfully tailors development plans and activities to the skill and knowledge level of employees; is eager to discuss career advancement and the developmental experiences required.

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Unacceptable   Needs Improvement   Fully Successful   Exceeds Fully Successful   Outstanding
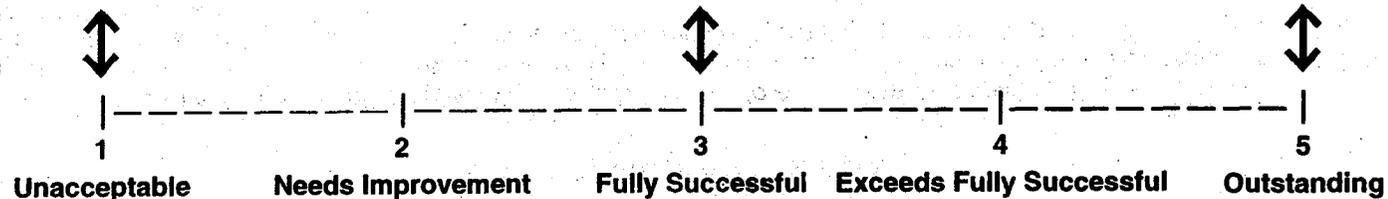
5. Applying Computer Capabilities

Setting up tasks to use computer functions efficiently, using computers to manipulate, summarize, or prepare presentations of information; selecting and using appropriate software for task accomplishment, combining computer functions or software creatively and effectively to enhance task quality and timeliness; using computer networks/groupware or other emergent capabilities to streamline work productivity.

Frequently:

Avoids learning about computer technology implemented by GAO; fails to learn how to use new computer equipment or software until long after implementation by GAO; fails to refer to manuals to learn or answer questions about computer equipment or software; requires excessive assistance from others.

Is unable to use computer functions or software packages; lacks knowledge of available software, overrelying on one software package for all work or performing tasks manually; is unable to use the computer to share information electronically, perform job tasks, or generate alternative ways to present information; fails to set up tasks in a way that utilizes computer functions effectively.

Usually:

Learns computer technology implemented by GAO; learns to use new computer equipment or software; refers to the appropriate manuals, attends training courses, and practices new skills.

Uses computer functions and software packages properly; develops practical ways to use computer capabilities; is knowledgeable about a few different software packages; sets up tasks to utilize computer functions appropriately.

Almost Always:

Adapts readily to computer technology updates and software innovations; strives to master new computer equipment or software as soon as possible after implementation by GAO; refers to the appropriate manuals and attends training courses to learn or answer questions about different computer equipment or software; updates and fine-tunes own computer skills.

Adeptly applies computer functions and software packages in ways that minimize clerical assistance needs, economize time, and enhance efficiency; develops innovative ways to use computer capabilities to enhance work quality and streamline productivity; actively seeks opportunities to apply advances in computer technology to existing methods and procedures; capitalizes on the strengths of different software packages, integrating different packages to ensure that the final product is of the highest quality; sets up tasks to utilize computer functions efficiently.

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Unacceptable	**Needs Improvement**	**Fully Successful**	**Exceeds Fully Successful**	**Outstanding**

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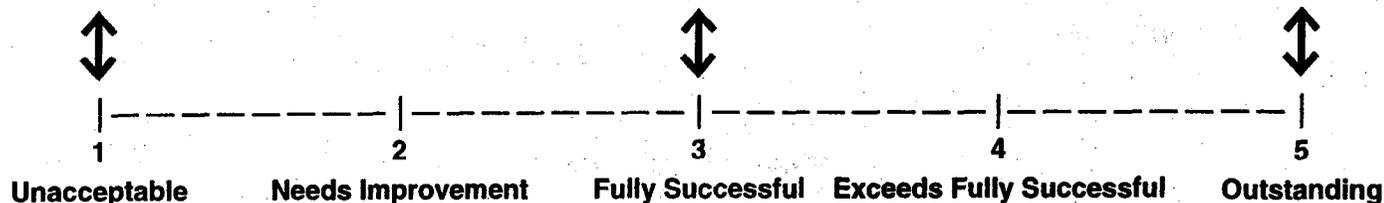
6. Acquiring and Applying Specialized Knowledge

Keeping current in one's job-related area of specialization or responsibility; applying knowledge effectively to enhance job performance and products; providing sound advice and consultation; bringing knowledge to bear in the exercise of competent judgment; adhering to the standards of one's profession or job.

Frequently:

Lacks knowledge about policies, procedures, regulations, or legislation that applies to own area of specialization or responsibility; fails to keep up with changes in policies, procedures, regulations, or legislation that affect own area of responsibility or specialization; fails to recognize how changes in policies, procedures, regulations, or legislation affect own area of specialization or responsibility, and is, therefore, unable to help GAO respond appropriately.

Makes little or no effort to increase own knowledge and skills; ignores training opportunities and developmental activities; relies excessively on others to keep informed in area of specialization.

Lacks knowledge or understanding in own area of specialization or responsibility; applies principles inappropriately or overlooks important technical considerations when making decisions, exercising judgment, or responding to questions; is not sought out for job-related advice; fails to adhere to the standards of own job or profession.

Usually:

Is knowledgeable about policies, procedures, regulations, and legislation that apply directly to own area of specialization or responsibility; is aware of changes in policies, procedures, regulations, and legislation and how they affect own area of responsibility or specialization.

Attends training courses and participates in other developmental activities when encouraged to do so by a supervisor; tracks key written sources to keep abreast of developments in area of specialization.

Appropriately applies knowledge relevant to own area of specialization or responsibility; makes decisions, exercises judgment, and responds to questions in ways that are technically correct; is recognized as knowledgeable in own specialty area; adheres to the standards of own job or profession.

Almost Always:

Is knowledgeable about all policies, procedures, regulations, and legislation that apply directly, as well as indirectly, to own area of specialization or responsibility; stays abreast of changes in policies, procedures, regulations, and legislation that affect, even indirectly, own area of responsibility or specialization; quickly and accurately recognizes how changes in policies, procedures, regulations, and legislation affect own area of responsibility or specialization, and takes action to ensure that GAO responds appropriately.

Actively pursues opportunities to enhance own knowledge and skills; seeks out additional training and requests challenging assignments; reads numerous written sources, contacts sources outside GAO, and attends professional development activities (e.g., seminars, conventions) to remain highly informed in area of specialization.

Demonstrates exceptional depth and breadth of knowledge in own area of specialization or responsibility; makes decisions, exercises judgment, and responds to questions in ways that illustrate solid conceptual and practical understanding of a specialized topic; is recognized as knowledgeable in own specialty area and is sought out for job-related advice; ensures that the standards of own job or profession are upheld.

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10/1/97

6. Acquiring and Applying Specialized Knowledge

Frequently:

Provides advice or consultation that is too techni-
cal, impractical, superficial, inaccurate, or mislead-
ing; allows personal views, interests, or biases to
influence judgment; is unable to recognize even
major flaws in the reasoning or arguments of others
when own specialty area is involved.

Usually:

Provides advice or consultation that is accurate,
objective, and appropriate for the situation; recog-
nizes flaws in the reasoning or arguments of others
when own specialty area is involved.

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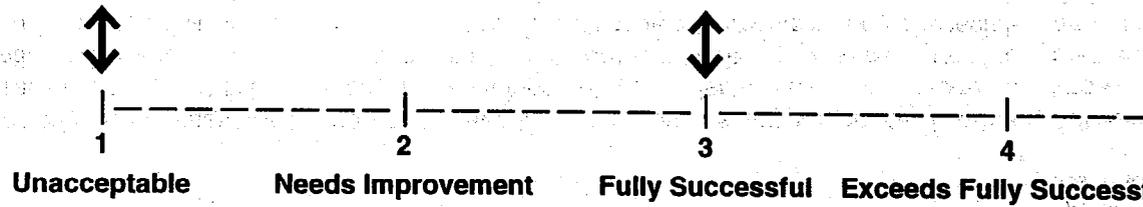
7. Gathering Information

Determining the kind of information required for a project, assignment, or case and the strategy for obtaining it; identifying missing or ambiguous information; obtaining all essential information; identifying and developing key information sources; researching relevant sources or using other fact-finding methods to gather or clarify information; ensuring that information is both current and accurate; overcoming obstacles to obtaining information.

Frequently:

Gathers information that is incomplete, inaccurate, outdated, or misleading; rarely identifies additional information; does not persist in identifying missing, obscure, or difficult to locate material; does not gather information within necessary time frames.

Fails to limit the amount and kind of information to be gathered, thus includes irrelevant information; does not specify the deadline for the material to be gathered; does not develop a strategy to pinpoint the most essential data.

Fails to conduct or does not prepare adequately for information-gathering interviews; because interviews are poorly prepared or organized, important data is not elicited.

Does not know which data base to search or accesses inappropriate data bases when searching for information; is unable to locate required information (e.g., uses incorrect code words).

Usually:

Relies on standard sources and conventional methods to gather accurate, complete, and current information; obtains information within a reasonable time frame.

Gathers useful information and weeds out irrelevant or inappropriate material; considers the time in which information must be gathered.

Interviews others and gathers necessary information; is adequately prepared for information-gathering interviews.

Is sufficiently knowledgeable about relevant data bases to search for, retrieve, and access information effectively; uses standard search functions properly.

Almost Always:

Gathers accurate, complete, and current information in a timely manner; gathers information thoroughly; resourcefully overcomes obstacles when gathering missing, obscure, or difficult-to-locate material.

Accurately defines limits on the amount and kind of information to be gathered, pinpointing the most useful and relevant materials; determines appropriate time frames and gathers information accordingly; develops strategies to identify and highlight pertinent data in the most expeditious manner.

Successfully elicits complete information from others, tactfully probing for essential data; is thoroughly prepared and well organized for information-gathering interviews.

Searches for, retrieves, and accesses all requested computerized information with expert speed, efficiency, and accuracy; is skilled in using a number of search methods to locate needed information.

7. Gathering Information

Frequently:

Relies on a limited number of readily available information or reference sources; does not ensure the most current information is obtained.

Designs forms, questionnaires, etc., such that essential information is lost, misrepresented, or difficult to interpret.

Usually:

Maintains a list of important and current information and reference sources as an aid in data gathering.

Designs effective forms, questionnaires, etc., to collect information.

Almost Always:

Develops key information and reference sources through research, professional organizations, conferences, and personal contacts; compiles a complete list of these sources for future reference; reviews information and reference sources to ensure the most current information is obtained.

Designs forms, questionnaires, etc., that focus precisely on the data gathering need and maximize efficient use of respondent time.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
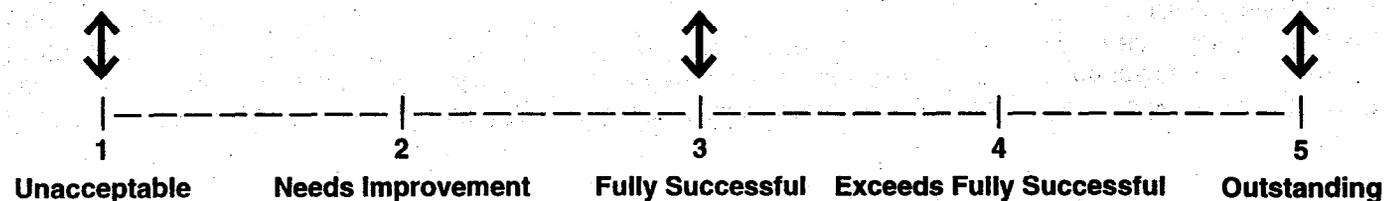
8. Collecting Evidence

Collecting evidence to objectively prove or disprove allegations of criminal or administrative violations of laws or regulations; taking depositions or sworn statements; eliciting case-relevant information from others in hostile as well as cooperative environments; maintaining cover during surveillance, and handling surveillance equipment appropriately; obtaining evidence that is germane to the allegations and will be admissible in court; ensuring adherence to rules of evidence, rules of discovery, ethical standards, and GAO authority.

Frequently:

Is lax about following GAO authority, rules of evidence, rules of discovery, or ethical standards when conducting investigative procedures; produces evidence that is inadmissible.

Does not appropriately investigate criminal or administrative allegations; conducts cursory research on the necessary provisions of laws or regulations; when conducting background investigations, research, or other checks, fails to obtain all requisite information or to verify information adequately; does not obtain the required evidence.

Fails to locate or interview key witnesses; does not probe for additional information from hostile or vague witnesses; intentionally misleads witnesses to gather negative information; has only limited access to sources of sensitive information; loses objectivity while conducting an investigation.

Conducts searches carelessly or without adequate explanation to those involved, creating disruption and failing to obtain useful evidence.

Usually:

Follows GAO authority, rules of evidence, rules of discovery, and ethical standards in conducting investigative procedures.

Investigates criminal and administrative allegations completely; researches pertinent provisions of laws and regulations; conducts background investigations, research, and other checks, verifying information obtained; obtains the required evidence.

Locates and interviews pertinent witnesses; interviews witnesses in hostile as well as cooperative environments; asks for clarification when needed; respects sources of sensitive information; remains objective.

Conducts searches acceptably, treating those involved with respect and courtesy.

Almost Always:

Conscientiously complies with GAO authority, rules of evidence, rules of discovery, and ethical standards; ensures that investigative procedures always result in evidence that is admissible.

Conducts probing investigations into allegations of criminal and administrative contraventions of laws or regulations; thoroughly researches all necessary provisions of laws and regulations; meticulously conducts background investigations, research, and other checks, carefully verifying all information; obtains all necessary evidence.

Can be counted on to locate and interview all witnesses; skillfully interviews witnesses, listening for suggestions of conflicting information or undue influence; is especially adept at probing hostile or evasive witnesses to obtain clarification of vague or meaningless responses; develops and gains the confidence of sources of sensitive information; maintains complete objectivity.

Conducts searches purposefully, systematically, and professionally, minimizing disruption and maximizing the collection of useful evidence.

10/1/97

8. Collecting Evidence

Frequently:

Fails to prepare a surveillance plan or conducts limited surveillance; is detected during surveillance; mishandles surveillance equipment.

Usually:

Prepares a surveillance plan; maintains cover during surveillance for the prescribed period of time; provides timely surveillance memos; handles surveillance equipment appropriately.

Almost Always:

Devises effective and efficient surveillance plans; maintains cover during surveillance even for extended periods of time; conducts surveillance that yields exceptionally thorough information; identifies surveillance equipment that will best meet the needs of the situation, ensures that equipment is ready for use, and handles it expertly.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
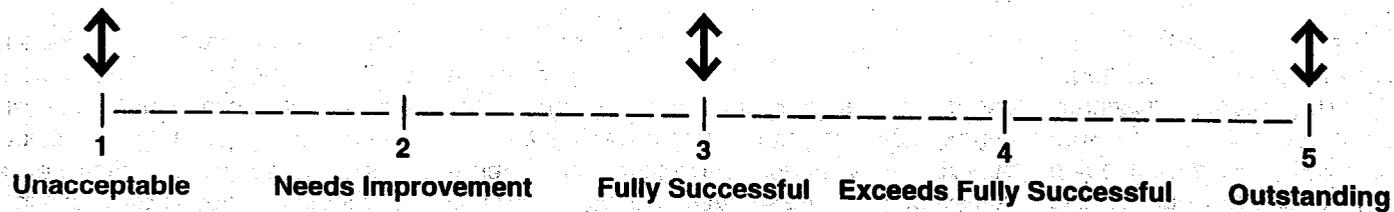
9. Analysis and Review

Interpreting and evaluating information to pinpoint relevant issues and recommend viable options that resolve a problem or determine a course of action; assessing ambiguous or novel situations to develop workable solutions; analyzing evidence to determine whether a violation of law, regulation, or GAO standard has occurred, synthesizing diverse types or large amounts of information; identifying problems and suggesting revisions and improvements in another's work products; choosing and applying appropriate analytical methodologies; formulating, evaluating, or revising policies and procedures to be consistent with applicable statutory, regulatory, and GAO standards; assessing work products for possible conflicts with GAO policy, recommending new directions that meet both present and future needs.

Frequently:	Usually:	Almost Always:
Does not demonstrate an understanding of the question, assignment, project, or case; fails to identify the key issues; overlooks obvious omissions, inconsistencies, errors, or conflicts with GAO policy in others' work products; has difficulty maintaining focus on essential matters; is unable to draw analogies or make appropriate distinctions.	Demonstrates an adequate understanding of the question, assignment, project, or case; identifies the important issues; identifies problems requiring correction in others' work products; focuses on relevant matters; is able to draw analogies and make distinctions.	Demonstrates an exceptional understanding of the question, assignment, project, or case; expertly pinpoints the key issues; identifies all omissions, inconsistencies, errors, and potential conflicts with GAO policy in others' work products; maintains focus on the most relevant matters; adeptly draws analogies and makes precise distinctions.
Consolidates information poorly, presenting a disjointed picture; fails to provide an accurate or complete assessment of a situation; presents a limited number of options or makes recommendations that are not fully supported by fact or consistent with available guidance; lacks creativity in analysis; fails to apply the correct analytical methodology.	Consolidates information acceptably; provides a reasonably complete and accurate assessment of a situation; chooses an appropriate analytical methodology; conducts solid analyses and makes prudent recommendations.	Skillfully consolidates information from a variety of sources; provides an accurate and complete assessment of a situation; presents options, weighs alternatives, and makes creative recommendations supported by fact, consistent with available guidance, and presented in the most relevant terms and form; chooses and applies the correct analytical methodology, accompanied with a persuasive rationale for its use.
Fails to give appropriate consideration to findings of fact, weight of evidence, laws, regulations, or GAO standards when drawing conclusions, resulting in extensive discussion and revision; draws conclusions based on incomplete, inaccurate or outdated information; is poorly prepared for challenges.	Integrates facts, evidence, laws, regulations, and GAO standards to draw sound conclusions based on appropriate and up-to-date information.	Uses highly competent judgment in integrating findings of fact, weight of evidence, laws, regulations, and GAO standards to arrive at conclusions that can withstand rigorous scrutiny; draws sound conclusions based on accurate, thorough, and current information; prepares for possible challenges.

9. Analysis and Review

Frequently:

Releases proprietary or sensitive information inappropriately.

Evaluates, formulates, or revises policies and procedures incompletely, inconsistently, inaccurately, or without consultation; mirrors previous policies or procedures without regard for new or changing demands or suggests options that are impractical; fails to question policies or procedures that appear inappropriate; lacks a broad perspective.

Usually:

Reviews information requests, denying inappropriate access to proprietary or sensitive information.

Evaluates, formulates, or revises policies and procedures to be consistent with available guidance; queries policies and procedures that are clearly in conflict with existing standards; is aware of most intended consequences of a change in policy or procedure.

Almost Always:

Analyzes information requests conscientiously, ensuring the appropriate release of all proprietary or sensitive information.

Meticulously evaluates, formulates, or revises policies and procedures to be consistent with applicable statutes, regulations, and GAO standards and acceptable to GAO management and staff; queries policies and procedures that may be in conflict with existing guidance or appear inappropriate; anticipates both intended and unintended consequences of a change in policy or procedure.

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Unacceptable	**Needs Improvement**	**Fully Successful**	**Exceeds Fully Successful**	**Outstanding**

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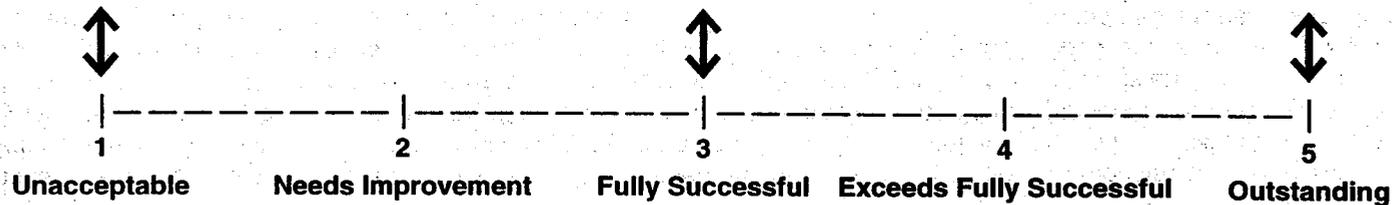
10. Analyzing Information Statistically

Interpreting information that requires knowledge of statistical procedures such as descriptive summaries, group comparisons, correlation, forecasting, significance testing, etc.; correctly and appropriately analyzing data in accordance with statistical principles and theories; summarizing, organizing, and describing results in a clear and useful manner to aid decision making.

Frequently:

Chooses an inappropriate research methodology, data analysis, or software package; offers no justification for or is unable to justify these decisions; makes errors in statistical computation; overlooks mistakes when checking data.

Interprets, summarizes, or reports statistical analyses incompletely, incorrectly, or in a confusing manner; presents data in a format that is not pertinent to the needs of the organization.

Usually:

Selects a research methodology, data analysis, or software package appropriate to the task; explains the rationale for these decisions; performs statistical procedures adequately; corrects errors in analyses when checking data.

Interprets, summarizes, or reports statistical analyses correctly; presents data in an understandable fashion that satisfies the needs of the organization.

Almost Always:

Identifies the most appropriate research methodology; selects technically sound, efficient data analyses and provides a convincing rationale for the decision; uses statistical software packages expertly; accurately performs analyses resulting in descriptive summaries, group comparisons, correlations, forecasting, significance tests, etc.; rigorously checks all analyses to ensure the data are correct.

Interprets statistical material expertly; summarizes and reports statistical analyses clearly and completely; provides data in a format that is especially relevant and meaningful to the organization.

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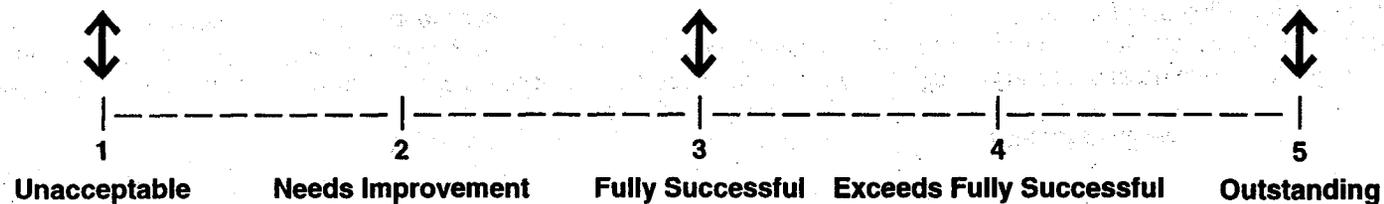
11. Communicating Orally

Speaking clearly and concisely in meetings, conferences, formal and informal training, and/or one-on-one communications; discussing issues and responding to questions articulately and persuasively, explaining complicated or technical information in an organized and easy to understand manner, tailoring oral communications to the audience; using visual aids and briefing materials effectively.

Frequently:

Has difficulty establishing two-way communication; does not ask for or actively listen to others' viewpoints; is not aware of or attentive to own or others' non-verbal behavior; fails to ask questions to clarify understanding.

Lacks organization, focus, clarity, or conciseness when speaking in impromptu or planned situations; does not impart necessary or correct information; conveys information in a vague or confusing manner so that the message is difficult to understand; has difficulty responding appropriately to unanticipated questions or comments.

Uses terms difficult for the listener to comprehend; loses listener attention and interest; is ineffective in eliciting listener involvement.

Usually:

Participates in one-on-one communication by listening to others and following-up with appropriate questions.

Speaks in an organized and informative manner, conveying a clear and understandable message; responds appropriately to unanticipated questions and comments.

Tailors language effectively to the listener; maintains listener attention and interest; elicits listener involvement.

Almost Always:

Encourages an exchange of ideas in one-on-one communications by inviting others' perspectives and actively listening to others; demonstrates openness and interest via appropriate non-verbal behaviors; paraphrases and asks questions to clarify and facilitate understanding.

Is well organized, articulate, and concise when speaking in impromptu or planned situations; highlights key points and leads the listener, sequentially, to an exceptional level of understanding, maintains emphasis and focus, even in stressful situations; responds quickly and accurately to unanticipated questions and comments.

Is highly skilled at explaining even difficult or technical concepts to those unfamiliar with them; develops and sustains listener attention and interest; is highly effective in eliciting listener involvement.

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11. Communicating Orally

Frequently:

Delivers presentations poorly, in a style that is inappropriate for the purpose, listener, or time requirements; may read an entire presentation; makes poor use of demonstration techniques, audio-visual aids, or sample/briefing materials; becomes so nervous when speaking to large or small groups that the listener is distracted and inattentive to the content.

Usually:

Delivers a satisfactory presentation suitable for the purpose, listener, and time requirements; uses demonstration techniques, audio-visual aids, or sample/briefing materials adequately; is comfortable in verbal interactions with large and small groups; refers to notes appropriately.

Almost Always:

Has an exceptional presentation style, carefully tailored to the concerns and time requirements of the listener; is polished and poised in verbal interactions with any type, level, or size of audience; uses demonstration techniques, audio-visual aids, or sample/briefing materials expertly; presents information without overreliance on notes.

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Unacceptable  Needs Improvement  Fully Successful  Exceeds Fully Successful  Outstanding
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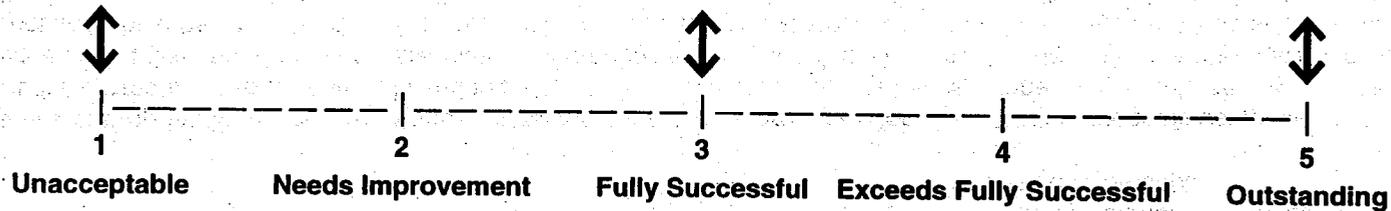
12. Writing

Writing materials that are logical, well-organized, and tailored to the intended audience and purpose; ensuring that materials are thorough, clear, concise, and accurate; adapting to specialized, innovative, or unexpected requirements in style, focus, or emphasis; illustrating data graphically when appropriate; using the correct formal and punctuation, and checking all citations for thoroughness and accuracy.

Frequently:

Writes materials that are poorly organized, illogical, or fail to highlight key concepts; does not obtain editorial, proofreading, or production assistance when required.

Fails to write materials appropriately for the intended purpose or audience; materials lack clarity, generating many additional questions; does not specify to whom questions or other may be directed; is frequently unable to rewrite drafts to meet editorial standards or review requirements.

Uses incorrect grammar, format punctuation, etc.; includes unclear, inaccurate, incomplete, or out-of-date citations, reference materials, attachments, or enclosures; fails to customize material or conform to any special requirements; fails to use graphic illustrations or examples or includes them in a manner that detracts from or fails to support the text.

Usually:

Writes well-organized, logical materials that cover essential topics; obtains editorial, proofreading, and production assistance as required.

Writes materials that are appropriate for the intended purpose and audience; written materials are clear, generating few additional questions; specifies to whom questions or other feedback may be directed; rewrites drafts, meeting editorial standards and review requirements.

Uses correct grammar, punctuation, format, etc., and includes an acceptable list of citations, reference materials, attachments, and enclosures; customizes material and conforms to special requirements; includes graphic illustrations or examples that support text.

Almost Always:

Writes materials that discuss relevant issues thoroughly and are well-organized, logical, concise, complete, current and accurate; effectively consolidates a variety of perspectives into a cohesive whole; obtains editorial, proofreading, and production assistance as necessary. ensuring a professional product.

Writes materials using the appropriate language, tone, and emphasis; tailors materials to the intended purpose and audience, leading to exceptional understanding; specifies to whom questions or other feedback may be directed; rewrites drafts quickly and completely, meeting editorial standards and review requirements.

Writes materials that incorporate correct grammar, punctuation, format, etc., using accurate, complete, and current citations, reference materials, attachments, and enclosures; customizes material and conforms to all special requirements; selects, organizes, and illustrates data graphically or by example when their inclusion supports and enhances the text.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

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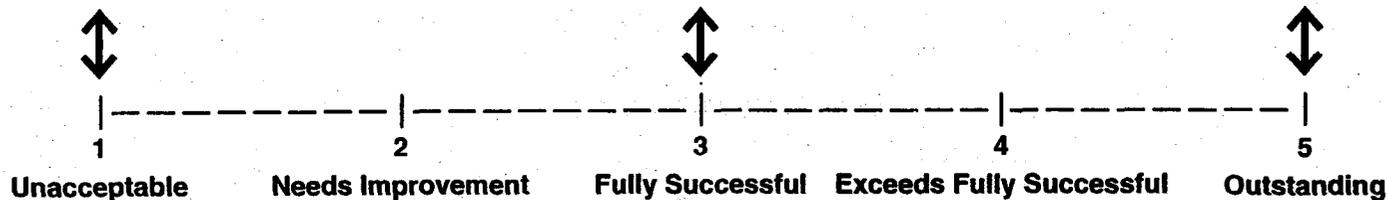
13. Message Design and Communication

Providing early assistance, in report conferences or other team sessions, to effectively outline and structure the message conveyed in written or visual communications; conveying information in a form appropriate for target audiences or wide distribution; communicating complex, technical, sensitive, or controversial material in a compelling manner; designing, drafting, editing, or producing documents, publications, or visual communications that effectively, clearly, and fairly convey the message to the target audience in a style or structure suitable for the purpose.

Frequently:

Fails to understand the message or structure of the written or visual communication, so is of limited use in report conferences or other team sessions; is not able to envision the product as a consolidated whole or effectively convey abstract concepts in a workable and polished form.

Has limited interaction with the author, client, or other involved staff; fails to query clients about the structure, emphasis, or tone of the message; is unable to provide sound technical advice.

Designs, drafts, or edits written or visual communications based on a surface analysis; as a result, products are not clearly related to the message, conclusions, or recommendations; fails to provide or consider suggestions for improvement.

Ineffectively tailors or adapts GAO communications to the intended audience(s); presentation or visual form of the communication is inappropriate for the target audience.

Usually:

Provides early assistance in report conferences and other team sessions to structure and outlines the message of a written or visual communication; is able to envision a logical and cohesive end-product; convoys abstract concepts in a workable form.

Works collaboratively with the author, client, and other involved staff; queries clients about the structure, emphasis, and tone of the message; provides technical advice when asked.

Designs, drafts, or edits written or visual communications effectively; provides and considers suggestions for improvement.

Effectively tailors or adapts GAO communications to the intended audience(s); ensures appropriate presentation or visual form.

Almost Always:

Uses conceptual and analytical skills to provide early and capable assistance in outlining the structure and message to be conveyed in a written or visual communication; grasps the overall picture clearly and suggests effective means to communicate even the most abstract or complicated concepts in a meaningful, workable, and polished form.

Works collaboratively and intensively with the author, client, and other involved staff; asks insightful questions to clarify the structure, emphasis, and tone of the message; provides expert technical advice on the communication of highly complex, sensitive, or controversial material.

Designs, drafts, or edits written or visual communications that evidence superior craftsmanship; carefully provides and considers suggestions for improvement and skillfully incorporates them when appropriate.

Expertly tailors and adapts GAO communications to the intended audience(s); ensures highly professional presentation or visual form.

10/1/97

13. Message Design and Communication

Frequently:

Ineffectively drafts, synthesizes, or rewrites GAO reports or other special documents for Congress, the Executive Branch, or the highest levels of GAO management.

Usually:

Applies the GAO dimensions of quality (accurate, objective, complete, and clear) when drafting, synthesizing, or rewriting GAO reports and other special documents for Congress, the Executive Branch, or the highest levels of GAO management.

Almost Always:

Expertly drafts, synthesizes, or rewrites GAO reports and other special documents for Congress, the Executive Branch, or the highest levels of GAO management resulting in exceptional written work which apply the GAO dimensions of quality (accurate, objective, complete, and clear).

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
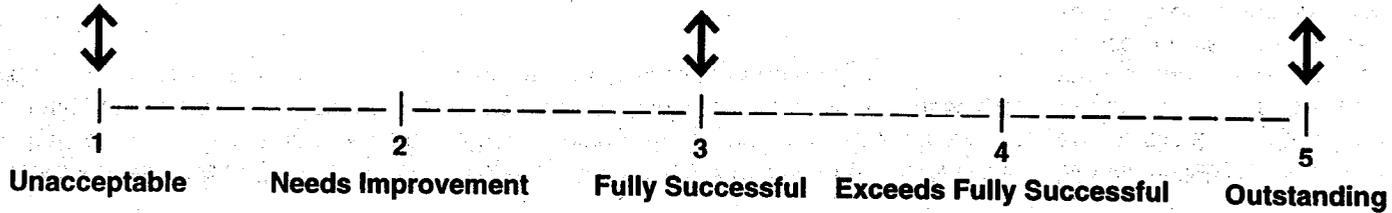
14. Substantive Editing

Editing or recommending revisions in written documents for logic, focus, effective organization, clarity, relevance of material strength of evidence, persuasiveness, length, and overall tone and balance; revising documents to ensure excellence in the communication of a position.

Frequently:

Reviews, edits, or recommends revisions to written documents in a manner that makes little, if any, improvement to the substance of the document or is editorially incorrect; makes editorial changes that may after the technical accuracy of the document; provides minimal editing or copy edits a document that requires substantial revision.

Fails to communicate with the author during the editing process; makes revisions that are ambiguous, lack clarity, or are based primarily on personal style preference; provides no guidance when the author is handling a major rewrite on his/her own; presents little or no rationale for recommended changes, impeding collaboration, acceptance, or learning.

Usually:

Reviews, edits, or recommends revisions to written documents in a manner that improves their quality (e.g., organization, clarity, overall tone, focus) and is editorially correct; ensures that editorial changes do not alter technical accuracy; edits at the level required.

Communicates with the author at regular intervals throughout the editing process; presents the author with an explanation for suggested revisions.

Almost Always:

Exercises expert judgment in reviewing, editing, or recommending revisions to written documents; makes suggestions that significantly improve the final product and are editorially excellent; ensures that editorial changes enhance but do not alter the technical accuracy of the document; supplies a seasoned edit at the level required.

Discusses with the author the extent of the edit required at the outset of the project and throughout the editing process; honors the author's valid writing style; tactfully and persuasively presents the author with an articulate rationale for suggested revisions, facilitating collaboration, acceptance, and learning.
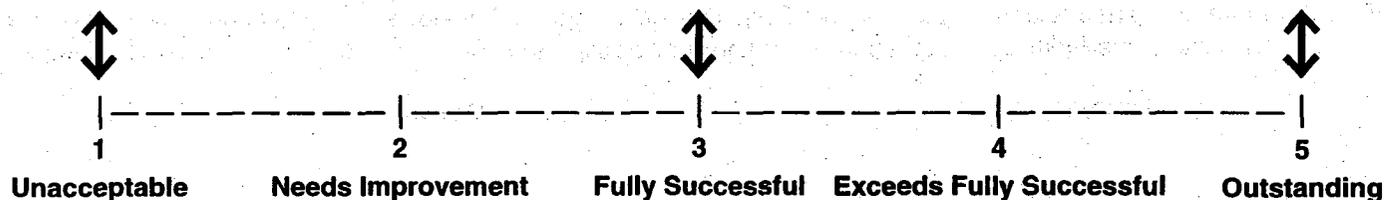
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Unacceptable  Needs Improvement  Fully Successful  Exceeds Fully Successful  Outstanding
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Copy editing written documents in accordance with appropriate editorial style; meticulously checking grammar, syntax, punctuation, citations, format, etc., to ensure professional editorial and publication standards for written products; constructing style sheets to aid in the editing process; annotating drafts clearly, ensuring consistency in printed work.

Frequently:

Hastily copy edits written documents, missing errors in grammar, syntax, spelling, punctuation, citations, or format; when corrections are made, does not amend all relevant materials affected by the changes.

Fails to identify written documents that do not conform to appropriate editorial style or publication standards; lacks knowledge of editorial style or publication standards and does not consult editorial style manuals when editing; makes unclear corrections on draft copies; fails to use appropriate editorial style when annotating drafts.

Usually:

Carefully copy edits written documents, correcting errors in grammar, syntax, spelling, punctuation, citations, and format; when corrections are made, ensures that relevant materials are amended.

Identifies written documents that do not conform to appropriate editorial style and publication standards; applies knowledge of editorial style and publication standards to editing tasks, reviewing editorial style manuals when necessary; makes clear corrections on draft copies.

Almost Always:

Promptly and meticulously copy edits written documents, correcting all errors in grammar, syntax, spelling, punctuation, citations, and format, even under time pressure; when corrections are made, ensures that all relevant materials are amended and all appropriate people are informed; chooses an effective copy editing method, after considering the importance of the document, time constraints, and availability of other personnel.

Meticulously identifies all written documents that do not conform to appropriate editorial style and publication standards; proficiently applies extensive knowledge of editorial style and publication standards to editing tasks, conscientiously consulting editorial style manuals before and during editing tasks; makes clear corrections on draft copies, using appropriate editorial style.

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Frequently:

Prepares style sheets that are so disorganized or lacking in detail that they are useless as a guide to other editors; fails to use aids such as style sheets; as a result, written documents are often internally inconsistent.

Usually:

Prepares appropriate editing aids such as style sheets, that guide other editors and ensure consistency within a written document.

Almost Always:

Adeptly prepares and uses aids such as style sheets to enhance the quality of edit work, thus maximizing consistency within written documents and skillfully guiding the efforts of other editors; when asked to take over an editing task, locates and uses style sheets prepared by the original editor so editing is consistent throughout the document and there is no duplication of effort; incorporates an author's use of unconventional wording or style into a style sheet, after asking the author to verify that the usage is intentional.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

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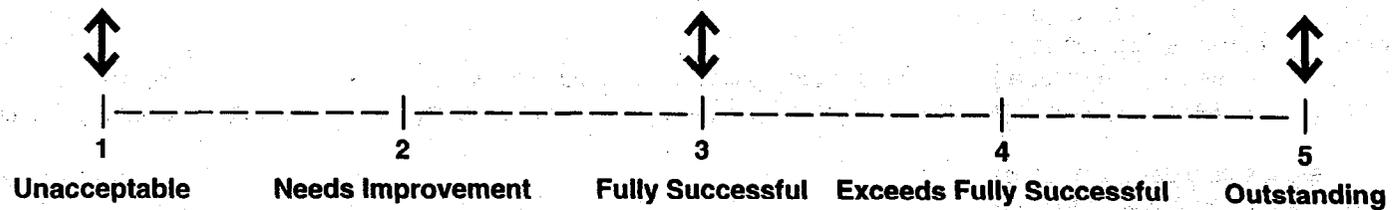
16. Intervention

Using diagnostic intervention to implement the appropriate treatment, individual or group counseling method, referral, or psycho-educational approach needed to remedy or resolve employee difficulties; helping supervisors recognize staff problems, confront difficult interpersonal situations, or refer troubled employees to counseling when necessary, maintaining confidentiality and abiding by ethical standards.

Frequently:	**Usually:**	**Almost Always:**
Uses employees' time poorly, makes employees wait, failing to consider their job duties and responsibilities; does not listen well and thus does not collect all necessary diagnostic information; fails to put employees at ease.	Keeps scheduled appointments when possible; listens to employees and collects necessary diagnostic information; puts employees at ease.	Makes the best possible use of employees' time; actively listens to employees' discussion of career or personal problems; skillfully probes for essential and enlightening diagnostic information while maintaining a relaxed atmosphere.
Has difficulty combining various assessment data to arrive at a realistic picture of employees' presenting problems.	Uses diagnostic assessment tools appropriately to determine the nature of employees' problems.	Expertly combines information from interviews, behavioral observation, standardized tests, and other sources to arrive at a professional assessment of the nature and extent of employees' personal or career problems, even in the most difficult and complex diagnostic situations.
Chooses an ineffective counseling approach or makes an inappropriate referral; has difficulty gaining the consent of employees to participate in suggested treatments.	Chooses treatments or referrals that are appropriate for the employees' difficulties and in which employees agree to participate.	Applies competent, professional judgment to choose a highly effective treatment, counseling method, referral, or psycho-educational approach to remedy employees' difficulties; tactfully and persuasively convinces employees to participate in the chosen approach.
Unsuccessfully implements counseling theories or techniques; becomes visibly upset when employees show a lack of progress or become discouraged; fails to recognize problems that are best handled outside the GAO counseling community.	Successfully implements counseling theories and techniques; makes effective referrals; is aware of which problems are adequately managed within the GAO counseling community.	Successfully implements innovative and state-of-the-art counseling theories and techniques that ameliorate employees' presenting problems; recognizes situations that require immediate and professional crisis intervention; identifies problems outside the scope of GAO's area of expertise and makes referrals based on a thorough review of the treatment community.

10/1/97

16. Intervention

Frequently:

Displays disinterest in helping supervisors become more actively involved in staff counseling and referral.

Usually:

Helps supervisors deal with staff problems, difficult interpersonal situations, and troubled employees.

Almost Always:

Willingly works with supervisors to ensure early identification of staff problems, successful confrontation and resolution of difficult interpersonal situations, and prompt referral of troubled employees to counseling when appropriate.

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Unacceptable   Needs Improvement   Fully Successful   Exceeds Fully Successful   Outstanding
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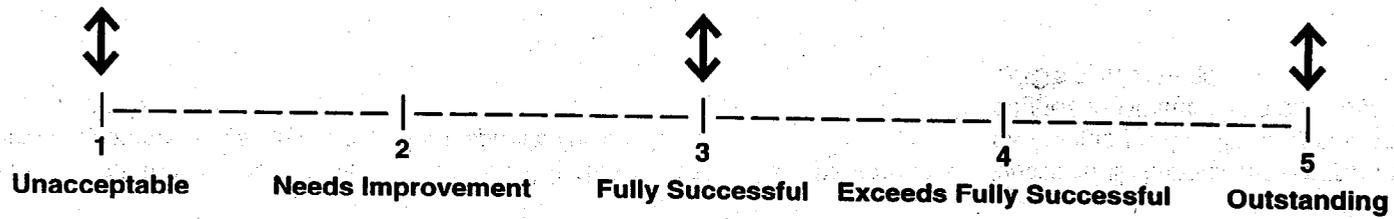
17. Representing GAO

Dealing effectively and efficiently with other government agencies, business and professional groups, colleges and universities, etc.; providing convincing support for a point of view within the GAO community; demonstrating professionalism in all contacts, both official and unofficial.

Frequently:

Displays an uncooperative or disinterested attitude in professional relationships; is a poor advocate for GAO's interests.

Serves as an ineffective representative of GAO in dealings with government, business, professional groups, colleges and universities, or the media.

Does not contribute to the exchange of information when attending meetings or conferences, creating an unfavorable impression of GAO.

Usually:

Demonstrates interest in building professional relationships both within and outside of GAO; considers GAO's interests when advocating a point of view.

Is an effective GAO representative in interactions with government, business, professional groups, colleges and universities, or the media.

Actively participates in meetings and conferences when representing GAO.

Almost Always:

Sets an example of maturity, excellence, and integrity as a representative of GAO; skillfully builds rapport and develops positive professional relationships both within and outside of GAO; persuasively advocates for GAO's interests.

Is highly credible, polished, and prepared when dealing with government, business, professional groups, colleges and universities, or the media, enhancing GAO's reputation.

Successfully impacts meetings and conferences by exchanging data, discussing common problems, suggesting initiatives, etc.; successfully promotes GAO's public image.

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Unacceptable   Needs Improvement   Fully Successful   Exceeds Fully Successful   Outstanding
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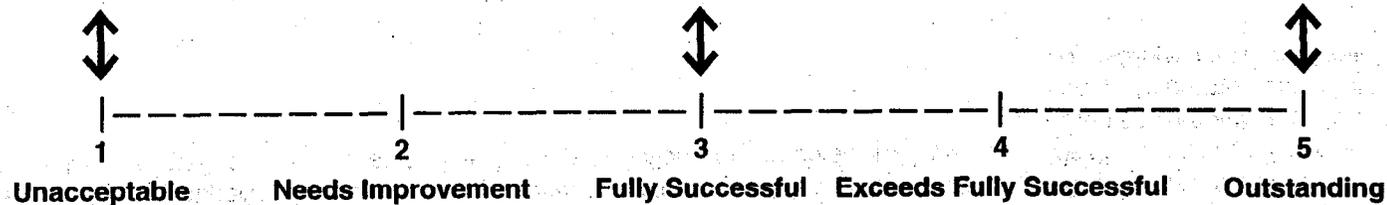
18. Checking, Examining, and Recording

Selecting and completing forms accurately and completely; carefully examining, recording, verifying, checking, and proofing information to ensure accuracy and completeness; correcting errors and problems; updating logs, records, and files regularly, obtaining needed approval or signatures.

Frequently:

Overlooks or misses errors, even when there is little time pressure; forwards or processes inaccurate forms, records, documents, etc.

Completes forms slowly or carelessly; selects an inappropriate form for the situation; does not double-check work; overlooks important information on paperwork; fails to respond to forms, orders, or advances that require immediate attention.

Omits appropriate or obtains inappropriate information, signatures, or approvals; forwards materials without verifying that critical information is present or accurate.

Fails to take action to correct errors or problems; corrects errors only in the material at hand, making no attempt to correct the problem in other areas that may also be affected.

Allows logs, records, or files to become outdated, making retrieval and tracking of accurate information difficult or impossible; fails to note important change-of-status information.

Usually:

Detects and corrects errors; forwards or processes forms, records, and documents correctly.

Selects and completes forms appropriately and correctly; attends to important information on paperwork, making sure that action is taken within a reasonable time frame.

Checks forms for appropriate information, signatures, and approvals, obtaining additional information when needed.

Takes action to correct errors and problems identified in forms, records, and documents; attempts to correct errors and problems in other areas that are obviously affected.

Updates logs and records accurately.

Almost Always:

Has a good 'eye for detail;' detects and corrects all errors, even under time pressure; notices errors or inconsistencies that others have missed; forwards or processes forms, records, and documents in a timely and accurate manner.

Selects and completes appropriate forms quickly and carefully; double-checks work, processing paperwork that is virtually error-free; attends to and follows through on important information in paperwork, ensuring that any needed action is taken quickly; expedites forms, orders, or advances that require immediate attention.

Obtains all appropriate information, signatures, and approvals promptly; conscientiously verifies that all information is present and accurate before forwarding materials.

Takes prompt, thorough action to correct any errors and problems identified in forms, records, and documents; goes to extraordinary lengths to ensure that important errors and problems are corrected in all areas that could be affected.

Keeps logs, records, and files that are so accurate and up to date that information is readily available at any point in time; updates logs, files, and records, noting every important change-of-status.

10/1/97

18. Checking, Examining, and Recording

Frequently:

Makes computation errors (by hand or by calculator) and fails to catch these mistakes; does not question figures or notice that figures look wrong.

Usually:

Makes calculations (by hand or calculator) and catches mistakes.

Almost Always:

Ensures that calculations (by hand or by calculator) are virtually error-free, questioning and recalculating figures that 'look wrong;' double-checks the accuracy of calculations, identifying and correcting all errors.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
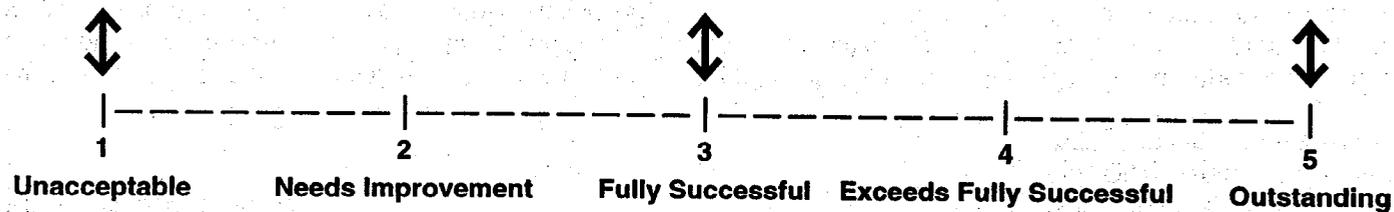
19. Inspecting

Thoroughly inspecting property, equipment, and work space quality; identifying present or potential defects, faults, and hazards and following up to ensure correction; ensuring procedures are followed to meet all safety standards and codes.

Frequently:	Usually:	Almost Always:
Conducts only cursory inspections, ignoring or overlooking areas that are inconvenient to access; fails to review background information on areas to be inspected, and is, therefore, uninformed about potential problems.	Conducts inspections effectively, checking areas carefully; checks background information on areas to be inspected before conducting the inspection tour.	Conducts inspections thoroughly, accessing and examining even out-of-reach areas; takes whatever steps are necessary for thorough inspection, performing physically awkward, unpleasant, or strenuous activities; is aware of all potential problems, gathering background information on the area to be inspected; carefully checks for potential problems throughout the inspection.
Does not conduct physical inventories or performs only a quick 'walk through' inspection; fails to note missing items or items in poor condition.	Conducts physical inventories adequately; notes missing items and items in poor working condition.	Is exceptionally thorough and accurate when conducting physical inventories; carefully inspects and notes condition of all office equipment, furniture, machinery, etc.; promptly takes action to locate, repair, or replace inventory items that are missing, broken, or worn out.
Is unobservant, overlooking or ignoring aspects of the workplace that may present safety hazards or code violations; lacks knowledge of safety codes or standards so is unable to rectify present or potential hazards or violations.	Notices safety hazards and code violations; uses working knowledge of safety codes and standards to search for, correct, or remove potential hazards or violations.	Is keenly attuned to all aspects of the workplace that may present safety hazards and code violations, even those that are not readily noticeable; uses extensive knowledge of safety codes and standards to rectify existing and potential hazards or violations.

10/1/97

19. Inspecting

Frequently:

Makes little or no attempt to ensure that the workplace conforms to applicable safety codes or standards; fails to correct safety hazards or code violations; does not follow up to ensure that hazards or violations have been corrected.

Usually:

Ensures that the workplace conforms to applicable safety codes and standards; takes action to correct safety hazards and code violations; follows up to ensure that hazards and violations have been corrected.

Almost Always:

Ensures that the workplace conforms to applicable safety codes and standards; methodically notes all equipment, material, workspace, etc., that violate safety codes and standards; takes immediate action to correct or remove safety hazards and code violations; proactively corrects or removes potential hazards and violations, following up to ensure that they are corrected promptly.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

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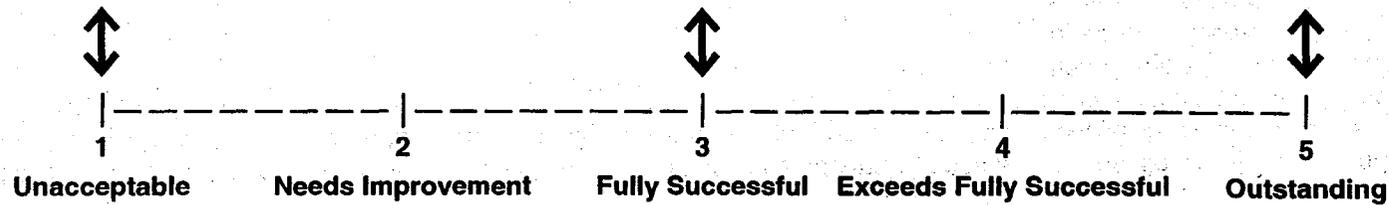
20. Handling and Processing Materials and Mail

Operating office equipment and handling GAO materials safely and efficiently, maintaining and providing an adequate store of supplies; handling all incoming and outgoing mail and materials to ensure proper packaging and distribution.

Frequently:	Usually:	Almost Always:
Keeps excessive amounts of unneeded supplies and runs short of critical supplies.	Keeps track of typical supply needs; orders supplies far enough in advance to ensure an adequate store of supplies.	Maintains a complete, but not excessive, store of supplies, including extra amounts of any critical supplies; anticipates upcoming needs, thus, is able to fill even unusual orders; requisitions supplies far enough in advance so that they arrive before existing stores are depleted.
Delivers mail slowly or inaccurately; gets so far behind schedule on mail runs that important pieces of mail miss mailing or delivery deadlines; does not obtain proper signatures on special mail.	Delivers mail at a reasonable pace to the appropriate location; makes regular mail runs so that mail is sent and delivered in a timely manner; obtains required signatures on special mail.	Delivers mail quickly and accurately; is highly knowledgeable about GAO's physical layout, delivering mail to the correct person and place efficiently; stays on schedule, ensuring that important pieces of mail are sent out and delivered promptly; obtains signatures from the authorized persons on special mail items.
Makes photocopying or collating errors; prepares documents that look unprofessional (e.g. not aligned, pages out of order); spends inordinate amounts of time on photocopying requests; fails to refill the copier.	Completes photocopying and collating assignments quickly and accurately; refills the photocopier when supplies are depleted.	Completes all photocopying and collating assignments in a highly effective and efficient manner, double-checking page sequencing and alignment; refills copier with paper and toner so that photocopier is ready for use.
Fails to destroy or uses improper methods to destroy sensitive material; fails to interrupt destruction of lower priority materials in order to destroy more important materials, is inattentive or careless when using shredding machines.	Follows correct procedures to destroy sensitive materials; uses shredding equipment properly.	Is highly conscientious about following correct procedures to destroy sensitive material; destroys the most important material first, destroying less important material later; uses shredding equipment carefully, taking steps to avoid personal injury.

10/1/97

20. Handling and Processing Materials and Mail

Frequently:

Allows office equipment to fall into disrepair; is unable or unwilling to perform even simple equipment maintenance or repair when needed (e.g., removing jammed paper from printers or copiers); fails to call for service promptly when office equipment breaks down.

Weighs, sorts, or counts mail or materials slowly or inaccurately; fails to verify packing lists; uses inappropriate mailing methods, failing to consider both cost and time requirements; wraps, packs, or crates materials ineffectively or inefficiently; marks, stamps, or labels mail or materials slowly or inaccurately.

Handles heavy objects carelessly, overlooking safer ways to move material; damages objects or injures self.

Usually:

Keeps office equipment in working order; cleans and conducts routine maintenance on most office equipment as needed; calls for service when office equipment breaks down.

Weighs, sorts, or counts mail or materials promptly and correctly; checks packing lists; uses the appropriate mailing method, wraps, packs, or crates materials securely; marks, stamps, or labels mail or materials promptly and properly.

Handles heavy objects safely and carefully.

Almost Always:

Meticulously maintains office equipment in the best possible working condition; cleans and conducts routine maintenance on equipment between professional service calls; performs simple to moderately difficult equipment repairs when needed; promptly calls for service when office equipment breaks down and follows up to ensure correction.

Is unusually quick and accurate when weighing, sorting, or counting mail or materials; systematically verifies all packing lists to be certain outgoing mail contains the correct materials, objects, forms, etc.; takes both time requirements and cost considerations into account, when selecting the most appropriate mailing method; wraps, packs, or crates materials effectively and efficiently; marks, stamps, or labels mail and materials so correctly and carefully that all mail is processed in a highly efficient manner.

Is highly conscientious and safety-minded when handling heavy objects; takes extra steps to avoid damage to material and personal injury.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

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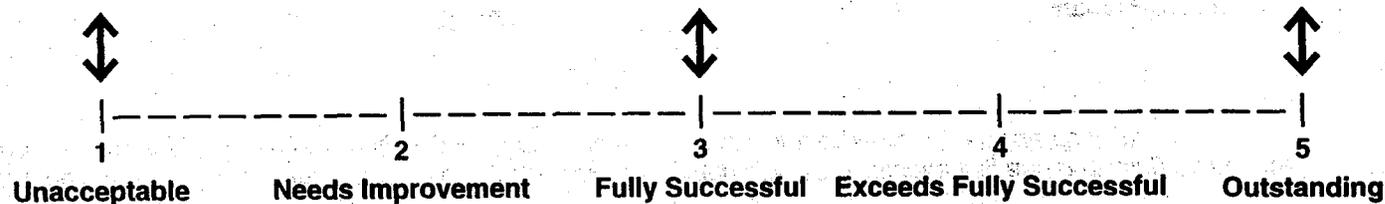
21. Managing

Managing an organizational unit or work group in support of its overall mission, policies, procedures, and regulations; forecasting, organizing, budgeting, and using financial, staffing, current technology, and other resources to achieve operating goals and Affirmative Action and Equal Employment Opportunity program responsibilities; balancing competing demands or points of view, coordinating across offices or divisions within GAO; anticipating obstacles, realigning priorities, and taking action to overcome emergencies, unexpected situations, or the loss of important resources.

Frequently:	**Usually:**	**Almost Always:**
Develops resource plans that are vague, unrealistic, or over or underestimate needs; fails to identify resource needs promptly, leaving insufficient time for action.	Develops reasonable resource plans, identifying resource needs in sufficient time to take action.	Forecasts long-range resource needs insightfully; promptly formulates resource plans that are fully supported by information about past performance, current and anticipated trends, and strategic projections.
Plans or applies work procedures, policies, and/or technology that are out-of-date, unresponsive to office needs, or inconsistent with established guidance or Affirmative Action and EEO program responsibilities.	Plans and applies work procedures, policies, and/ or technologies that meet office needs, support the overall mission, and are consistent with established guidance and achieve Affirmative Action and EEO program responsibilities.	Proactively plans and implements work procedures, policies and/or technologies that significantly enhance work accomplishment, facilitate transition during periods of change, ensure mission accomplishment, are consistent with established guidance, and achieve Affirmative Action and EEO program responsibilities.
Does not define or poorly defines priorities; establishes priorities that are unworkable, given needs of affected offices and divisions; favors completion of pet projects at the expense of more high-priority work; distributes work or allocates resources inefficiently.	Defines priorities, allocates, and reallocates resources practically, such that assignments are completed on schedule within cost, checks with affected offices and divisions to ensure priorities are reasonable.	Defines priorities clearly and efficiently on the basis of urgency, sensitivity, complexity, and anticipated work requirements; balances and realigns resources to ensure smooth accomplishment of competing priorities; coordinates priorities with affected offices and divisions; makes assignments that maximize efficient and cost-effective use of all available resources.

21. Managing

Frequently:

Fails to monitor workflow or resource usage, resulting in delays or waste; does not attend to obstacles, problems, or emergencies promptly.

Usually:

Monitors workflow and resource usage to ensure timely work accomplishment; resolves emergencies or problems adequately.

Almost Always:

Vigilantly monitors workflow and resource usage, closely tracking day-to-day progress against work schedules; establishes light internal controls to systematically monitor quality and volume of work to immediately identify waste, delay, and substandard work; anticipates emergencies or problems and generates effective strategies to remedy them.

Frequently:

Recruits candidates inappropriately; elicits incomplete or inaccurate information about a candidate's background so that an informed assessment of his or her potential cannot be made; makes poor hiring recommendations.

Usually:

Adequately recruits a number of qualified candidates; elicits job-relevant information about a position candidate's background so that a sound assessment of his or her potential can be made; makes acceptable hiring recommendations.

Almost Always:

Diligently searches to identify and recruit the most highly qualified candidates; elicits sufficient job relevant data about the candidate's background to permit a full and informative assessment of his or her potential contribution to GAO; makes insightful hiring recommendations, considering the needs of the organization and the position opening.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
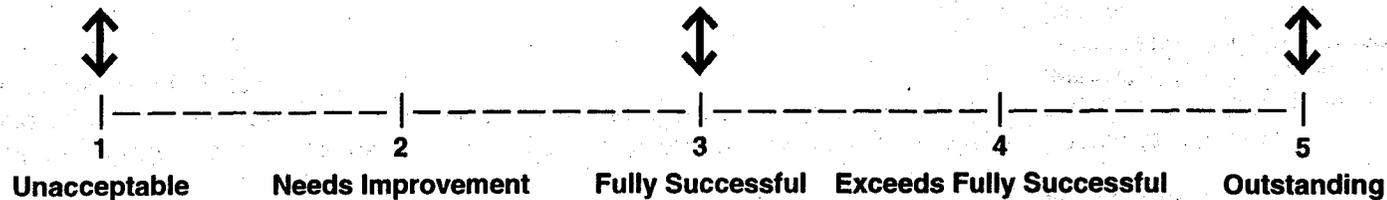
22. Developing and Managing Projects, Programs, and Systems

Ensuring that projects, programs, and systems are developed, implemented, and administered, giving appropriate consideration to all applicable guidance; planning and monitoring objectives, goals, and timelines to ensure continuity in task accomplishment; making adjustments in plans or assignments to deal with changing circumstances; delivering high-quality products within established time frames; ensuring all documentation is sufficient and precise; working proactively to apply new or existing methodologies that address current needs or future demands.

Frequently:

Develops plans that are vague, ambiguous, incomplete, unrealistic, unresponsive to required objectives, or technically inadequate; fails to recognize significant obstacles likely to be encountered; develops plans that rewire significant modification or must be reworked completely.

Fails to collect appropriate input or collect input but is not responsive to suggestions; over-accommodates individual preference to the extent that quality is compromised.

Fails to consult involved offices or individuals on plans or problems, resulting in duplication of effort or insufficient resolution of the problem; gives key offices or individuals insufficient notice or inaccurate information.

Makes work assignments that are unreasonable, uneven, or inefficient given staff time and resource constraints; fails to keep team members apprised of project-related information.

Usually:

Develops plans that adequately recognize obstacles and address salient points in a realistic time frame; develops plans that require minimal revision for management acceptance.

Collects and reviews input from others on plans and activities.

Coordinates activities and events with involved offices and individuals, providing sufficient notice and explaining relevant details.

Makes work assignments that are practical and workable; keeps staff informed.

Almost Always:

Prepares detailed plans that address needs and goals completely and economically, specifying needed resources and ways of obtaining them; outlines anticipated obstacles and strategies for overcoming them; itemizes and prioritizes activities and key events, setting realistic milestones and timelines; develops plans that are so logical and thorough that management acceptance is readily gained.

Elicits information, feedback, and suggestions from key offices and individuals; assesses needs, integrates ideas, and negotiates competing points of view to ensure high quality products.

Coordinates activities and events with involved offices and individuals, working intensively with them on plans and concerns; incorporates their input and addresses their needs; gives detailed, complete, and accurate information and sufficient notice about project planning and implementation.

Expertly coordinates work assignments, using resources with maximum efficiency to achieve all goals and deadlines; develops and maintains esprit de corps by keeping staff informed and involved.

22. Developing and Managing Projects, Programs, and Systems

Frequently:

Fails to monitor progress; allows major issues to go unnoticed for an excessive amount of time; does not take prompt corrective action when problems arise, causing disruption and delays in work; fails to track actions and decisions or inform management of significant events.

Usually:

Checks to ensure timely goal accomplishment; when obstacles arise, takes action to ensure minimal disruption; keeps track of actions and decisions and informs management of progress.

Almost Always:

Monitors progress closely, taking immediate corrective action when problems arise; focuses and realigns resources to ensure timely goal accomplishment; fully documents all actions and decisions and keeps management well apprised of progress; brings all phases to closure.

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Unacceptable   Needs Improvement   Fully Successful   Exceeds Fully Successful   Outstanding

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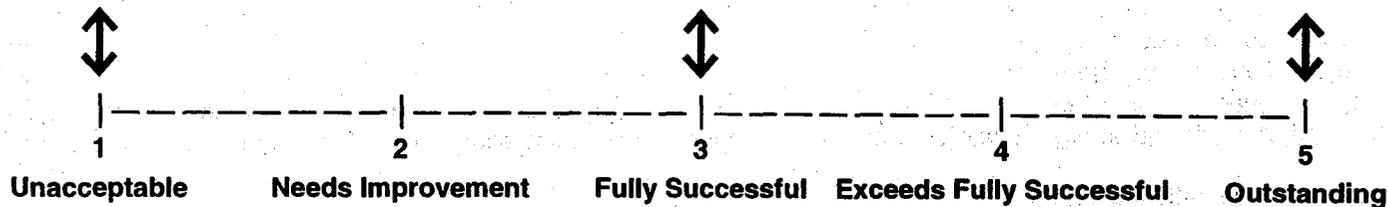
23. Administrative Scheduling and Coordinating

Scheduling, tracking, and verifying conferences, meetings, training, travel, etc.; making arrangements that are economical, well coordinated, and synchronized, taking all information into account when scheduling and making arrangements; informing others of afl arrangements or required changes.

Frequently:

Makes arrangements that fail to meet the requirements of the situation; overlooks significant aspects of arrangements; requires excessive supervision to ensure all arrangements are handled.

Makes arrangements without regard to others' schedules or time commitments; fails to inform others or gives them insufficient notice or inaccurate information about arrangements; fails to supply others with needed materials; as a result, others may be inconvenienced or unable to participate.

Fails to make or confirm arrangements; does not identify problems, glitches, or obstacles or take prompt corrective action when they arise.

Usually:

Makes arrangements that meet requirements of the situation adequately.

Checks others' work schedules and plans to ensure availability; informs others of arrangements; supplies them with needed materials and explains relevant details.

Confirms arrangements; identifies and resolves problems in scheduling and arrangements adequately.

Almost Always:

Makes arrangements that fulfill all requirements as efficiently and economically as possible; handles all aspects of arrangements thoroughly and completely with little or no supervision; ties up all loose ends, even when there are many details to manage and arrangements are complex.

Is highly responsive to the schedules of others affected by arrangements; informs others of all arrangements, giving them detailed, complete, and accurate information; ensures that others receive needed materials in ample time for preparation; follows up well in advance to ensure all arrangements are clearly understood and accepted.

Takes extra steps to verify all arrangements; immediately recognizes problems, generates highly effective alternatives, and takes immediate corrective action.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
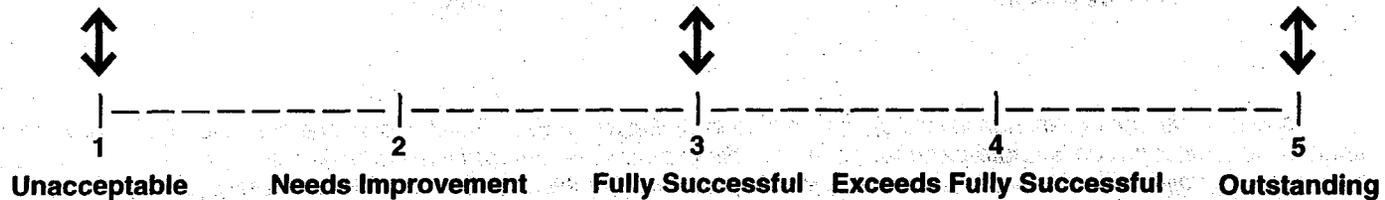
24. Technological Systems Design and Analysis

Identifying technological system requirements and designing systems to meet those needs; developing applications of new or existing methods or technologies; ensuring that program or system designs satisfy user requirements; coordinating the continuity between system components and ensuring day-to-day system integrity; orienting users to new or unusual system applications.

Frequently:	**Usually:**	**Almost Always:**
Fails to collect user input or collects input but is not responsive to suggestions or needs; over-accommodates individual preference to the extent that system quality is compromised.	Collects and reviews system-related input from users on needs, plans, and activities; attempts to implement user suggestions.	Elicits and clarifies information and suggestions from users in a highly professional manner; adeptly pinpoints needs, integrates ideas, and prioritizes objectives to ensure high quality and user acceptance; prepares illustrative samples or expertly demonstrates operational functions of prototypes to stimulate discussion.
Makes recommendations that are unresponsive to user needs or objectives, are impractical given resource constraints, lack technical adequacy or analysis of options; develops designs that require significant modification or must be reworked completely.	Makes recommendations that are technically sound, defining specifications clearly to ensure system continuity, efficiency, security, or acceptance; develops designs that require minimal revision for acceptance.	Formulates recommendations that address user needs completely; assesses competing systems, technologies, and options thoroughly and adeptly; provides continuity between new and existing components with maximum economy and efficiency and defines specifications accurately; develops designs that are so well-integrated, thorough, secure, and responsive that acceptance is readily gained.
Fails to plan system acquisition, or implementation or makes plans that are vague, incomplete, or unrealistic; fails to recognize or plan for obstacles likely to be encountered.	Plans system acquisition and implementation adequately, allowing a reasonable time for accomplishment; considers roadblocks or obstacles that might arise.	Develops detailed system acquisition and implementation plans; itemizes and prioritizes activities and key events completely and economically, identifying all required resources; anticipates potential roadblocks and creates contingency plans; sets ambitious, but obtainable, milestones and time frames for goal accomplishment.

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24.Technological Systems Design and Analysis

Frequently:

Gives users inaccurate information or insufficient notice about system design or implementation plans; fails to consult key offices or individuals on plans or problems.

Fails to monitor system acquisition, implementation, or performance; does not note, resolve, or take prompt corrective action when problems arise, causing disruption and delay.

Usually:

Keeps users, informed about system design and implementation activities and events; explains new or unusual system applications; answers user questions as they arise.

Keeps informed about system acquisition, implementation, and performance status; periodically makes quality checks on system performance; when problems arise, takes steps for resolution within a reasonable time frame.

Almost Always:

Expertly provides ongoing user support and consultation; carefully coordinates system design and implementation activities with users, providing detailed, complete, and accurate information; anticipates, acknowledges, and addresses user problems and concerns throughout each phase of the project.

Applies technical expertise and judgment to monitor system acquisition, implementation, and performance, ensuring system integrity and a high level of user satisfaction; when problems arise, takes immediate corrective action, minimizing or eliminating disruption and delay.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
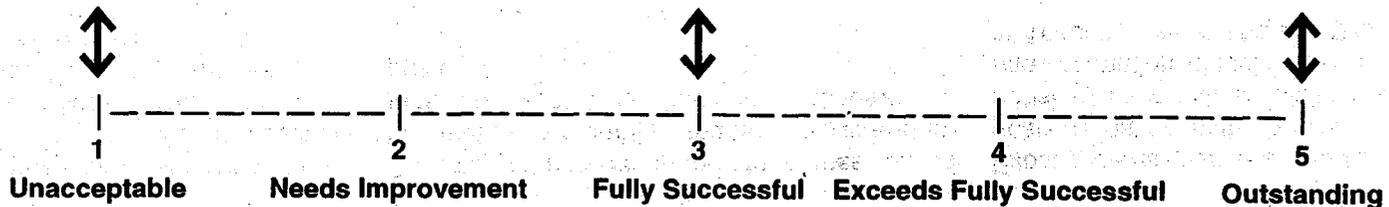
25. Designing Training Courses

Following appropriate course development procedures to ensure courses will meet staff needs; obtaining, examining, and synthesizing all relevant course information; organizing, preparing, and pilot-testing training materials, exercises, examples, or simulations that facilitate learning; following appropriate review procedures with subject matter experts and policy advisors; conducting instructor recruitment and preparation; periodically fine-tuning training materials in response to ongoing course evaluations.

Frequently:

Fails to collect appropriate information from subject matter experts or intended audiences; is unresponsive to suggestions or relies on insufficient, out-of-date, or inappropriate information; overlooks important learning needs or objectives.

Designs course content that includes inaccurate, obsolete, incomplete, or irrelevant materials; prepares content that is poorly organized, not tailored to the audience, or vague, allowing inconsistent interpretations across classes.

Fails to incorporate learning tools or incorporates those that are irrelevant, contradictory, or inappropriate for the audience.

Fails to obtain or ignores subject-matter expert or policy advisor comments, evaluations, or pilot test results; allows course content to become outdated or unresponsive to training needs.

Usually:

Collects and reviews up-to-date, course-related information from subject-matter experts and intended audiences; identifies learning needs appropriately.

Designs course content that meets training needs and is well organized, current, accurate, and tailored to the audience.

Designs and incorporates typical learning tools and exercises that are appropriate for the target audience and relevant to course objectives.

Makes changes in response to major themes evident in subject-matter expert or policy-advisor review, pilot tests, and evaluations; reviews and updates course materials.

Almost Always:

Expertly elicits course-related information and suggestions that are highly accurate, current, comprehensive, and creative; skillfully synthesizes ideas and information, pinpointing critical learning points and needs precisely and accurately.

Designs course content that is focused precisely on training needs and learning objectives; organizes content logically and effectively, progressively building skills and knowledge with sequential learning points; tailors training to audience level and experience; ensures content is thorough, accurate, current, and specific, such that interpretation will be consistent across classes.

Designs and incorporates learning tools and exercises that resourcefully or innovatively use multiple media or other techniques, engender audience interest and involvement, and complement course objectives.

Adeptly evaluates and reworks course materials in accordance with subject-matter expert or policy-advisor review, pilot tests, evaluations, 'lessons learned,' and current information such that each course iteration is more responsive, fine-tuned, polished, and on-point.

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25. DesigningTraining Courses

Frequently:

Recruits instructors who are insufficiently qualified or require substantial training to instruct a course; provides instructors with spotty or vague information.

Usually:

Recruits instructors who are sufficiently knowledgeable for course execution; provides instructors with materials that are clear and complete.

Almost Always:

Identifies and gains the cooperation of highly qualified instructors for course execution; provides instructors with materials that are so thorough, clear, and self-explanatory that minimal additional guidance is required.

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Unacceptable   Needs Improvement   Fully Successful   Exceeds Fully Successful   Outstanding
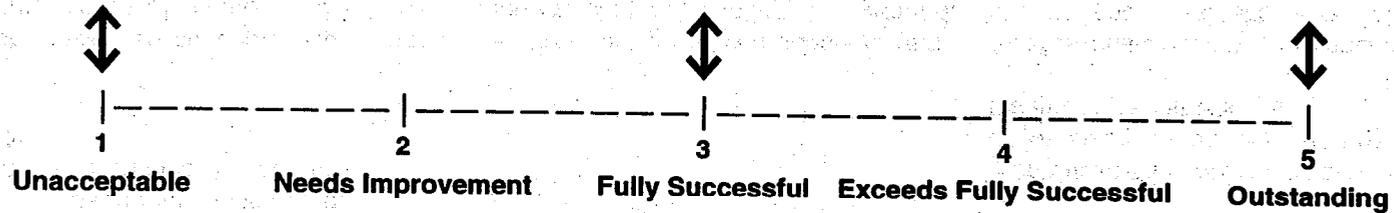
Enhancing the aesthetic quality and professional appearance of GAO workspace, productions, publications, or presentations; coordinating color schemes, contrast, fighting, background, and lay-out to create interesting appearance; designing office space to enhance its use; developing artwork, illustrations, or photography to convey abstract concepts; directing, producing, and editing video productions that communicate effectively, ensuring that designs/products meet needs of users/audiences and are reasonable, given time and resource contraints.

Frequently:

Prepares designs or products, that do not conform to major job specifications, are unresponsive to client needs, or waste resources, e.g.:

-- prepares products or designs that require significant reworking before gaining client acceptance;

-- designs workspace that is insensitive to the workflow or space usage needs of the office;

-- produces artwork or video productions that do not conform to job specifications or that use resources inefficiently.

Applies technical or specialized concepts (e.g., color schemes, contrast, lighting, background, decor, physical lay-out) in a manner that is technically incorrect, aesthetically unpleasing, or visually irrational; fails to integrate, match, or contrast color schemes, lighting, and other elements; concepts or products lack innovation that would improve the artistic quality of the end-result.

Usually:

Prepares designs or products that meet job specifications and use resources efficiently; products or designs require minimal revision to gain client acceptance.

Applies technical or specialized concepts (e.g., color schemes, contrast, lighting, background, decor, physical lay-out) in a manner that is technically correct; concepts or products are aesthetically pleasing and functional.

Almost Always:

Prepares designs or products that are highly responsive to client needs and uses resources in a highly efficient manner, e.g.:

-- prepares products or designs that are so attractive, workable, and polished that client acceptance and satisfaction are readily gained;

-- designs workspace that expertly optimizes space usage and functionality;

-- produces artwork or video productions that meet all job specifications and are cost-effective while maintaining an artistic quality.

Applies multiple technical or specialized concepts that enhance aesthetic or technical quality and professional appearance of the workspace, product, etc.; coordinates color schemes, contrast, lighting, background, decor, and physical lay-out creatively, forming an artistic, interesting, and fully functional arrangement; combines elements innovatively, such that audio and visual elements are artfully integrated.

26. Developing Functional and Aesthetic Products and Spaces

Frequently:

Performs specialized work (such as photography, film development, drafting, lay-out, video production, videotape editing, duplication, or recording) improperly; products are sloppy or unfinished.

Usually:

Performs specialized work (such as photography, film development, drafting, lay-out, video production, videotape editing, duplication, or recording) property, thus, products are neat and technically correct.

Almost Always:

Executes highly specialized activities (such as photography, film development, drafting, lay-out, video production, videotape editing, duplication, or recording) so skillfully that finished products are of the highest quality.

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 Unacceptable  Needs Improvement  Fully Successful  Exceeds Fully Successful  Outstanding
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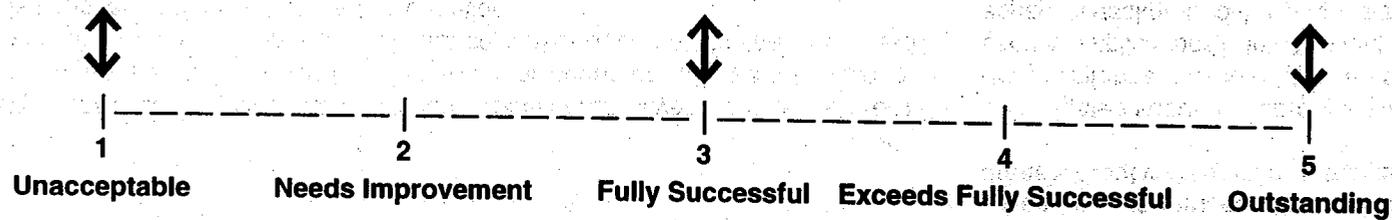
27. Maintaining Security

Ensuring proper administration of all security functions; thoroughly conducting security inspections or background investigations; granting or adjudicating security clearances; carefully following procedures for disseminating, mailing, handling, and tracking all classified information; ensuring that all classified information, cash, or valuable assets are secured, verifying identification and authorization to access controlled areas.

Frequently:

Is lax about following procedures for securing classified material, special equipment or cash; leaves such materials unattended, forgets to lock the safe, or disposes of such material improperly.

Fails to check the identity or clearance of others when needed; may allow others access to secured areas without appropriate authorization.

Fails to conduct investigations of security clearance applicants' background information; fails to investigate thoroughly or does not follow up on apparent gaps or inconsistencies; makes decisions that are based on incomplete or inaccurate information.

Inspects the workplace in a cursory fashion, ignoring areas that are inconvenient to access; overlooks security violations or fails to ensure correction.

Usually:

Typically follows appropriate procedures for securing special equipment or cash.

Checks the identity or clearance of others when delivering classified mail or controlling access to a secure area.

Conducts background investigations that are sufficient to permit sound decisions about applicants' clearance; makes decisions that are supported by information.

Inspects the workplace effectively; notices security violations and follows up to ensure correction.

Almost Always:

Rigorously follows procedures for securing classified material, special equipment, and cash; is always alert and watchful when charged with security of material, never leaving such materials unattended or unsecured.

Is meticulous about checking and verifying the identity and clearance of individuals before delivering classified mail or allowing access to controlled areas; always refuses others access to secured areas without valid proof of authorization.

Investigates security clearance applicants' background information thoroughly; is keenly attuned to security implications in information; picks up on any aspect of background that suggests potential security threat and follows up with additional investigation; makes decisions that are supported by complete and accurate information.

Inspects the workplace thoroughly, accessing and examining even inconvenient or out-of-reach areas; is alert to all aspects of the work environment that signal existing or potential security violations and problems and follows up to ensure immediate correction.

27. Maintaining Security

Frequently:

Performs specialized security tasks incorrectly; makes mistakes or fails to catch them.

Usually:

Performs specialized security tasks property.

Almost Always:

Executes highly specialized security activities skillfully, with expert precision and accuracy.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
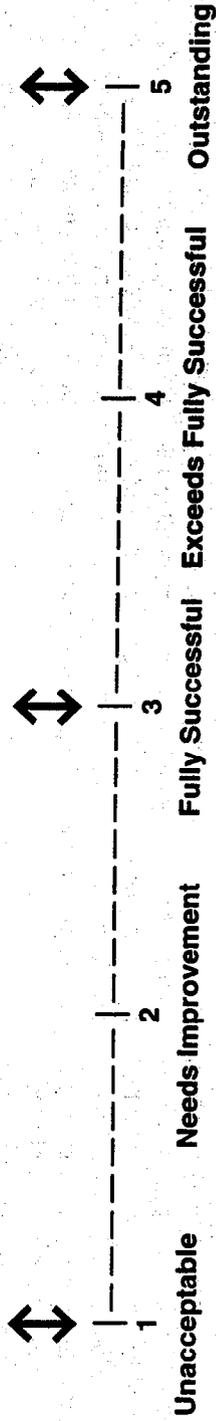
28. Personnel Operations

Performing specialized work in support of staffing, position classification, recruitment, retention, work-force planning, or employee relations and benefits (awards, grievances, adverse actions, etc.); providing expert guidance and assistance to both managers and staff in support of personnel operations.

Frequently:

Fails to collect reliable information necessary to determine the duties and responsibilities required by a job; develops inaccurate position descriptions; does not adequately assess whether a position can support the assigned grade and series.

Inappropriately selects job elements or defines qualifications to delineate a recruitment campaign, job announcement, or applicant briefing, or words them poorly; fails to identify appropriate quality ranking factors or develop crediting plans such that the applicant pool is inadequate and many deserving and qualified applicants are not considered; when interviewing, collects incomplete or inaccurate information about a candidate's background so that an informed assessment of his or her potential cannot be made.

Usually:

Identifies the duties and responsibilities that make up a job by collecting a sufficient body of information; develops a position description that adequately describes the job and supports the assigned grade and series.

Selects job elements and defines qualifications that accurately describe a position and words them in a manner that is clear; identifies quality ranking factors or develops crediting plans to select qualified individuals; interviews a position candidate about job-relevant information so that a sound assessment of his or her potential can be made.

Almost Always:

Capably pinpoints the duties and responsibilities that define a job by collecting accurate, complete, and current information; effectively integrates this information to develop a position description that clearly, concisely, and accurately describes the targeted position; carefully considers position requirements to ensure that the position fully supports the assigned grade and series; innovatively tailors position descriptions for handicapped or other special needs personnel.

Selects highly appropriate job elements and defines qualifications that are carefully worded to delineate a recruitment campaign, job announcement, or applicant briefing; identifies quality ranking factors or develops crediting plans to ensure the selection of highly qualified candidates; fully prepares for interviews with job candidates; collects job-relevant data through interviews, background checks, or other pertinent screening about the candidate's background to permit a full and informative assessment of his or her potential contribution to GAO; encourages an exchange of information with the candidate by providing relevant data about GAO.

Frequently:

Offers poor, untimely, or ambiguous recommendations to managers or supervisors in many essential personnel matters (selection, promotion. transfer, termination, disciplinary or adverse action, etc.); does not document an acceptable base of support; fails to provide timely or effective guidance and assistance.

Usually:

Determines and recommends reasonable actions to take in personnel matters selection, promotion, transfer, termination, disciplinary or adverse action, etc.); gives appropriate consideration to policy, prior practice, and the factual situation; adequately documents the support for personnel actions; provides effective and timely guidance and assistance.

Almost Always:

Insightfully determines and recommends fair, valid, and defensible actions to take in a variety of personnel matters (selection, promotion, transfer, termination, disciplinary or adverse action, etc.); applies professional judgment to give appropriate consideration to policy, prior practice, and the factual situation; formulates and weighs alternatives and makes sound decisions even in ambiguous, contradictory, or unstructured situations; initiates appropriate and timely personnel tasks and actions and ensures that they are fully documented; provides comprehensive, timely, objective, and effective guidance and assistance to involved parties.

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Unacceptable   Needs Improvement   Fully Successful   Exceeds Fully Successful   Outstanding

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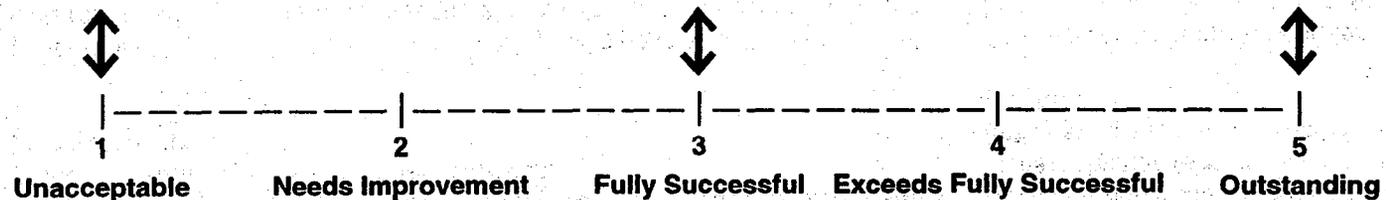
29. Developing and Implementing Personnel Programs, Policies, and Procedures

Developing and implementing GAO personnel programs, policies, and procedures that are responsive to customer needs, consistent with available guidance, and appropriate for the factual situation; ensuring that GAO officials and employees understand personnel actions, decisions, policies, procedures, regulations, and documentation and their relevance to particular situations.

Frequently:	Usually:	Almost Always:
Develops human resource plans that are inattentive to GAO's mission and fail to anticipate GAO's long-range needs or potential changes.	Develops practical human resource plans to meet GAO's mission.	Develops highly effective strategic and contingency plans for human resource mission accomplishment, anticipating periods of transition and obstacles to progress.
Formulates specific policies or procedures that do not adequately meet current needs or ignore the future; policies and procedures are viewed as unacceptable by management.	Formulates specific policies and procedures that adequately address current needs; ensures that policies and procedures are acceptable and gain management acceptance.	Accomplishes current and long-term personnel goals by formulating policies and procedures specifically targeted to meet GAO's stated and anticipated needs; ensures that policies and procedures are logical, realistic, prioritized, and certain to gain management approval.
Does not request or respond to the suggestions or feedback of others in the development of policies or procedures; ignores available guidance, resulting in a human resource program that is unacceptable.	Gathers adequate information to develop fully acceptable policies and procedures; consults available guidance resulting in a satisfactory human resource program.	Consults widely throughout the formulation of policies and procedures; draws out feedback and suggestions from others, both within and outside of GAO; gives appropriate consideration to all available guidance using informed and professional judgment to develop an outstanding human resource program.
Ineffectively communicates policies or procedures to both management and staff who, as a result, fail to understand the basis of or the documentation required for personnel actions.	Is available to answer questions regarding the content of personnel policies and procedures for management and staff; imparts a satisfactory understanding of the basis and the documentation required for personnel actions.	Articulately describes the content of personnel policies and procedures to both management and staff; heightens their awareness of the critical nature and impact of these policies and procedures; ensures that they fully comprehend the rationale for policy decisions and the documentation required to support an personnel actions.

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29. Developing and Implementing Personnel Programs, Policies, and Procedures

Frequently:

Implements policies or procedures loosely or in an uncontrolled fashion; is slow or unable to adjust resources when required to do so.

Usually:

Implements policies and procedures adequately; acts reasonably to realign resource priorities when emergencies arise.

Almost Always:

Implements policies and procedures in a structured, efficient manner, defining priorities and balancing resources; acts creatively, resourcefully, and quickly to realign resources when events arise that could not be adequately add in any contingency plan.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
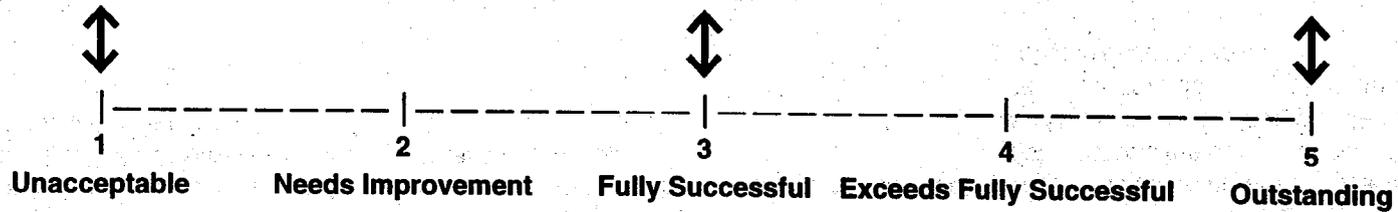
30. Preparing and Evaluating Budget Proposals

Ensuring that budget and reprogramming requests and justifications accurately reflect the needs of the office, are consistent with GAO policies and procedures, and are logical, thorough, and accurate; ensuring that proposals incorporate all needed elements; ensuring accuracy and consistency in cost estimation; consolidating multiple budget requests effectively; organizing proposals and justifications into easily understood documents for management review and approval.

Frequently:	Usually:	Almost Always:
Overlooks important factors or elements that should be included in the budget; submits budgets that are incomplete; fails to consult others on budget-related matters.	Considers most important factors or elements for budget preparation and gathers relevant data; asks for and considers budget-related requests from other staff.	Studies all relevant budget material and anticipates future needs by gathering data on forthcoming plans; ensures that budget proposals incorporate all elements; elicits relevant information from other staff members or units; deftly synthesizes and balances information from all sources, ensuring every need and requirement is considered and addressed.
Makes rough, unsubstantiated, estimations of costs, with no verification, statistical, or other support; relies on out-of-date or inaccurate information.	Gathers current information and prepares accurate estimations of costs.	Prepares highly accurate and precise estimations of costs; obtains the most recent cost estimates from vendors or catalogs; incorporates carefully considered adjustments for inflation and allowances for probable price increases.
Fails to detect misstatements or errors of omission in budget proposals; if consolidating budget proposals, simply merges proposals without verifying completeness, adequacy, or consistency.	Identifies and corrects significant problems in budget proposals; consolidates multiple requests and proposals effectively.	Skillfully recognizes and corrects misstatements or errors of omission in budget proposals; is highly effective when consolidating budget requests and proposals of multiple units, ensuring that materials are costed consistently across units and that identical items are not duplicated unnecessarily.

30. Preparing and Evaluating Budget Proposals

Frequently:

Prepares budget proposals that do not accurately portray the needs of the office and require a great deal of reworking or rejustification before they are acceptable to management.

Usually:

Prepares budget justifications and proposals that are accurate and adequate for management approval.

Almost Always:

Prepares budget justifications and proposals that reflect the true needs of the office; submits proposals that are so logical, thorough, and accurate that management acceptance is gained with little or no questioning.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
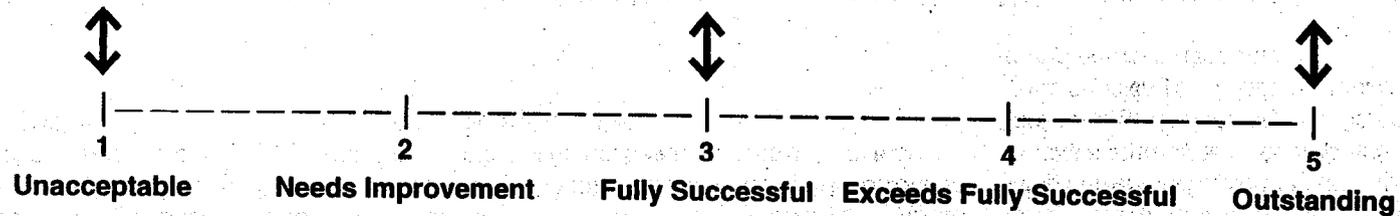
31. Preparing Financial Records/Accounts

Carefully following policies, procedures, and regulations for processing transactions; ensuring that billings and costs are accurate and allowable; ensuring that accounts are balanced, up-to-date, and accurate; comparing expenditures against budget amounts to identify potential overruns and excesses; tracking down and following up on problems; informing others about account status; preparing summary budget data reports or listings that are accurate, well organized, and sufficiently detailed and informative for management.

Frequently:	Usually:	Almost Always:
Reviews vouchers, billings, or financial records hurriedly, in a cursory fashion; overlooks miscalculations or fails to note that important information is missing before certifying or authorizing payment; processes items that should have been withheld; authorizes payments or costs that are not allowable.	Checks vouchers, billings, and financial records for accuracy, completeness, and "allowability" before certifying or authorizing payment.	Scrutinizes vouchers, billings, and financial records carefully before certifying or authorizing payment; catches all errors and problems and persistently follows up to ensure correction; when confronted with unusual vouchers or billings, goes to extraordinary lengths to gather key information needed to discern whether costs or payments are reasonable and allowable.
Makes errors or does not check calculations; fails to catch mistakes; is not able to locate errors in accounts that do not balance; fails to use current technology, where applicable.	Adds, subtracts, multiplies, and divides numbers accurately; checks calculations; finds errors in accounts that do not balance; uses current technology, where applicable.	Makes calculations that are virtually error-free, using current technology, where applicable; double-checks accuracy and recomputes calculations that "look wrong," devises highly efficient procedures for cross-checking calculations; tracks down even hard-to-find errors in accounts.
Enters information in ledgers inaccurately or carelessly; allows records to become outdated and inaccurate.	Enters information in ledgers or records accurately, within a reasonable amount of time.	Maintains records or ledgers that are so up-to-date and accurate that correct and complete financial records and reports are readily available at any time.
Fails to check account status for an extended period of time, resulting in overruns that could have been curtailed or excesses that could have been reprogrammed.	Keeps up-to-date on the status of accounts.	Stays abreast of all aspects of accounts, meticulously comparing expenditures against budgeted amounts to identify present or potential overruns and excesses; immediately identifies need for reprogramming of funds and takes prompt and effective corrective action.

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31. Preparing Financial Records/Accounts

Frequently:

Provides inaccurate or incomplete information to vendors; waits an unreasonable period of time before correcting vendor payment problems.

Is lax about following appropriate financial reporting procedures; chooses to disregard or ignore procedures without consulting supervisor.

Provides summary budget data reports that are inaccurate, incomplete, or so poorly organized that management cannot follow them.

Usually:

Informs vendors of problems, appropriate procedures, and other information within a reasonable period of time.

Follows financial reporting procedures; consults with supervisor as necessary.

Prepares accurate, complete summary budget data reports or listings.

Almost Always:

Provides accurate, comprehensive, consistent, and current information to vendors; follows up on delinquent or overpaid accounts promptly; persists in vendor negotiations or communications until all problems are resolved in the best interests of GAO.

Meticulously complies with all financial reporting procedures; appropriately identifies situations requiring departure from standard procedures and clears such departures with supervisor and relevant parties.

Prepares summary budget data reports or listings that are so accurate, well organized, and complete that management is likely to comment on exceptional informativeness.

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Unacceptable  Needs Improvement  Fully Successful  Exceeds Fully Successful  Outstanding
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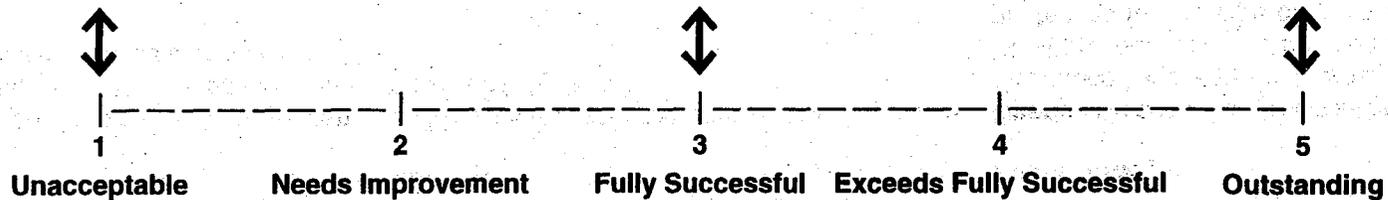
32. Administering, Evaluating, or Monitoring Procurements

Ensuring efficient and economical procurement of high-quality services and materials; adhering to contracting/purchasing policies, procedures, and regulations; defining contracting needs and specifying them thoroughly, clearly, and accurately; identifying and applying objective evaluation criteria; determining and justifying type of procurement; evaluating or assisting in evaluating vendor/contractor capabilities and cost estimates; monitoring contractor's work to ensure high-quality and timely task accomplishment.

Frequently:

Neglects or is lax about following procurement policies, procedures, or regulations; employs procurement procedures that are susceptible to challenge.

Prepares contract specifications that are unclear or substantively deficient; clarification, major reworking, or multiple contract modifications or amendments are needed for appropriate contract performance.

Relies on limited, inaccurate, or unconfirmed information when selecting or negotiating with contractors or vendors; relies too heavily on own judgment or lacks objectivity in contractor selection; obtains contracted services or products that are uneconomical or of poor quality.

Reviews cost proposals in a cursory fashion, overlooking miscalculations, irregularities, or inconsistencies with contracting regulations.

Usually:

Follows appropriate procurement policies, procedures, and regulations.

States the contract needs, specifications, and evaluation criteria accurately; prepares task orders or SOWs that are substantively correct.

Obtains and verifies cost and capability information from multiple service or product sources for negotiation and selection; applies predefined selection criteria appropriately; selects contractors or vendors who provide services or products of adequate quality at a reasonable cost.

Identifies obvious inaccuracies, inconsistencies, and irregularities in cost proposals.

Almost Always:

Operates in accordance with all procurement policies, procedures, and regulations, rigorously checking all procedures to ensure adherence and appropriateness for the type of contract; ensures that procurement procedures easily withstand challenge.

Thoroughly defines contract needs, precise specifications, and objective evaluation criteria; prepares task orders or SOWs that are so logical, complete, and precise that only minor, if any, changes or clarifications are required.

Thoroughly investigates alternate service or product sources; collects, verifies, and assesses information about contractor or vendor performance, financial responsibility, and pricing, documenting the findings; elicits others' judgments of contractor capabilities; applies objective selection criteria and obtains outstanding contracted services or products as economically as possible.

Expertly analyzes and verifies the accuracy of cost proposals and cost estimation procedures; isolates even complicated and obscure irregularities, inaccuracies, and inconsistencies with contracting regulations.

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32. Administering, Evaluating, or Monitoring Procurements

Frequently:

Monitors contractor or vendor products, services, progress, or costs casually; allows contractors or vendors to operate with insufficient information; fails to provide prompt feedback on service or product quality; allows products or services to deteriorate or remain substandard without taking corrective action.

Usually:

Checks contractor or vendor products, services, progress, and costs; identifies deficiencies and alerts contractor or vendor about problems; follows up to ensure corrective action is taken.

Almost Always:

Monitors contractor or vendor products, services, progress, and costs closely, reviewing work or products continuously for quality and timeliness; keeps contractors informed about relevant details; communicates deficiencies promptly, specifically, and constructively, resolving problems and preventing recurrence; persistently follows up to ensure service or product excellence and timeliness.

1	2	3	4	5
Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

10/1/97
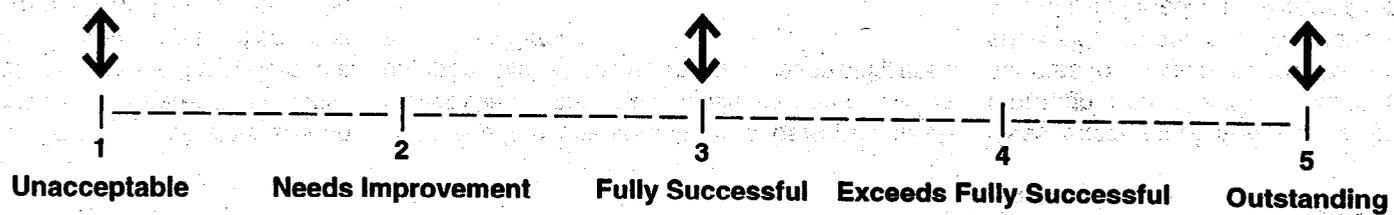
33. Developing and Maintaining Information Resources

Enhancing accessibility of GAO collections, references, archives, and information; ensuring that materials are cataloged, abstracted, indexed, riled, or archived accurately and correctly; determining the correct citation entry and format for bibliographies, legal references, and other cited documents; compiling bibliographies, legislative histories, and other information aids; thoroughly tracking legislation; maintaining accurate data bases.

Frequently:	Usually:	Almost Always:
Fails to catalog, abstract, index, file, or archive materials or makes errors when doing so and rarely corrects them; allows reference materials or tools to become outdated or incomplete; overlooks incorrect or incomplete entries.	Ensures that materials are cataloged abstracted, indexed, filed, or archived accurately and completely, allowing easy retrieval; verifies that citation entries are correct.	Ensures that all materials are cataloged, abstracted, indexed, filed, or archived accurately and completely, allowing easy retrieval; modifies reference tools to reflect new holdings; carefully checks entries in reference tools to make sure they we accurate, persistently tracking down possible errors.
Performs a cursory, ineffective, or slow search when compiling information or reference aids; fails to include key sources even when they relate to a common subject; fails to locate copies of sources included in the information and reference aids; does not use the correct reference format.	Follows established procedures, performs an effective search, and includes relevant sources when compiling bibliographies and information aids; uses the correct format.	Uses exceptional research skills to perform a thorough and effective search for all relevant sources to be included in a bibliography or reference aid; locates copies of even difficult-to-find sources included in the information and reference aids when applicable; applies the correct format.
Designs, develops, or maintains information reference systems (e.g.. archives, references. catalogs, indexing systems, computerized data bases) poorly, making it difficult to access GAO collections or materials; does not maintain information systems adequately, resulting in incomplete, inaccurate, out-of-date, or inconsistent data bases.	Designs, develops, or maintains information reference systems (e.g., archives, references, catalogs, indexing systems, computerized data bases) that are organized, accurate, current, and complete.	Designs, develops, or maintains information reference systems (e.g., archives, references, catalogs, indexing systems, computerized data bases) that are so well organized, current, and complete that GAO collections and materials are highly accessible.
Does not follow established procedures when compiling legislative histories or other extensive information sources; does not ensure all required documentation and materials are included or takes an unreasonable amount of time.	Follows established procedures when compiling legislative histories or other extensive information sources; ensures all required documentation and materials are included.	Uses research skills efficiently and competently to perform an exhaustive search when compiling legislative histories or other extensive information sources; promptly ensures all relevant documentation and materials are included.

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33. Developing and Maintaining Information Resources

Frequently:

Fails to track legislation thoroughly; performs only infrequent, cursory searches of legislative data bases; falls behind when tracking legislation or provides out-of-date information to requesters; overlooks amendments, legislative history, or analogous statutes.

Usually:

Tracks legislation adequately, scanning legislative data bases; follows legislation tracking and is able to provide satisfactory information to requesters.

Almost Always:

Tracks legislation thoroughly, searching legislative data bases; stays current on legislation tracking, thus is able to quickly provide the most up-to-date information to requesters.

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1	2	3	4	5
Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
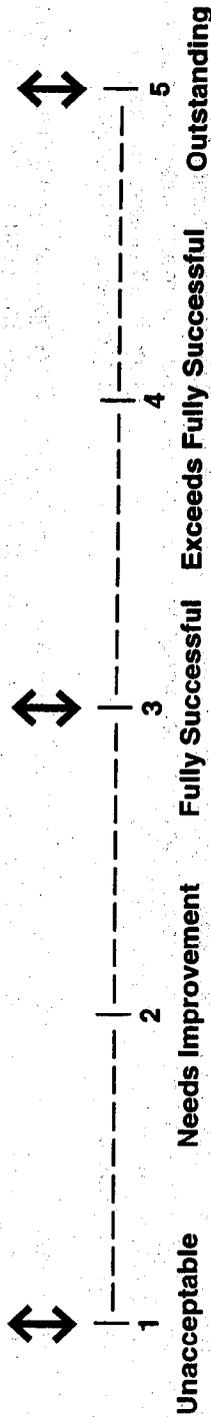
34. Filing and Organizing

Organizing, labeling, and filing logs, diskettes, tapes, files, books, magazines, looseleaf services, etc.; filing and organizing materials in ways that enhance their accessibility, filing and retrieving information promptly, accurately, and completely.

Frequently:

Places materials in the wrong location or takes an excessive amount of time to file, organize, shelve, etc. materials.

Allows materials to become so disorganized or cluttered that information is inaccessible; uses storage space inefficiently; fails to properly mark materials; discards materials inappropriately.

Is unable or requires excessive assistance to retrieve information for others; takes an unreasonable amount of time to retrieve even the most basic materials; retrieves information inaccurately.

Fails to develop an office system to organize materials; develops a system which others are unable to understand; fails to establish an information tracking system or develops a system that is ineffective.

Usually:

Places materials in the correct location within established time frames.

Keeps materials organized and marks them promptly; uses storage space efficiently; ensures that materials are retained appropriately.

Retrieves accurate information for others in a reasonable time frame, requiring minimal supervision or assistance.

Develops a system to organize materials that is straight-forward and easy-to-use; establishes a system to track information adequately.

Almost Always:

Uses the filing, shelving, etc. system adeptly; is so skillful in organizing materials that information is quickly returned to its proper location.

Carefully organizes materials so that information is highly accessible and storage space is used optimally; clearly and promptly marks all materials; takes great care to appropriately retain materials, discarding all extraneous materials.

Retrieves information for others in the most expeditious manner; locates unusual and difficult-to-find sources with ease; ensures all information is accurate, current, and complete.

Develops a system that is so organized, up-to-date, and convenient to use that others can readily find information; establishes an information tracking system that is organized, accurate, thorough, and virtually tool-proof, yet requires a minimal amount of time to maintain.

1	2	3	4	5
Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

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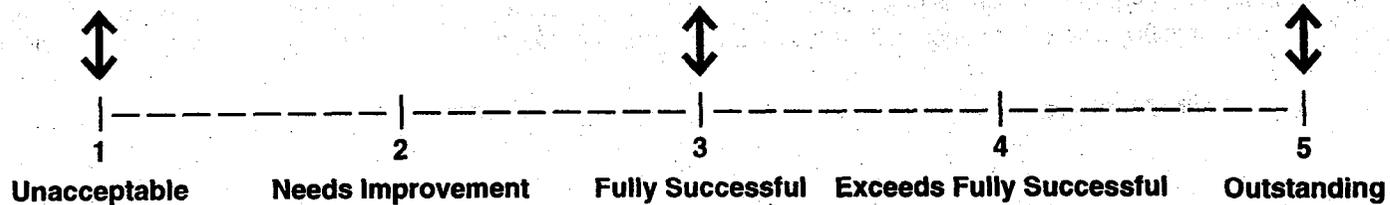
35. Typing/Word Processing

Producing error-free, neat, and attractive final copy, using materials and format that meet particular task requirements; asking for clarifications or additional instructions when needed to ensure accuracy and high-quality; using word processing software packages effectively to increase efficiency of work.

Frequently:

Types final copy that is unattractive or full of errors; types very slowly or types quickly, but haphazardly; requires excessive supervision when typing or word processing; fails to check own work to ensure accuracy.

Uses only the most basic functions available in word processing software, thus performs word processing tasks in an inefficient, convoluted manner.

Uses incorrect style, format, or material; uses own judgment rather than consulting the author or appropriate manuals when uncertain about the correct style or format, resulting in errors.

Usually:

Types text, correspondence, tables, and graphs with reasonable speed and accuracy; checks own work, finding and correcting most errors.

Is sufficiently knowledgeable about word processing software to produce materials with reasonable speed and efficiency.

Uses the correct style, format, and material when typing or word processing; consults appropriate manuals; asks for clarification or additional instructions when a typing or word processing assignment is unclear.

Almost Always:

Types all materials quickly and neatly, preparing final copy that is attractive and error-free, even when under time pressure; checks work carefully, attending to the content of the material being typed and bringing all obvious errors to the attention of the author; identifies and corrects all errors neatly and legibly; uses reference materials and tools (e.g., computerized spelling check, dictionary) adeptly to ensure accuracy.

Is exceptionally adept and efficient in tho use of word processing software; streamlines document processing by applying a variety of advanced as well as common software functions.

Uses correct style, format, and proper materials, even when confronted with uncommon requirements that deviate from standard guides; consults appropriate manuals when uncertain about the correct style, format, or materials; clarifies assignments and seeks additional specific instructions when needed, thus preventing errors and delay; presents reasonable options to the author.

(Continued on Next Page)

35. Typing/Word Processing

Frequently:

Produces inaccurate or unprofessional transcriptions; fails to check the spelling of unusual words or names when transcribing, relying instead on personal judgment; fails to correct all pages of carbon copies.

Usually:

Produces clean and accurate transcriptions and carbon copies.

Almost Always:

Prepares transcriptions that are neat and error-free; checks the spelling of all unusual words or names when transcribing; errors on all pages of carbon copies.

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        ↕                    ↕                    ↕
  |—————————|—————————|—————————|—————————|
  1         2         3         4         5
Unacceptable  Needs Improvement  Fully Successful  Exceeds Fully Successful  Outstanding
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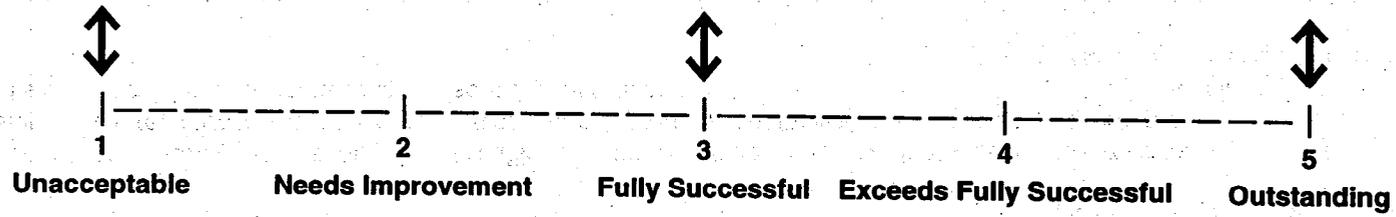
36. Accessing and Updating Computer Files

Keying, entering, searching, retrieving, or correcting data files accurately and completely, performing routine computer file management activities, e.g., backing up, deleting, copying, printing, etc.

Frequently:

Enters data into computer files, or enters data quickly, but haphazardly, making numerous mistakes; fails to proof data entry or overlooks errors when doing so; takes no action to ensure computer files are complete and accurate.

Is unobservant or careless when manipulating computer files; accidentally deleting files; fails to verify that files have uploaded or downloaded completely; overwrites important files when copying.

Loses track of computer files; fails to save or back up computer files; wastes computer storage space by failing to delete unneeded computer files; forgets to label or loses track of files.

Handles computer hardware, diskettes, or tapes carelessly or recklessly, causing damage; makes no effort to see that hardware malfunctions are corrected; fails to store diskettes in a safe location.

Usually:

Enters data into computer files with reasonable speed and accuracy; proofs data entry, finding and correcting errors.

Manipulates computer files properly; uploads, downloads, deletes, or transfers files using proper methods.

Keeps computer files organized; saves, backs up, and labels files regularly and appropriately.

Handles computer hardware, diskettes, and tapes properly; takes steps to ensure hardware malfunctions are corrected within a reasonable time frame; stores diskettes in a safe location.

Almost Always:

Enters all data into computer files quickly, with virtually no errors; double checks data entry carefully, catching all errors; notices when data is missing or 'looks wrong' and takes steps to ensure computer files are complete and accurate; makes corrections to computer files quickly and accurately.

Is extremely conscientious when manipulating computer files; takes extra precautions to ensure that existing computer files are not overwritten unintentionally and only obsolete files are deleted; uploads or downloads data carefully, verifying that movement of computer files within the system is complete and accurate.

Maintains computer files in an orderly up-to-date fashion, ensuring all files are saved, backed up appropriately, and current; keeps files so well organized and property labeled that others can readily gain access to shared files.

Handles all computer hardware, diskettes, and tapes carefully and knowledgeably; takes immediate corrective action to resolve hardware malfunctions and follows through to ensure correction; stores all diskettes in a safe, clean location, labeling them clearly.

(Continued on Next Page)

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36. Accessing and Updating Computer Files

Frequently:

Wastes computer resources by using inefficient or incorrect procedures; fails to log off or turn off computer system when not in use or turns off the system while others are still using it.

Produces printed copies of computer files that are incomplete or inaccurate.

Usually:

Uses computer resources efficiently; logs off or turns off computer system in order to reduce costs.

Produces printed copies of computer files that are correct and complete.

Almost Always:

Plans and implements highly efficient procedures to conserve computer resources (e.g., archiving old computer files, deleting unneeded computer files); logs off or turns off computer system when not in use, reducing costs.

Produces accurate, complete, timely, and well-labeled printed copies of computer files.

1	2	3	4	5
Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
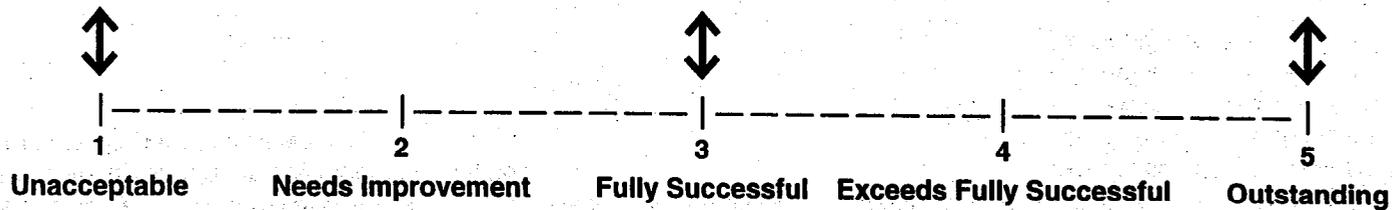
37. Computer Programming

Applying knowledge of software and computer languages to design or modify efficient, error-free computer programs; organizing data bases and writing data-base management programs; ensuring that programs meet both design and time requirements of users; interpreting system and compiler messages; correcting errors in syntax and logic, debugging and testing programs.

Frequently:

Lacks knowledge of programming languages or data management software; uses languages or types of software that are inappropriate for the situation.

Writes programs that contain many errors and waits for users to find problems; relies excessively on others to correct even routine types of problems; writes programs that waste computer time or memory.

Fails to learn about user needs; prepares programs that are technically correct but do not meet the needs of the users; produces programs that have to be rewritten or reworked substantially for user acceptance.

Sets up data entry fields or begins entering data without thinking about how the data base will be used; sets up data bases that have to be redesigned; fails to check on accuracy of data entry, thus, data-base errors go unnoticed.

Usually:

Is sufficiently knowledgeable about programming and software to select language or software that is workable for a given situation.

Writes programs that are reasonably efficient; tracks down and correct bugs and errors in computer programs.

Prepares programs that are acceptable to users.

Sets up data bases in an organized, appropriate fashion; checks on the accuracy of data entry.

Almost Always:

Is proficient in programming languages; selects the programming language, data-base management, or spreadsheet software that will use computer resources (e.g., CPU time, memory, storage) most efficiently and perform functions most effectively for the problem at hand.

Writes programs that are of the highest possible technical quality; writes programs that are maximally efficient and virtually error-free; uses debugging tools skillfully; interprets system and compiler messages adeptly; tracks down and corrects errors in syntax and logic quickly and proficiently; tests programs, attending carefully to accuracy.

Designs and writes programs that are highly responsive to user needs; elicits user concerns and needs for both design and time requirements; makes suggestions that enhance output quality; adds features that enhance user-friendliness and professional appearance; readily gains acceptance of users.

Sets up and organizes data bases such that the accuracy, efficiency, and completeness of subsequent analyses and data tracking and reporting are enhanced; takes extra steps to ensure data-base accuracy, performing diagnostic analyses to check for anomalies or inaccuracies in data entry.

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37. Computer Programming

Frequently:

Fails to test software or tests software haphazardly; as a result, problems go unnoticed; fails to document software tests in enough detail for later use.

Usually:

Tests software and catches major problems; keeps sufficient notes on software tests.

Almost Always:

Tests software and programs thoroughly, with keen attention to potential problems; documents tests precisely so that errors or problems can be pinpointed and eliminated.

1	2	3	4	5
Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
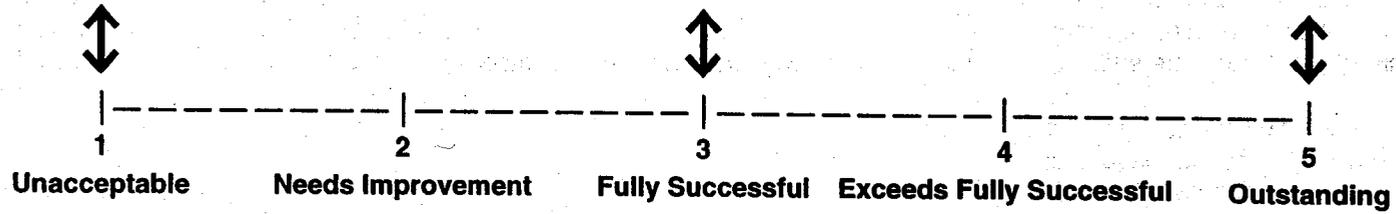
38. Operating, Testing, and Maintaining Systems and Equipment

Operating and maintaining sophisticated equipment and systems; installing equipment and systems; performing routine checks/tests on equipment; developing a strategy for isolating equipment failures; diagnosing and pinpointing malfunctions; taking corrective actions as needed.

Frequently:	Usually:	Almost Always:
Operates sophisticated equipment or systems carelessly, without regard to the importance of each control or adjustment; fails to prepare equipment properly for a job; does not make appropriate adjustments or set controls properly; overlooks problems or needed adjustments during operation.	Operates sophisticated equipment or systems properly; prepares equipment adequately for a specific job; sets controls and mounts, adjusts, loads, or aligns components and parts properly, making adjustments as needed during operation.	Operates highly sophisticated equipment or systems expertly; prepares equipment for operation (sets or adjusts controls, mounts, adjusts, aligns, or loads all components or parts) in a manner that is technically correct, appropriate for the situation, and balanced across different components; anticipates and makes appropriate adjustments during operation; detects and corrects operational problems with speed and efficiency.
Assembles, repairs, or installs equipment or systems incorrectly; ignores or does not understand assembly or installation instructions; fails to check specific components for proper operation; leaves equipment or systems inoperative.	Assembles, repairs, or installs equipment or systems correctly; follows assembly or installation instructions appropriately; leaves equipment or systems in good working order.	Assembles, repairs, or installs equipment or systems such that it is in the best possible working condition; reads and interprets assembly or installation diagrams or instructions correctly; takes extra steps, testing all components, to ensure proper operation.
Is unable to track down the source of equipment or system malfunctions, even when the problem is common or recurring; does not check manuals or call 'hot line' numbers to diagnose the problem.	Locates the source of routine or typical equipment or system malfunctions readily; reference materials as needed; finds the sources of unusual equipment or system problems with some assistance.	Pinpoints the source of equipment or system malfunctions, even when the problem is novel or complicated; acquires and examines information about the problem and equipment or system; diagnostic information; systematically eliminates potential failure sources, narrowing in on the problem with each step; develops novel, efficient approaches to diagnose problems.

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Frequently:

Allows equipment to run out of supplies, become dirty, or fall into disrepair; lots equipment or system repair needs go unattended for too long, resulting in disruption and delay while repairs are made.

Usually:

Keeps equipment in proper working order; regularly checks equipment batteries, fluid levels, etc.; performs routine maintenance; follows through to ensure proper equipment or system repair.

Almost Always:

Maintains equipment in the best possible working condition, keeping equipment clean, lubricated, calibrated precisely, and well stocked (e.g., with good batteries, proper fluids); performs tests and checks on equipment regularly; maintains equipment so observantly and thoroughly that major breakdowns are anticipated and prevented; takes prompt action to ensure equipment or system repairs are completed quickly and correctly, minimizing disruption and delay.
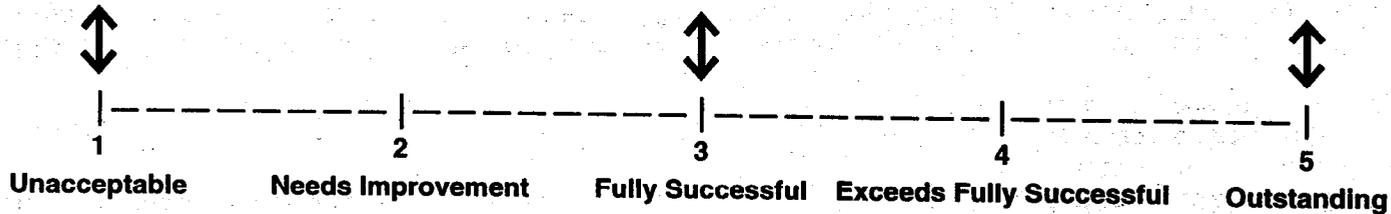
1	2	3	4	5
Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

10/1/97

Performance Appraisal Materials for Secretary GS-318 and Office Automation Clerk/Assistant GS-326 Positions

Required Performance Dimensions

All employees **must** be rated on these dimensions:

1. Teamwork and Interpersonal Relations
2. Service Orientation
3. Work Orientation and Productivity

All supervisory employees **must** be rated on dimension:

4. Supervision

Suggested Performance Dimensions for Specific Job Series

The following list provides a starting point for selecting performance dimensions to appraise individual employee performance. This list is a **guide**. Supervisors should add or delete dimensions as necessary to ensure that the selected dimensions reflect the important job activities and responsibilities of the employee's position.

0326 Office Automation Clerk/Assistant
5. Filing and Retrieving
6. Typing, Word Processing, and Verifying

0318 Secretary
5. Filing and Retrieving
6. Typing, Word Processing, and Verifying
7. Reception and Conveying Information
8. Handling and Processing Materials and Mail

Menu of Performance Dimensions

1. Teamwork and Interpersonal Relations
2. Service Orientation
3. Work Orientation and Productivity
4. Supervision
5. Filing and Retrieving
6. Typing, Word Processing, and Verifying
7. Reception and Conveying Information
8. Handling and Processing Materials and Mail
9. Purchasing and Maintaining Supplies
10. Scheduling and Coordinating
11. Travel Administration
12. Setting Up and Maintaining Forms, Tables, and Summary Reports
13. Dictation
14. Composition
15. Budget and Finance Assistance
16. Personnel-Related Activities

1.Teamwork and Interpersonal Relations

Establishing constructive and harmonious working relations with customers, both internal and external, and coworkers; treating them with courtesy, tact, and respect. Collaborating and working effectively with customers and coworkers. Effectively interacting in teams and maintaining focus on group goals. Working to resolve disagreements and conflicts or negotiating to arrive at consensus. This dimension relates to performance in several areas, including reception, supervision, scheduling and coordinating, and personnel-related activities.

Frequently:

Treats customers and/or coworkers with discourtesy and lack of respect; is intolerant of others' needs, perspectives, duties, and responsibilities. Ignores requests for assistance from other employees, thus damaging the cooperative atmosphere in the work group. Avoids working with others to resolve problems, seldom cooperates, and often causes friction between individuals or work units.

Replies angrily to a verbally abusive individual and is rude to customers and/or coworkers who criticize the product received. Displays a demanding, rigid, hostile, or distant attitude when dealing with customers and/or coworkers. Allows personal feelings toward others to affect the efficiency of the office.

Reacts to feedback with hostility and defensiveness; attempts to shift blame or responsibility for mistakes. Displays indifference or sullen opposition to suggestions from supervisor.

Usually:

Generally works well with customers and/or coworkers and others; adjusts to different working styles, approaches, or perspectives.

Maintains composure when dealing with difficult and demanding customers and/or coworkers. Considers the needs of others and avoids unnecessary conflict with customers and/or coworkers.

Is receptive to constructive criticism; does not react defensively when receiving feedback; considers steps to improve performance.

Almost Always:

Goes out of the way to work effectively with customers and/or coworkers to resolve problems, asking for their input, and working to address everyone's concerns. Constructively works to maintain positive relations with people, even those whose goals, cultures, backgrounds, or values differ from their own.

Is unusually patient, concerned, and courteous when dealing with customers and/or coworkers even in frustrating, difficult, or provocative situations. Remains pleasant and calm even when dealing with angry or difficult people; effectively defuses anger by allowing customers and/or coworkers to vent their frustrations and then addressing their concerns.

Listens closely to constructive criticism, accepting it gracefully and responding with improved performance.

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1. Teamwork and Interpersonal Relations

Frequently:

Fails to support cooperative projects or those chosen by group consensus, putting own interests ahead of the group's; participates in team activities in an unproductive manner, failing to abide by group decisions; has difficulty recognizing role as a team player.

Usually:

Supports team endeavors; abides by group decision or final authority; acts as a team player.

Almost Always:

Actively promotes team endeavors by providing valid input and constructive feedback and ensuring a productive and regular exchange of information; successfully negotiates disagreements, reaches consensus, and supports group decisions.
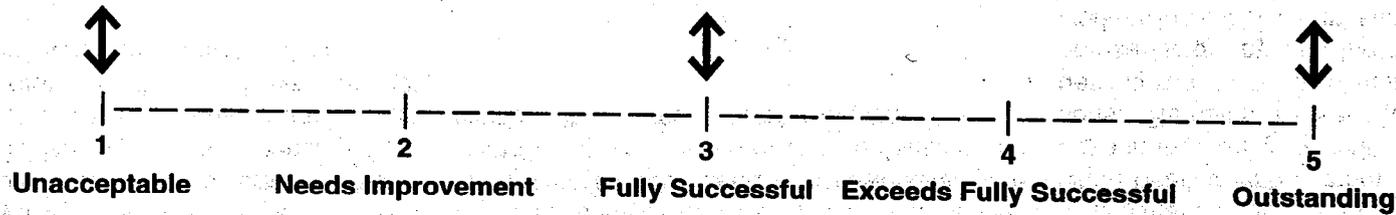
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  ↕              ↕              ↕
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  1       2       3       4         5
Unacceptable  Needs Improvement  Fully Successful  Exceeds Fully Successful  Outstanding
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2. Service Orientation

Eliciting and attending to the job-related needs, requests, feedback, and concerns of customers, both internal and external; clarifying requests for service; providing accurate, thorough, and prompt information, products, explanations, or referrals to others; balancing the needs of the customer and the work group or organization; informing others of the status of their requests; anticipating requests to expedite the provision of services; being responsive and accessible.

Frequently:

Is unwilling or inaccessible when asked to provide explanations, service, or advice to others; does not volunteer to provide information or referrals, even when the customer is faced with an obvious difficulty.

Does not clarify requests for information or service or negotiate how needs can best be served given practical constraints on time and staff availability.

Provides information, products, or assistance that is inaccurate, incomplete, or out-dated.

Does not display a helpful or cordial attitude; fails to calm or reassure confused, frustrated, or demanding customers.

Usually:

Willingly provides explanations and service to others; when necessary, makes appropriate referrals.

Questions customers to clarify their specific needs and negotiates how these needs can best be met.

Provides information, products, and/or assistance that is sufficiently complete and correct; seeks to ensure that the customer understands the information provided or obtains the service and/or products needed.

Is pleasant when greeting or assisting others; deals with difficult and demanding customers politely.

Almost Always:

Conveys full accessibility, willingly providing explanations, service, and advice to others, even when busy; when necessary, refers customers to those who can provide the most prompt and knowledgeable response.

Is especially helpful in carefully clarifying the request and negotiating a variety of alternative solutions; is keenly aware of constraints on time, cost, and staff availability.

Provides thorough, accurate, and current information and assistance to others; provides requested products and/or superior service, conscientiously taking extra steps to ensure that the customer fully understands the information provided or obtains the service and/or products needed.

Is cordial and professional when greeting or assisting others; remains calm when dealing with difficult or demanding customers, acknowledging their concerns and frustration and assuring customers that their needs will be addressed.

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2. Service Orientation

Frequently:

Is insensitive to the time constraints or other special requirements of customers; does not provide information, products and/or assistance promptly; fails to ensure that others receive requested information, products, and/or service.

Usually:

Provides information, products, and/or service within a reasonable time frame; follows up to ensure that others receive requested information, products, and/or service.

Almost Always:

Acts promptly and proactively to expedite requests or service; is keenly aware of the time constraints and other special requirements of the customer and persistently follows up to ensure that they are met.

1	2	3	4	5
Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

3.Work Orientation and Productivity

Recognizing and understanding the conditions and constraints in the work setting and adapting to get the work done. Focusing efforts on achieving optimum productivity by completing assigned tasks thoroughly, accurately, and on time; helping others even when busy, keeping others apprised of the status of work; producing high-quality work under time and resource constraints, using current technology, where applicable; and being knowledgeable of and applying policies in completing work.

Frequently:

Fails to manage own work effectively; turns in incomplete work assignments; is easily distracted; works on less important tasks before high-priority work; delays informing supervisor of late or incomplete work assignments until deadline has passed.

Reluctantly takes on additional work or refuses to do so; pretends to be busy to avoid work; fails to adapt to changes in skill or work requirements, which adversely affects his/her work product; will not use new and more efficient procedures or technologies.

Puts personal or social activities ahead of getting the job done; shows up late or misses staff meetings; does not inform supervisor of planned leave/absence.

Usually:

Manages own work; plans and organizes work before starting; completes assignments and performs duties as assigned within established time frames. Clarifies assignments and seeks additional instructions when needed.

Accepts additional work assignments; helps co-workers as time permits; keeps others informed of work status; uses new and more efficient procedures and technology, where applicable.

Puts in the time and effort needed to effectively accomplish work. Attends meetings on time and actively participates when appropriate.

Almost Always:

Independently manages own work; prioritizes work assignments and individual duties so that important/urgent tasks are completed first. Recognizes importance of timeliness and relationship of his/her work to the work of others.

Actively pursues additional responsibilities and requests challenging or unusual assignments. Actively seeks suggestions from supervisor on ways to improve individual work performance; works diligently to develop new and more effective ways to accomplish work, and implements new uses of current technology, where applicable. Maintains a high level of effectiveness despite outside/inside distractions in the office.

Goes out of the way to help others who need assistance; willingly provides explanations, service, or advice and ensures that the information offered is fully understood. Assists others with their work, when necessary, to meet urgent needs.

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3. Work Orientation and Productivity

Frequently:

Is lax about following important policies and procedures or inappropriately ignores policies or procedures without checking with supervisor. Does not remember the rules and procedures that he/she is expected to know.

Usually:

Follows pertinent policies and procedures; recognizes the need to depart from standard procedures and brings to supervisor's attention.

Almost Always:

Fully understands office policies and procedures; uses sound judgment to apply policies and procedures; independently and correctly determines when to depart from them.

1	2	3	4	5
Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

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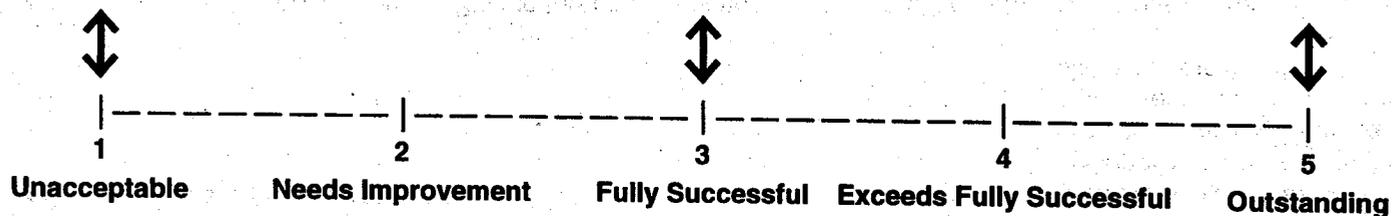
4. Supervision

Assigning work to others and coordinating completion of work; monitoring and reviewing performance of others; and providing timely feedback, coaching, and counseling. Documenting performance deficiencies when necessary. Coordinating work, overtime, vacation, and other schedules. Conducting orientation on office procedures and providing on-the-job training to support staff.

Frequently:

Assigns work to others without regard to the complexity of the work or the skills of the staff or is reluctant to delegate work at all, desiring to perform all important work individually; ignores daily activity planning, resulting in last-minute and random assignments to other support staff; does not balance priorities (e.g., puts training of newer staff ahead of completing priority typing).

Does not take time to help other staff improve their skills; gives sketchy, difficult-to-understand instructions to other employees; does not provide feedback or provides feedback that untimely;ignores an employee who asks for assistance in overcoming performance deficiencies.

Usually:

Assigns work to subordinates; teaches new staff administrative requirements and procedures; answers questions on assignments and procedures, schedules staff for basic secretarial training, attempting to consider work priorities and schedule training during slack periods; provides on-the-job reinforcement of newly learned knowledge and skills.

Attempts to deal with other employees in a professional manner; observes work performance and products of subordinates; provides timely feedback on how to perform tasks correctly and improve performance. Offers and explains the rationale for suggestions.

Almost Always:

Demonstrates an understanding of office needs and work priorities when assigning work to subordinates; takes initiative to meet with supervisor to prioritize work or resolve disputes on work priority; considers skills, abilities, and personal preferences of subordinates when making work assignments; monitors work progress to assure timely completion and makes changes in assignments as necessary. Proactively considers needs of office by making arrangements for work coverage during his/her absence or absence of other employees; provides subordinates with cross-training to cover for other employees.

Conscientiously reviews work products of subordinates; provides continuous coaching and gives instructions when new situations arise at work; provides timely, constructive feedback, providing clear and explicit steps for employee to take in correcting performance deficiencies.

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Unacceptable   Needs Improvement   Fully Successful   Exceeds Fully Successful   Outstanding
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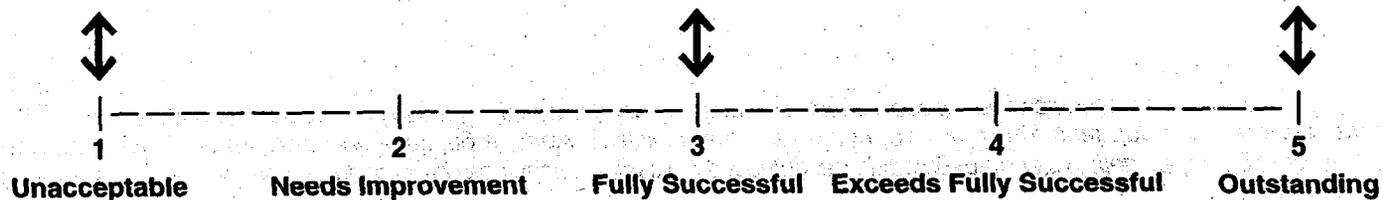
5. Filing and Retrieving

Maintaining files and records according to GAO regulations. Classifying, coding, and placing materials in files, including automated files, and maintaining file indexes. Maintaining a follow-up tickler file. Searching for, retrieving, charging out materials, and observing security measures for classified or confidential material. Purging file materials according to disposal schedules.

Frequently:

Allows file material to accumulate indefinitely and allows logs, records, and files to become out-dated, resulting in incomplete files, which makes retrieval and tracking of information difficult or impossible; files material without checking content, date, or sequence resulting in improper placement of material in files.

Fails to retrieve files in a timely manner; retrieves improper material; cannot find requested file.

Does not comply with GAO records administration guidelines when establishing filing system or file headings or when transferring or disposing of records. Fails to follow procedures for handling classified or confidential material.

Usually:

Keeps up with filing daily; attaches working copies or drafts to the final record to document the history of its development; cross-references files to facilitate retrieval of items by other people; informs staff that files are being put in an inactive status or transferred to federal records centers.

Promptly retrieves relevant files when requested; retrieves documents from files for updating and attaches a notation to facilitate action.

Complies with GAO records administration guidelines when establishing files and disposing of records. Follows correct procedures when securing and destroying classified materials.

Almost Always:

Takes initiative to assure that filing systems are always up-to-date; files materials expeditiously, and keeps staff informed of changes in file systems and/or filing instructions. Maintains duplicate copies of distributed materials in case materials are lost or misfiled in other offices.

Can readily retrieve all requested file items from any established file system; asks probing questions to persons requesting filed materials to ensure prompt retrieval of the items.

Recognizes the importance of and accepts the responsibility for understanding and carefully following GAO records administration guidelines for maintaining, releasing, and destroying file materials. Strictly follows and helps to ensure that others follow procedures for securing or destroying sensitive material.

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5. Filing and Retrieving

Frequently:

Does not update computer files with hard copy changes, resulting in incorrect output.

Usually:

Updates all copies of computer files; carefully saves and backs up files. Maintains and attaches an updated directory on each PC disk to facilitate locating documents.

Almost Always:

Develops and maintains computer filing system where computer files are always up-to-date, well organized, and easily retrievable by self and others. Assists others with file storage and retrieval.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

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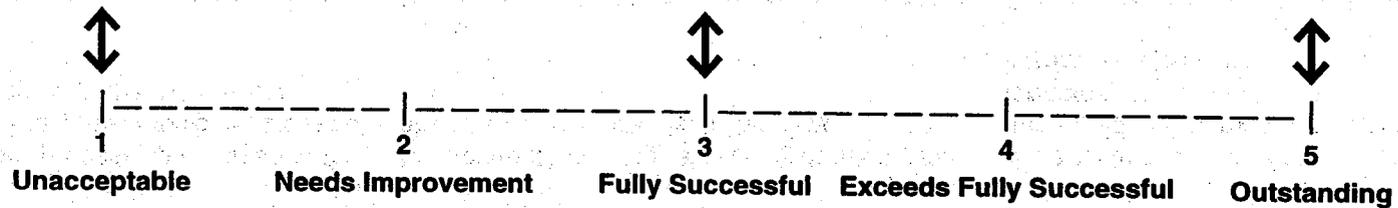
6.Typing,Word Processing, and Verifying

Using a personal computer/software or typewriter to prepare correspondence, memoranda, and reports from various kinds of draft content, dictation, or voice recording. Creating tables, graphs, charts, and standard office forms based on data supplied by others. Verifying written or typed material for completeness and correct spelling, grammar, punctuation, format, content, and/or proper enclosures or attachments. Verifying for conformity with GAO style and procedures.

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Frequently:

Prepares copy as written with misspelled words or prepares material that is unclear without seeking clarification; prepares final copy containing errors even after copy has been returned by supervisor for correction a second or third time; returns "corrected" copy to supervisor with errors that were not in the prior draft. Completes only part of typing assignment by deadline and turns in incomplete work with many errors or misses deadline for priority assignment without notifying the requester of the delay.

Uses incorrect word processing commands that cause later editing and format problems. Does not use current technology to prepare documents.

Does not proofread material; prints out lengthy report products without making corrections; releases reports, correspondence, and forms with missing material or errors.

Usually:

Prepares from draft and handwritten copy; obtains clarification from author, as necessary; prepares product disks following established procedures; and produces a final copy with only a few errors. Uses appropriate reference materials to assist in the preparation of typed materials. Establishes priorities with customer and negotiates deadlines.

Uses current technology effectively; develops workable ways to use computer technology.

Proofreads material for accuracy and completeness; uses spell check on typed documents, and corrects errors.

Almost Always:

Is unusually quick and accurate when inputting data from draft, handwritten copy, or voice recording. Reliably prepares copy in proper GAO style and format, rarely makes errors and checks self for accuracy, even under time pressures. Independently detects errors in content, format, legal citations, protocols, alternate spellings, and appropriately seeks approval before making major changes.

Expertly applies current technology to streamline and expedite document processing efficiency. Reformats documents in a proficient manner, producing error-free products.

Carefully proofreads and verifies materials; detects and corrects errors; checks questionable items for supervisor's attention; work is rarely returned by reviewing officials.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

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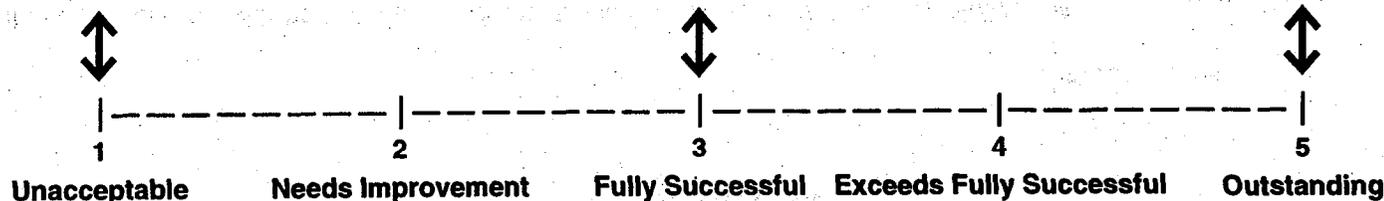
7. Reception and Conveying Information

Receiving and screening visitors and directing them to the appropriate person or office or providing information as requested. Answering and screening telephone calls, taking and delivering messages, following up on messages, or providing information as authorized. Serving as a liaison between the supervisor and subordinates by relaying instructions and obtaining information and data.

Frequently:

Is rude when talking to office visitors or callers and does not attend to their needs; provides inaccurate information when responding to questions.

When answering the telephone, does not expand on greeting, ask the caller to identify themselves, or ask the caller to state the reason for the call; places a caller on hold before giving the caller a chance to respond or does not return to the caller to inform them of the status; records incomplete messages or takes messages but does not pass them on to the intended person or forgets to post the message until the following day.

Is often difficult to understand and requires several attempts to explain what is meant; frequently causes some degree of confusion in communicating with others; gives only yes or no answers to questions from others, even though elaboration would clarify an issue.

Usually:

Attends to the needs of office visitors; asks questions to determine visitors' needs before referring to another person; and gives directions or information to visitors.

When answering the telephone, states unit title and name and asks about nature of the call; asks enough questions of callers to determine how their call should be routed; listens to customer's entire complaint/question without cutting the caller off; checks the locator file and provides the caller with an alternate phone number and pertinent information for reaching individuals not present; reminds staff that they have not picked up their telephone messages.

Communicates clearly; seldom has to clarify for others what is meant.

Almost Always:

Takes added steps to assure the comfort of office visitors; provides alternative contacts or sources of information to visitors when appropriate.

Adeptly handles incoming/outgoing calls; politely listens to caller's concerns, reflects caller's feelings, asks clarifying questions to calm situations, and promises to take action and, if necessary, brings it to the supervisor's attention. Displays poise and maturity when handling emotion-charged calls. Prepares and maintains a list of answers to frequently asked questions to minimize inconvenience to callers.

Willingly provides information and explanations to others and is careful to ensure the requester fully understands the information offered.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

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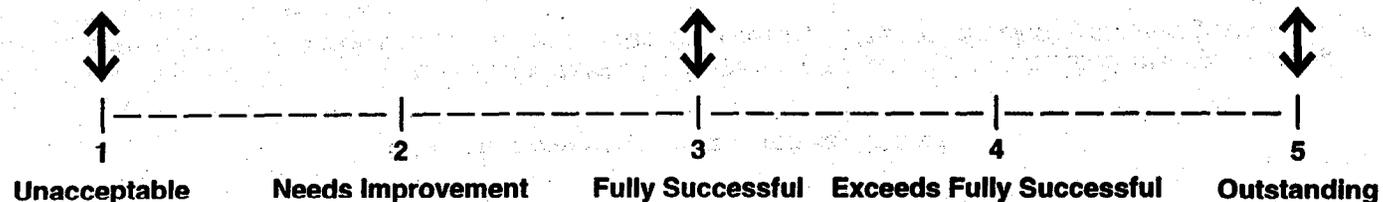
8. Handling and Processing Materials and Mail

Receiving and reviewing incoming mail and materials and distributing it. Preparing and packaging materials for mailing, arranging for couriers and special delivery, and signing for receipt of mail. Duplicating, collating, hole-punching, binding or stapling documents or otherwise preparing materials for distribution.

Frequently:

Does not sort or deliver incoming mail until the following day; missorts mail and/or delivers mail to the wrong person or location, which causes a delay in responding to sender; places incoming mail in pile on desk for staff to sort through. Mails material at the wrong postal rate; signs for courier packages without checking postage, which may result in GAO paying inappropriate courier fees.

When handling confidential or sensitive material, overlooks or sidesteps established procedures.

Usually:

Distributes mail and other materials to proper addressee(s) as it is received; mails material according to GAO procedures and at the proper postal rate; checks courier receipts to confirm prepayment before signing for receipt of material.

Follows GAO procedures for processing confidential mail and sensitive materials.

Almost Always:

Conscientiously processes incoming and outgoing mail; checks incoming mail to identify high-priority, sensitive, or anticipated items and hand delivers to addressees to ensure a timely response; routes priority mail to another individual in authority and provides an explanation of needed action when the addressee is not present; rearranges personal work schedule to ensure that all outgoing mail is processed in time for pickup or mailing deadline(s).

Carefully monitors confidential mail and sensitive materials; verifies the identity of recipients when delivering mail; notes when confidential mail has been inappropriately opened and reports this to supervisor. Is meticulous about ensuring that all mail and distribution procedures are followed.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

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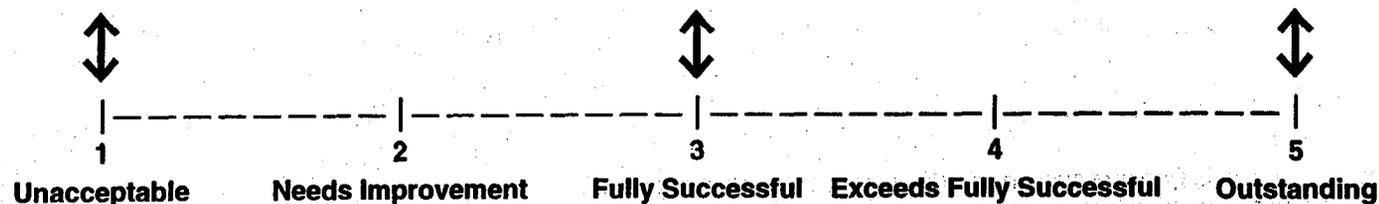
9. Purchasing and Maintaining Supplies

Ordering and verifying receipt of office supplies or equipment, using stock catalogues, requisitions, and purchasing procedures, and distributing to individuals. Taking inventory of stock on hand, maintaining records, and monitoring usage of supplies and equipment.

Frequently:

Fails to monitor supply inventory; continues to order the same quantity of a supply item even though it is being used more or less than in the past.

Does not follow up on supplies list posted on supply cabinet leaving staff without basic items; does not order critical supplies of equipment far enough in advance; runs out of necessary supplies, which interferes with staff's timely completion of work.

Keeps an inaccurate or incomplete list of the kind or quantity of supplies that were ordered and received.

Usually:

Maintains an adequate supply of frequently used and expendable items. Organizes supply cabinet so that supplies are easily found and unnecessary items are not ordered. Cleans and conducts routine maintenance on office equipment as needed; calls for service when office equipment breaks down.

Asks staff members about their supply needs; fills out requisitions for needed supplies and picks up supplies; orders supplies for unit and follows through to get needed supplies.

Counts incoming supplies and materials to ascertain that the quantity ordered was received; informs the supervisor of shortages or overages in the material received.

Almost Always:

Takes personal initiative to establish an effective supply process; regularly inventories supply and equipment needs; monitors supply usage and adapts to changing needs; accepts responsibility for ordering supplies for unit and makes regular trips to supply store or orders special supplies to avoid shortages.

Proactively projects future supply needs; carefully considers special supply needs for upcoming projects and orders needed quantity in advance.

Carefully monitors incoming supplies or equipment; checks invoices to verify that materials or supplies ordered were correctly delivered and charges were accurately recorded; takes added steps to personally resolve any discrepancies.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

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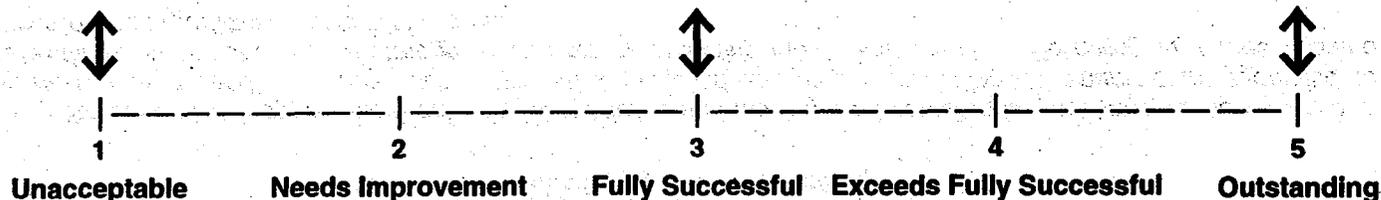
10. Scheduling and Coordinating

Maintaining the supervisor's appointment calendar. Scheduling and making arrangements for meetings, conferences, and ceremonies. Confirming and reconfirming schedules with other individuals and groups. Acting in the name of the supervisor to coordinate office business and to make arrangements. Preparing meeting agenda and handouts. Following up on meetings and conferences to remind participants of required actions.

Frequently:

Schedules appointments without recording the information on the appointment calendar. Mixes up instructions from supervisor and schedules events in wrong sequence.

Gives outside parties insufficient notice or inaccurate information about administrative arrangements; schedules too little time on calendar for conference attendees for length of conference.

Schedules a meeting without reserving or confirming the availability of a conference room; schedules conference room that is too small for the number of participants specified by supervisor.

Usually:

Makes administrative arrangements that meet requirements; schedules appointments, meetings, and interviews with other parties; explains relevant details; confirms administrative arrangements and resolves scheduling problems. Provides copies of background material when required; reconfirms appointments; carries each scheduling assignment through to completion.

Assists staff members in arranging a meeting with outside parties.

Makes arrangements for meeting or conference rooms; prepares meeting room; gathers materials prior to the meeting.

Almost Always:

Conscientiously maintains a complete and accurate calendar of the supervisor's appointments and meetings; provides supervisor with a daily summary of each day's meetings; schedules and coordinates all meetings, speaking engagements, and other administrative arrangements, leaving no loose ends; independently follows up supervisor's appointments without explicit instructions.

Thoroughly coordinates all administrative arrangements with outside parties well in advance of the meeting; gives detailed, complete, and accurate information; follows up to ensure that arrangements are understood and adequate; provides needed materials in advance.

Personally oversees arrangements for conference rooms; assures that supervisor's specific needs or requests are met; inspects room, furniture, and equipment in advance; arranges for proper placement of furniture and equipment.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

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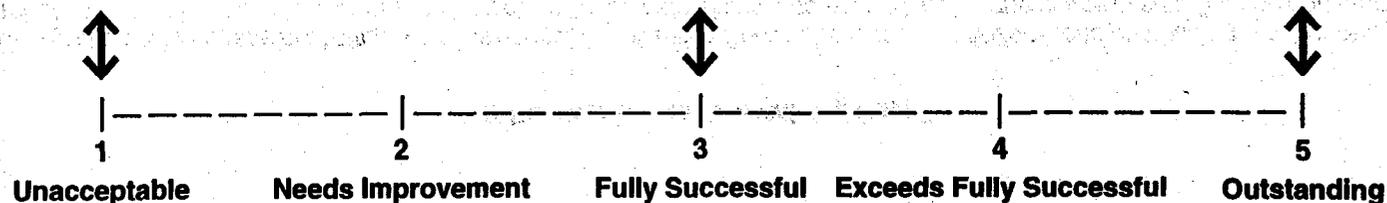
11. Travel Administration

Making travel arrangements, including transportation, lodging, and other reservations. Picking up tickets and cash advances. Preparing travel orders and travel vouchers; reviewing travel requests for compliance with regulations and making recommendations on disposition to the supervisor. Monitoring travel and per diem expenditures against budgets and informing the supervisor of variances.

Frequently:

Makes travel arrangements that are incorrect, incomplete or are not time- or cost-efficient; mixes up instructions from supervisor or does not obtain all needed information to prepare a timely travel order resulting in staff member having to use personal funds; miscalculates cost for travel resulting in traveler using out-of-pocket money for expenses.

Prepares erroneous travel orders or forms that must be redone; submits incomplete travel orders or travel forms, which result in delays in processing; may delay completion of travel forms until balances are delinquent and travel service follows up.

Usually:

Makes travel arrangements (transportation, lodging) for staff; in the absence of a staff member, makes alternative travel arrangements, when necessary, and notifies staff member of any changes.

Prepares and reviews travel orders and travel forms for compliance with regulations; corrects mathematical computations; tactfully brings errors to staff members' attention.

Almost Always:

Makes comprehensive travel arrangements, often on very short notice and with little or no guidance. Arranges for all travel logistics--makes transportation and lodging reservations; obtains ticket(s) and travel advance(s); prepares itinerary for supervisor. Identifies and coordinates specialized requirements for international travel, including per diem, exchange rates, and coordination with overseas offices.

Prepares travel orders and travel forms that are consistently accurate, timely, and in accordance with office regulations; confirms travel data. When preparing orders, expedites travel order preparation by setting up and maintaining staff records of addresses, phone numbers, and transportation, lodging, and departure time preferences. Upon traveler's return, obtains all travel documentation; promptly prepares vouchers; verifies accuracy of mathematical calculations prior to submitting the form; attaches all relevant documentation prior to submission.

11. Travel Administration

Frequently:

Fails to promptly post expenses and obligations in travel records resulting in unreliable travel records.

Usually:

Tallies travel forms periodically to determine available travel funds. Enters travel orders and forms into records system on schedule, resulting in an up-to-date travel budget.

Almost Always:

Sets up and maintains travel records to track expenses, obligations, and outstanding funds that are always up-to-date and accurate; provides supervisor with frequent updates on budget status.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

12. Setting Up and Maintaining Forms, Tables, and Summary Reports

Designing, formatting, or maintaining forms, tables, and reports for administrative record keeping and tracking. Using computer software packages or manual skills to create forms, tables, graphic displays, and reports. Verifying for accuracy and producing or printing final products. Compiling, coding, and entering data in prescribed format into manual records or automated systems. Verifying, recording, and entering time and attendance data.

Frequently:

Prepares a chart, form, or report based on out-of-date information; omits data from a table, chart, graph, or report that should have been included; gathers information for a report without verifying or documenting the source; and accepts as correct a number in a source report even when it is out of proportion to other data.

Is very slow when keying or entering data; makes many errors; does not proof work before submitting it. Prepares time and attendance records improperly causing delays and errors in data entry.

Usually:

Takes data in one form and converts it into another format and uses data to develop charts or reports; follows guidance on data entry project, asks for clarification before proceeding, and follows each step in a specified procedure when entering data; inputs data for management tracking report; extracts data from an automated data base using appropriate query techniques; produces neat and timely products.

Sets up and enters data on forms, charts, and reports using appropriate computer software; takes care to enter data in correct data fields or columns; corrects any errors made by others; verifies own work or has another employee verify input/output.

Monitors and processes time and attendance records, verifies job codes and leave balances prior to processing, and submits to approving official within established time frames.

Almost Always:

Designs and develops new forms or reports that capture job or office information and facilitate the review or comparison of information and highlight trends or problems; redesigns forms or reports to expedite data entry or improve the quality of reports; independently introduces new information to a report to help interpret the information.

Is uncommonly quick and accurate in setting up and entering data on forms, tables, or reports; expertly applies spreadsheet software; contributes significantly to report preparation and entry so as to relieve supervisors of routine work.

Proficiently monitors and processes time and attendance records, detecting and correcting errors. Checks records for completeness; verifies codes and computations; brings errors to staff members' attention; makes necessary changes before submitting to approving official.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

13. Dictation

Taking dictation from an individual or at a meeting or conference to produce correspondence, summaries, or reports or to mark a calendar in shorthand for confidentiality.

Frequently:

Takes dictation so slowly that speaker is constantly interrupted for clarification of what was said; takes inappropriate level of dictation for the situation (e.g., takes dictation using less detail than required, resulting in a sketchy transcript); takes dictation at a meeting or conference without recording the speaker's identities.

Transcribes shorthand notes into a letter or memorandum that contains errors and therefore does not make sense; transcribes dictation using unacceptable standards of spelling, punctuation, or grammar; does not check work to assure that material transcribed correctly matches the information provided.

Usually:

Takes dictation or notes with few errors; takes dictation effectively when familiar with the content of the material being dictated; takes dictation of interviews and assists with preparation of final work papers.

Transcribes letters, correspondence, or interviews with acceptable punctuation, spelling, and grammar.

Almost Always:

Takes comprehensive dictation or notes, rarely making errors; promptly transcribes dictation to ensure complete and accurate presentation of the information; researches information from other sources, as indicated by the dictation, to provide a complete and accurate final product.

Proficiently transcribes letters or correspondence from dictaphone or voice recording without error; properly identifies speakers; produces error-free products for immediate signature or distribution.

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Unacceptable   Needs Improvement   Fully Successful   Exceeds Fully Successful   Outstanding
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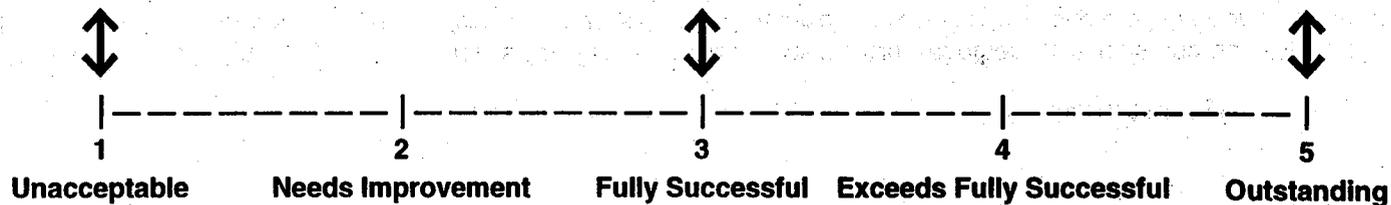
14. Composition

Composing letters or memoranda based on general instructions(not exact wording)or a prior sample. Responding in writing to routine requests to communicate administrative information to staff, to schedule meetings, or to keep the supervisor informed about the status of work.

Frequently:

Composes memoranda that are unclear or provide inaccurate information. Written products do not adequately capture the issues. Prepares written products (memo, letter, thank-you note, etc.) using improper grammar, punctuation, or spelling or include inaccurate addresses or dates.

Usually:

Composes written products with some instructions and guidance. Considers the information needs of audience before drafting written products for supervisor. Properly uses prior correspondence or articles as models when composing written material, makes necessary changes, and obtains signature on written products with minor revisions.

Almost Always:

Composes various written products, e.g., memoranda, acknowledgement letters, transmittals for reports, etc., that are comprehensive, clear, succinct, grammatically correct, formatted properly, and signed without revision. Composes written products drawing on pertinent information and reflecting supervisor preferences, tone, and style; summarizes technical or administrative subjects in a manner that is easily understood. Independently determines when to add information to a written product to clarify the intended message and improve the final product.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
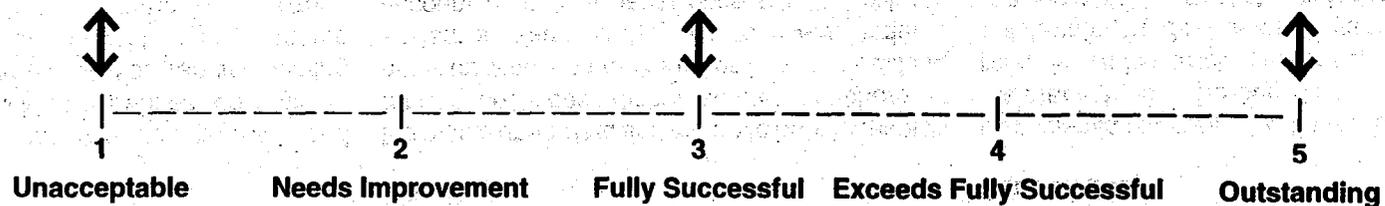
15. Budget and Finance Assistance

Maintaining budget or other financial records (e.g., petty cash fund) either manually or on a computer. Posting entries, comparing or reconciling records or reports, and preparing summaries or reports on the current status of accounts. Keeping the supervisor informed of variances in accounts. Using a computer or calculator to perform mathematical or statistical calculations.

Frequently:

Maintains budget records that are out-of-date and unreliable when tracking expenses, obligations, and outstanding funds. Makes regular posting errors; records accounts payable under outdated account numbers; enters figures in the wrong columns; deducts an expense from one account when it should be deducted from another account; enters a credit as a debit; computes incorrect totals; makes mathematical errors in counting or disbursing money. Approves an invoice for payment without verifying that the merchandise was received.

Usually:

Maintains up-to-date and accurate budget records for unit; posts cash disbursements, vouchers, or other transactions to ledger or financial tracking system as soon as they are received; updates account records at least once monthly without being reminded; reports shortages or overages in cash accounts on hand. Prepares estimates of expenditures by budget category for supervisor as requested.

Almost Always:

Conscientiously maintains financial records for unit; maintains timely, thorough, and error-free budget records, which track expenses, obligations, and outstanding funds. Maintains very active accounts in a completely current status; reports discrepancies and improper transactions immediately to supervisor. Current balance is available at all times for all accounts. Takes personal initiative to develop more effective procedures for posting or record keeping.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
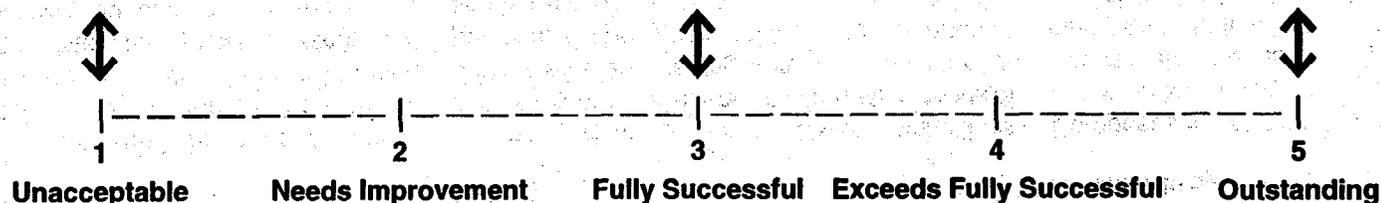
16. Personnel-Related Activities

Maintaining records pertaining to GAO employees, including creating and updating unit personnel files and completing and transmitting forms to Personnel. Distributing information and answering employee questions about campaigns, employee benefits, deadlines for submitting paperwork, etc. Receiving, checking, and logging employee applications or assisting employees with filling out personnel-related forms.

Frequently:

Provides inaccurate personnel-related information or posts out-of-date notices.

Puts off filing documents in personnel file; places documents in the wrong employee file or wrong section of the file and as a result, staff cannot rely on the information in personnel files.

Transmits personnel forms to the wrong processing organization, which results in delays; forgets to forward critical employee tax forms to appropriate unit, resulting in errors in employee's paycheck; sends original copy of personnel form and does not keep a back-up copy.

Usually:

Keeps unit staff informed of personnel-related events; complies with GAO policy in communications concerning personnel matters; recognizes change in employee status and takes appropriate steps to assure that Personnel updates the official records; and distributes copies of personnel records to other units as required.

Maintains personnel files; makes changes to employee personnel records when observed or notified of the changes; files materials in order most often used.

Fills out personnel-related forms and makes appropriate distribution; retains copies for unit records.

Almost Always:

Serves as an expert source of information on personnel-related matters and goes out of the way to provide complete and accurate information on personnel issues. Politely and accurately responds to questions; takes all necessary steps to provide prompt information; seeks information from personnel experts or locates information from other sources, if necessary; follows up on inquiries to ensure that the requester is thoroughly satisfied with information provided.

Responsibly controls all personnel files; recognizes the importance of prompt and accurate filing of employee records and ensures that all files are accurate and completely current; conscientiously controls files for confidentiality.

Reliably reviews and processes personnel forms promptly; ensures that forms include all necessary information; corrects all discrepancies or errors prior to submission of forms.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

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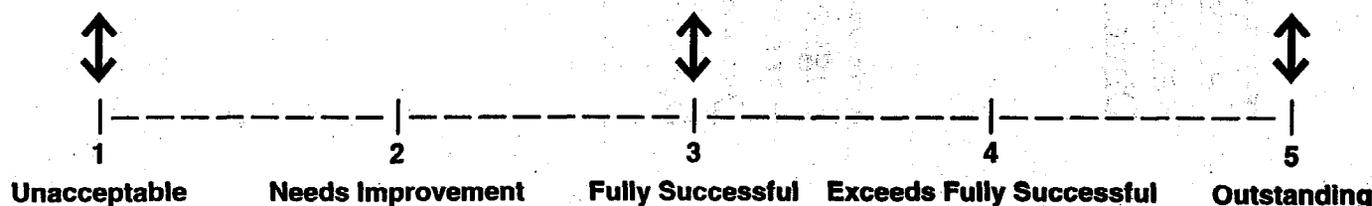
Performance Appraisal Materials for Wage System (WS) Positions

Required Performance Dimensions

All employees **must** be rated on these dimensions:

1. Teamwork and Maintaining Work Relationships
2. Service Orientation
3. Persistent Work Effort

All supervisory employees **must** also be rated on dimension:

4. Evaluating and Developing Others

Suggested Performance Dimensions for Specific Job Series

The following list provides a starting point for selecting performance dimensions to appraise individual employee performance. This list is a **guide**. Supervisors should add or delete dimensions as necessary to ensure that the selected dimensions reflect the important job activities and responsibilities of the employee's position.

4401 Miscellaneous Printing Specialist
5. Planning a Job
18. Operating Presses and Binding Equipment

4402 Bindery Machine Operator
9. Checking and Handling Documents
18. Operating Presses and Binding Equipment

4414 Offset Photographer
5. Planning a Job
9. Checking and Handling Documents
19. Operating Photographic/Lithographic Equipment

4417 Offset Duplicating Press Operator
5. Planning a Job
18. Operating Presses and Binding Equipment

5703 Motor Vehicle Operator
20. Operating Motor Vehicles

5704 Forklift Operator
15. Handling Materials

1. Teamwork and Maintaining Work Relationships

Establishing constructive and solid interpersonal relationships with customers, both internal and external, and coworkers; treating other with courtesy, tact, and respect; working with others; working to resolve disagreements; effectively interacting in teams and maintaining focus on group goals; abiding by and supporting group decisions.

Frequently:	Usually:	Almost Always:
Treats customers and/or coworkers with discourtesy or disrespect; is not tolerant of others' needs, perspectives, duties, or responsibilities; does not support Affirmative Action or EEO goals.	Treats customers and/or coworkers with courtesy and respect; works well with customers and/or coworkers; adjusts to different working styles, approaches, and perspectives; supports Affirmative Action and EEO goals.	Treats customers and/or coworkers with dignity; seeks to understand and demonstrates respect for others' needs, perspectives, and responsibilities; develops constructive working relationships with others; supports and furthers Affirmative Action and EEO goals.
Becomes angry or defensive when dealing with difficult or demanding customers and/or coworkers; refuses to listen to others' frustrations, making them even more angry.	Is reasonable and calm when dealing with angry or difficult customers and/or coworkers.	Remains pleasant and calm when dealing with angry customers and/or coworkers; allows others to vent their frustrations or anger, then effectively addresses their concerns.
Becomes angry or defensive when criticized.	Accepts criticism without becoming defensive.	Is constructive and helpful, even when criticized; remains calm and does not become defensive when criticized.
Misses or arrives late to staff or other meetings; does not participate or is disruptive.	Attends staff or other meetings, listening to others and contributing when called upon.	Attends staff or other meetings on time; participates actively, contributing ideas, soliciting input from others, and acknowledging others' valid points and good suggestions.
Does not work with customers and/or coworkers to resolve problems; is uncooperative or causes friction between individuals or departments.	Works effectively with customers and/or coworkers to resolve problems.	Works effectively with customers and/or coworkers to resolve problems, asking for their input and working to address everyone's concerns.

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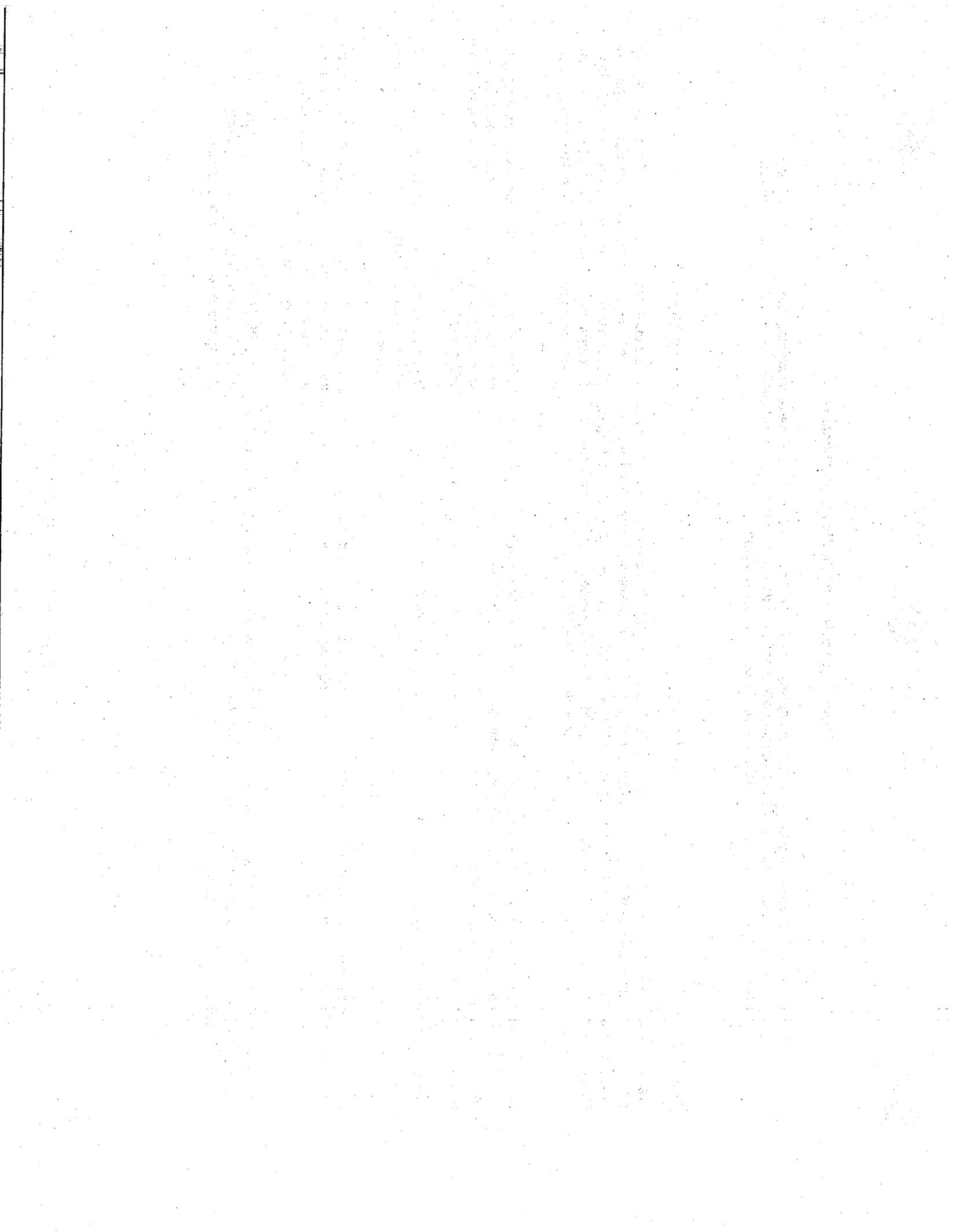
1.Teamwork and MaintainingWork Relationships

Frequently:

Fails to support cooperative projects or those chosen by group consensus, putting own interests ahead of the group's; participates in team activities in an unproductive manner, failing to abide by group decisions; has difficulty recognizing role as a team player.

Usually:

Supports team endeavors; abides by group decision or final authority; acts as a team player.

Almost Always:

Actively promotes team endeavors, reaches consensus, and supports group decisions.

1	2	3	4	5
Unacceptable	**Needs Improvement**	**Fully Successful**	**Exceeds Fully Successful**	**Outstanding**

2. Service Orientation

Answering questions accurately and giving correct and helpful information to others; informing customers, both internal and external, of things they should know; referring customers to appropriate persons; suggesting ways to do work more efficiently.
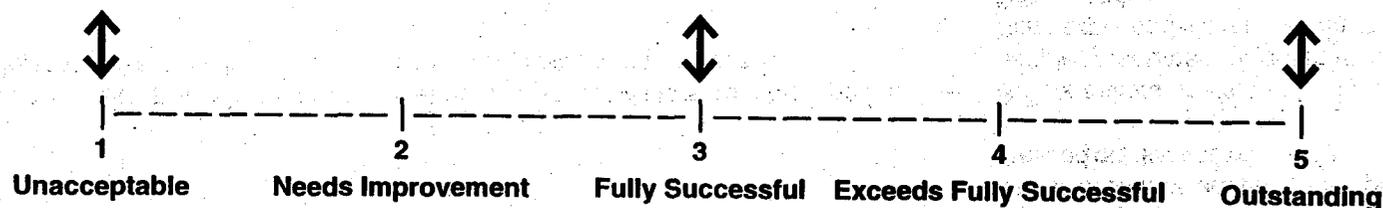
Frequently:

Fails to respond or takes an unreasonable amount of time to respond to requests for information; provides inaccurate information to customers and/or coworkers, fails to look up information or contact other resources to obtain the answer.

Does not keep customers and/or coworkers informed of status of projects, requests, etc.

Fails to refer callers and visitors or refers them to inappropriate people, resources, or units.

Does not suggest ways to improve work efficiency or quality or makes suggestions that are obviously irrelevant or unworkable.

Usually:

Responds to requests and provides accurate and helpful information to customers and/or coworkers.

Lets customers and/or coworkers know when major delays or changes occur.

Refers callers or visitors to other people, resources, or units, when necessary.

Makes some suggestions to improve work efficiency.

Almost Always:

Takes whatever steps are needed to respond to requests and provide information accurately and promptly; provides accurate, current, and helpful information to customers and/or coworkers; persistently looks up information or contacts other resources when necessary to respond to requests.

Keeps customers and/or coworkers informed of status of projects, requests, etc., on a routine basis; promptly ensures that problems are addressed quickly and efficiently.

Refers callers or visitors to the most appropriate people, resources, or units; follows up to ensure that callers and visitors obtain requested information or service.

Looks for and suggests many practical, economical ways to do work more efficiently and effectively.

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Unacceptable   Needs Improvement   Fully Successful   Exceeds Fully Successful   Outstanding
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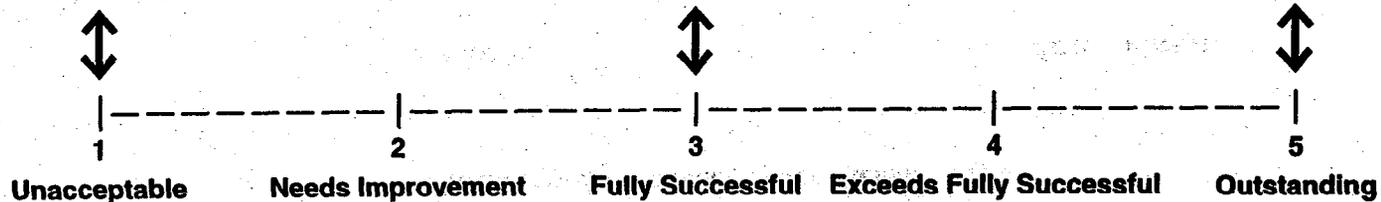
3. Persistent Work Effort

Working effectively under deadlines or time pressure; helping others with tasks, even when busy; putting in whatever effort is needed to get the job done; using current technology, where applicable; following through on tasks or assignments until they are finished.

Frequently:

Works on lower priority tasks ahead of more important work.

Does not work effectively under deadlines or time pressure, becoming so stressed that he/she has great difficulty completing tasks by deadlines.

Does not exert the effort needed to get the job done. Will not use new and more efficient procedures or technologies, where applicable.

Leaves tasks half-completed; does not follow through on tasks or assignments until they are finished.

Does not help coworkers or request additional work, even when not busy; often stretches tasks out or takes extra breaks.

Usually:

Works on high priority tasks first; stops working on lower priority tasks when asked to turn to higher priority work.

Completes tasks under deadlines or time pressure.

Puts in sufficient effort to get the job done. Uses new and more efficient procedures, using current technology, where applicable.

Follows through on most tasks or assignments until they are finished adequately.

Helps coworkers when asked.

Almost Always:

Prioritizes work and works on high priority tasks first; quickly stops working on lower priority tasks or arranges for someone else to complete the tasks when faced with higher priority work.

Works effectively under deadlines or time pressure, remaining calm even under severe pressure and completing tasks effectively within the allotted time frames.

Willingly puts in whatever effort is needed to get the job done, sacrificing personal convenience when necessary to accomplish objectives. Works to develop new and more effective ways to accomplish work and implement new uses of current technology, where applicable.

Is very persistent; sticks with all tasks or assignments until they are finished accurately and completely.

Pitches in to help coworkers, even when busy; requests additional work when not busy.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

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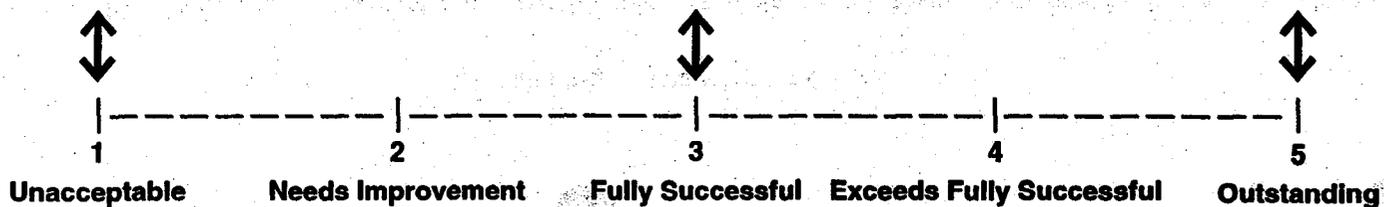
4. Evaluating and Developing Others

Providing input for position descriptions; interviewing job applicants effectively; teaching others how to do a job, motivating employees; dealing with employee suggestions, complaints, and grievances; assigning work and setting priorities and deadlines for others; observing and monitoring work progress of other people; informing subordinates of work performance standards; evaluating the job performance of subordinates and conducting timely informal and formal performance appraisals; counseling employees on work-related matters; explaining personnel actions and procedures to subordinates; recommending, initiating, or documenting personnel or personnel-related actions.

Frequently:	Usually:	Almost Always:
Provides inaccurate or incomplete information for job descriptions.	Provides adequate input for job descriptions, when asked.	Provides accurate and comprehensive input for job descriptions; ensures that job descriptions are up-to-date and reflect duties accurately.
Does not interview applicants effectively; puts applicants on the defensive, asking inappropriate or illegal questions; is biased or unprofessional.	Interviews applicants adequately, asking job-related questions.	Interviews applicants in a highly effective manner; puts applicants at ease, asking job-related questions and probing to understand relevant skills and experiences; remains objective and professional.
Provides minimal or ineffective on-the-job training, using vague or confusing instructions, technical terms, or jargon that employees do not understand; lets employees "sink or swim."	Provides effective on-the-job training, explaining most tasks adequately.	Provides timely and highly effective on-the-job training, walking employees through procedures step-by-step, explaining tasks thoroughly and in terms that employees quickly understand, and answering questions directly and succinctly.
Does not acknowledge or address subordinates' suggestions, grievances, or concerns.	Acknowledges subordinates' suggestions, grievances, and concerns.	Acknowledges and discusses subordinates' suggestions, grievances, and concerns, working closely with them to resolve problems effectively and implement improvements.

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4. Evaluating and Developing Others

Frequently:	**Usually:**	**Almost Always:**
Does not attempt to motivate employees or is demotivating; does not provide feedback or provides feedback that is untimely and/or only negative feedback; does not recognize or praise good work; is overly critical, demanding, or authoritative; deals harshly or unconstructively with performance problems.	Provides timely feedback and praises good work when appropriate; deals with performance problems timely and adequately.	Effectively motivates employees by providing constructive, timely, and balanced feedback; recognizing and praising good work, and setting realistic, challenging goals; deals constructively and timely with performance problems, providing coaching or suggestions on ways to improve.
Provides vague directions; does not set priorities and deadlines when assigning tasks.	Provides adequate directions and sets deadlines when assigning tasks.	Provides clear and concise directions, ensuring that others understand tasks and objectives; sets priorities and deadlines when assigning tasks.
Fails to check with others to ensure work is on schedule.	Monitors or observes the work progress of others.	Monitors or observes the work progress of others closely; frequently checks with others to ensure work is on schedule and that problems are quickly addressed.
Evaluates others' job performance and conducts performance appraisals unfairly, and/or untimely or lets personal feelings affect judgment.	Evaluates others' job performance and conducts performance appraisals fairly, timely, and accurately.	Evaluates others' job performance objectively and conducts performance appraisals fairly, timely, and accurately; stresses strengths as well as areas of weakness, discussing specific steps to improve performance.
Does not follow proper personnel procedures (e.g., fails to document personnel-related actions, does not follow proper procedures when initiating personnel actions).	Follows proper personnel procedures.	Rigorously follows proper personnel procedures (e.g., documents personnel-related actions, initiates personnel actions according to procedure).

1	**2**	**3**	**4**	**5**
Unacceptable	**Needs Improvement**	**Fully Successful**	**Exceeds Fully Successful**	**Outstanding**

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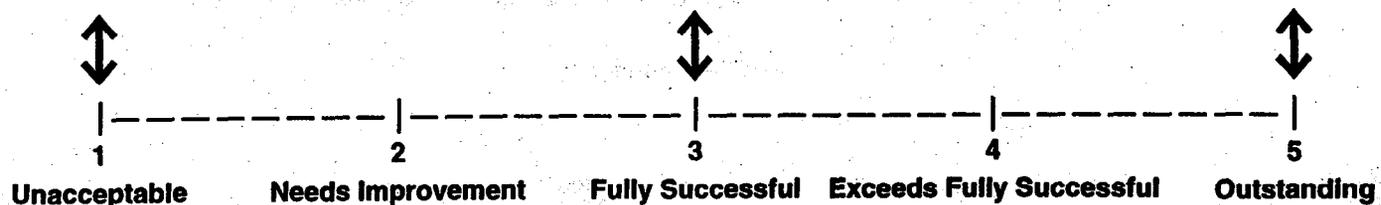
5. Planning a Job

Carefully reading work orders, route sheets, or specifications; developing comprehensive and effective plans and schedules for completing a job; accurately determining materials, tools, staff, or special steps required to complete the job.

Frequently:

Overlooks or misunderstands written instructions (e.g., work orders, route sheets, specifications); requires extensive assistance in planning a job.

Approaches work without a plan for accomplishing a job; overlooks steps and fails to identify the staff, tools, and materials most appropriate for job accomplishment.

Usually:

Reads and understands written instructions (e.g., work orders, route sheets, or specifications); requires minimal clarification or assistance from others.

Lays out jobs correctly; identifies needed staff, tools, and materials.

Almost Always:

Reads, understands, and applies written instructions correctly (e.g., work orders, route sheets, specifications); applies instructions easily without assistance from others.

Plans and lays out jobs appropriately in step-wise fashion, even when special setups are required; correctly anticipates and identifies all staff, materials, and tools needed to complete the job effectively and efficiently.

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1	2	3	4	5
Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
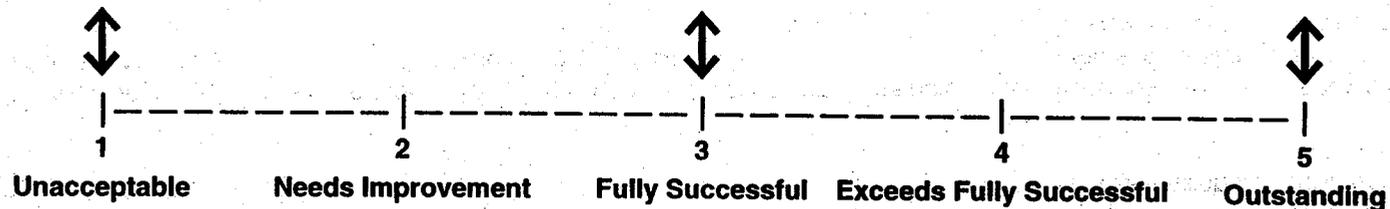
6. Scheduling and Planning

Developing realistic and effective schedules for accomplishing tasks; scheduling dates or times for meetings, deliveries, installations, or repairs in a timely manner; accurately estimating needed resources.

Frequently:

Is inattentive to the urgency or importance of an activity and schedules low priority work before more important or urgent activities.

Over or underestimates the amount of time needed for activities, misses or overlooks important steps.

Fails to schedule activities or meetings, or schedules them at disruptive times, in an inefficient sequence, or in ways that are wasteful.

Over or underestimates the labor, equipment, and other resources needed to accomplish a job.

Usually:

Considers the importance or priority of activities when scheduling.

Allows reasonable time frames for activities; includes major steps.

Prepares a manageable schedule of activities or meetings, such that most activities or meetings are accomplished effectively and efficiently.

Makes reasonable estimates of labor, equipment or other needed resources; incorporates critical details.

Almost Always:

Prioritizes and schedules activities properly, such that urgent or important activities are performed promptly.

Sets realistic and manageable time frames for activities; incorporates all necessary steps and significant details.

Schedules activities or meetings in a sequence that is efficient, at times when disruption will be minimized, and in ways that use resources economically.

Accurately estimates the labor, equipment, or other resources needed to accomplish a job precisely; takes all relevant information and steps into account.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
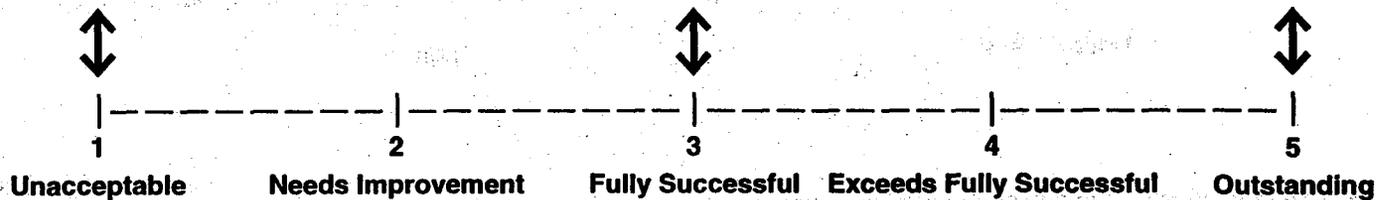
7. Administrative Activities

Recommending types of equipment or vehicles to be purchased, monitoring costs to stay within budget; controlling access and keys to various storage locations; adjusting work priorities when problems arise; monitoring time and leave usage; supervising an office, facility, or function.

Frequently:	**Usually:**	**Almost Always:**
Recommends equipment or vehicle purchases that are unlikely to meet existing needs or will exceed the budget.	Makes sound recommendations about types of equipment or vehicles to be purchased.	Makes sound, well-informed recommendations about types of equipment or vehicles to be purchased that will meet existing and future needs in a cost-effective manner.
Does not monitor costs adequately; runs over budget or out of funds.	Monitors costs to stay within budget.	Keeps a close eye on all costs to stay within budget, quickly identifying potential shortfalls or overages and making all necessary changes promptly.
Does not adjust work priorities when problems arise; proceeds as originally planned.	Adjusts work priorities as problems arise.	Anticipates workflow problems and takes steps to ensure smooth work flow; immediately adjusts work priorities when problems arise to assure timely work accomplishment.
Fails to keep track of administrative work (e.g., lets too many people take vacation at the same time, loses track of keys or access to storage areas).	Monitors administrative functions adequately (e.g., keeping track of time and leave usage, access to storage areas).	Stays "on top" of all administrative functions (e.g., monitoring time and leave usage to ensure adequate staffing, maintaining keys and security of storage areas); immediately notes and addresses all problems.

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Unacceptable   Needs Improvement   Fully Successful   Exceeds Fully Successful   Outstanding

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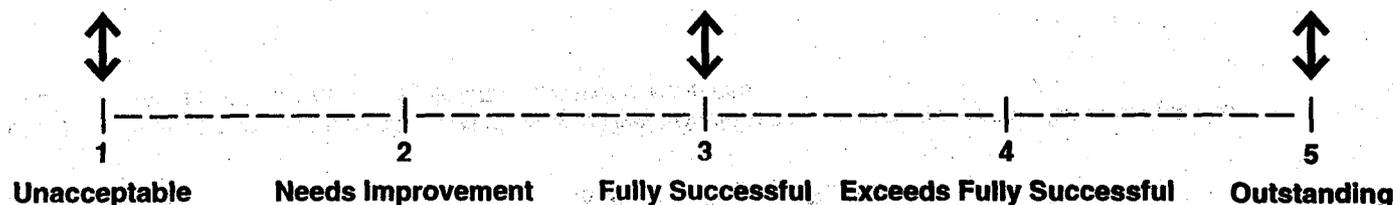
8. Processing Paperwork

Maintaining appropriate level of supplies or materials; filling out proper forms completely and accurately, ensuring that records, files, or logs are accurate and up-to-date; routing or sending paperwork to appropriate persons; preparing and submitting accurate reports on work volume; tracking down the status of jobs or files.

Frequently:	**Usually:**	**Almost Always:**
Misreads charts, tables, or directories, obtaining inaccurate information; fails to look for information.	Obtains correct information from charts, tables, or directories.	Quickly identifies all appropriate charts, tables, or directories and obtains the correct information from them.
Fails to fill out forms, work volume reports, logs, or supply orders, or fills them out incorrectly; omits important signatures or information.	Fills out forms, work volume reports, logs, or supply orders correctly; includes important details.	Fills out appropriate forms, work volume reports, logs, or supply orders accurately and completely, ensuring all needed signatures, approvals, and information are included.
Creates a backlog of paperwork by failing to process papers in a reasonable amount of time.	Processes and routes paperwork within a reasonable amount of time.	Processes and routes paperwork promptly and efficiently.
Lets paperwork get disorganized and outdated; as a result has difficulty tracking down the status of a job or task.	Keeps paperwork organized and current; can track down the status of a job or task in a reasonable amount of time.	Stays "on top" of paperwork; keeps records that are so accurate, organized, and up-to-date that the status of a job or task can be readily tracked at any point in time.
Allows the unit to run low or out of necessary supplies.	Checks and reorders supplies regularly.	Checks existing and anticipated supply needs against current stock, ordering needed materials and ensuring appropriate levels are maintained at all times.

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Unacceptable	**Needs Improvement**	**Fully Successful**	**Exceeds Fully Successful**	**Outstanding**
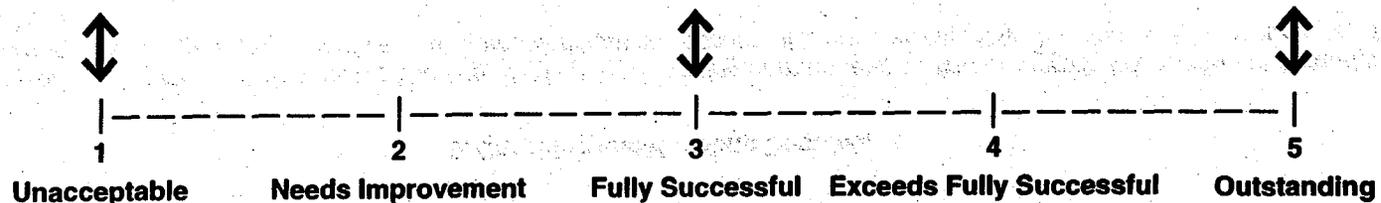
9. Checking and Handling Documents

Carefully photocopying, collating, hole-punching, binding, or disposing of materials; coding or logging information accurately; carefully and accurately copying or transferring information from one document to another; carefully checking work for accuracy and completeness.

Frequently:

Transfers, codes, or logs information incorrectly (e.g., transfers numbers into the wrong place on a form).

Overlooks mistakes, failing to catch errors before the work is passed on.

Prepares copies and hole-punched or bound documents that look sloppy (e.g., are not aligned or clear); pages are out of order.

Overlooks proper procedures when disposing of (e.g., shredding, burning) documents.

Usually:

Codes, logs, or transfers information adequately.

Checks work, catching and correcting most errors.

Prepares copies and hole-punched or bound documents properly.

Disposes of (e.g., shreds, burns) documents according to proper procedures.

Almost Always:

Is unusually quick and accurate; codes, logs, or transfers information in an error-free manner.

Has a 'good eye' for detail, meticulously double-checking work and detecting and correcting all errors.

Prepares copies and hole-punched or bound documents that are of the highest possible quality (e.g., are clear, legible, and aligned properly).

Is highly conscientious and knowledgeable about disposing of (e.g., shredding, burning) documents according to proper procedures; effectively instructs others in proper procedures.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
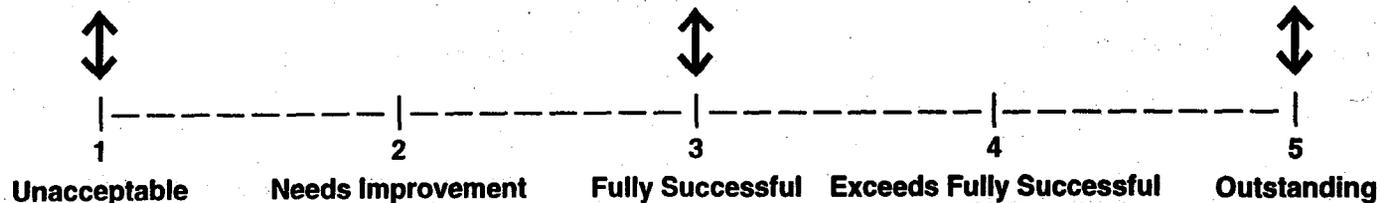
10. Basic Numeric Operations

Adding, subtracting, multiplying, or dividing numbers accurately, performing calculations using a formula.

Frequently:

Makes errors in simple calculations; fails to notice mistakes.

Requires excessive supervision to work through simple formulas.

Does not use calculator or adding machine functions appropriately; makes many mistakes and does not detect them.

Usually:

Adds, subtracts, multiplies, and divides numbers accurately, checking calculations that are obviously incorrect.

Follows formulas correctly, requiring guidance only on difficult or unusual formulas.

Uses calculator or adding machine functions correctly.

Almost Always:

Makes calculations (addition, subtraction, multiplication, division) that are virtually error-free; carefully double checks accuracy.

Uses and follows formulas correctly, in a step-by-step fashion; uses even difficult and complex formulas with little or no guidance.

Makes full use of arithmetic functions of calculator or adding machine; uses functions correctly and efficiently.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

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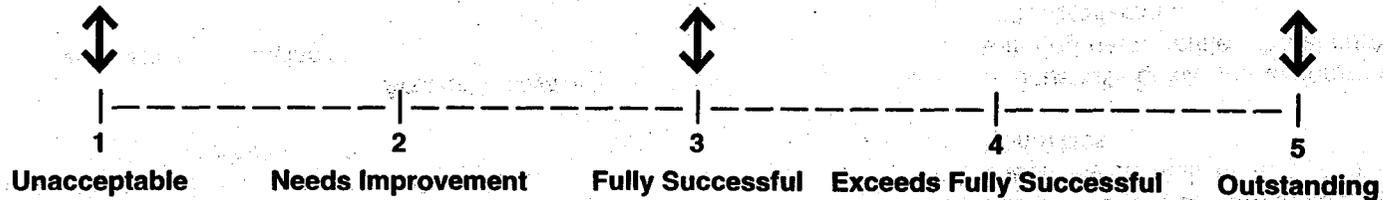
11. Operating a Computer

Maintaining and managing computer files; keying, entering, correcting, and verifying information in computer records, files, or data bases; printing computer files or reports; sending and receiving E-mail, telex, or other computerized messages.

Frequently:

Has difficulty performing routine maintenance (e.g., copying, printing, deleting) of computer files, records, or data bases; makes errors or performs activities in an overly complicated and inefficient manner.

Makes many errors or is very slow when keying or entering data.

Makes mistakes when sending or receiving E-mail, telex, or other computerized messages; fails to note and correct mistakes.

Usually:

Effectively performs routine maintenance (e.g., copying, printing, deleting) of computer files, records, or data bases.

Accurately keys or enters data.

Effectively sends and receives E-mail, telex, or other computerized messages; notices and corrects mistakes.

Almost Always:

Keeps all computer files, records, or data bases accurate and well- organized by regularly and effectively maintaining (e.g., copying, printing, deleting) files.

Is unusually quick and accurate when keying or entering data; verifies the accuracy of work and corrects all errors.

Sends and receives E-mail, telex, or other computerized messages promptly, effectively, and efficiently; quickly notes and corrects all errors.

1	2	3	4	5
Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
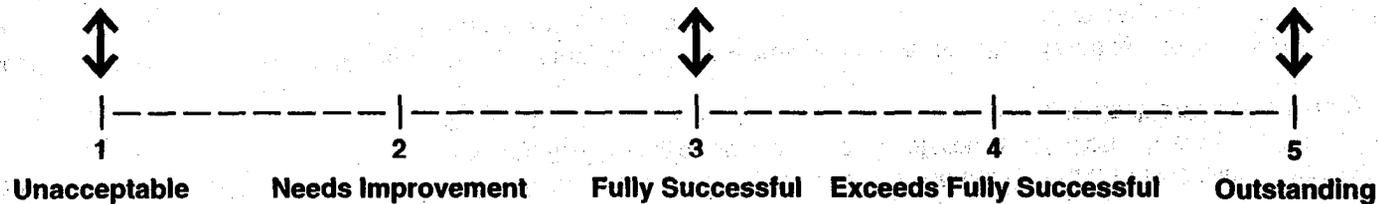
12. Following Proper Security Procedures

Verifying the identity or clearance of individuals; maintaining the security of classified or sensitive materials, special equipment, or cash.

Frequently:

Forgets or fails to check the identity or clearance of others when delivering mail or controlling a secure area.

Is lax about following procedures for securing sensitive or classified material, special equipment, or cash; frequently leaves such materials unattended.

Usually:

Checks the identity or clearance of others when delivering mail or controlling a secure area.

Follows appropriate procedures for securing sensitive or classified material, special equipment, or cash.

Almost Always:

Is always meticulous about checking and verifying the identity or clearance of individuals before delivering mail or allowing access to controlled areas.

Rigorously follows procedures for securing classified or sensitive material, special equipment, or cash; is always alert and watchful when charged with security of material, never leaving such materials unattended or unsecured.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
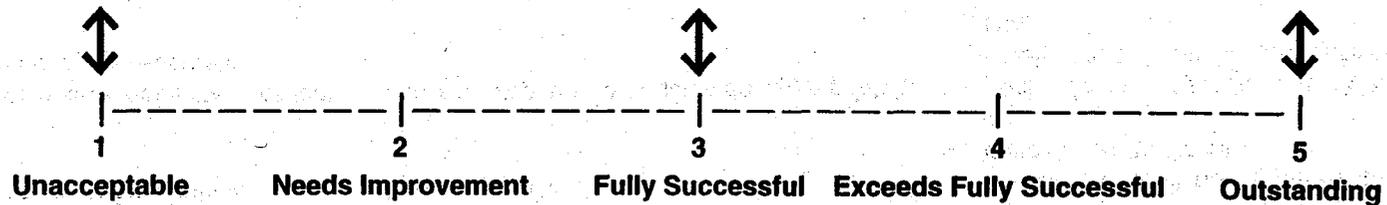
13. Inspecting Materials, Equipment, or Structures

Carefully inspecting and assessing condition of incoming shipments, equipment, parts, structures, or used property; conducting security or safety inspections; locking down or unlocking property or equipment.

Frequently:

Overlooks damage, defects, faults, or inadequacies in shipments, equipment, parts, structures, or property; fails to notice obvious problems.

Fails to lock down or unlock equipment or locks down equipment improperly or insecurely.

Inspects the work place in only a cursory fashion, ignoring or overlooking areas that are difficult or inconvenient to access.

Is unobservant; does not notice aspects of the work environment likely to present safety or security hazards; fails to ensure that hazards or violations are corrected.

Does not obtain or improperly obtains samples of materials.

Usually:

Identifies significant damage, defects, faults, or inadequacies in shipments, equipment, parts, structures, or property.

Locks down or unlocks equipment appropriately.

Inspects the work place adequately, checking most areas carefully.

Notices critical safety and security problems in the work environment and follows up to ensure correction.

Collects samples of materials appropriately.

Almost Always:

Identifies all damage, defects, faults, or inadequacies in shipments, equipment parts, structures, or property, even if not apparent at first glance or quite difficult to discern.

Locks down or unlocks equipment securely and safely; double-checks to ensure equipment is secure.

Inspects the work place thoroughly, accessing and carefully examining even inconvenient or out-of-reach areas.

Is alert to all aspects of the work environment likely to present safety or security hazards (even aspects not readily noticeable) and follows up to ensure all violations and potential hazards are promptly corrected.

Collects samples of materials safely and meticulously from appropriate places.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

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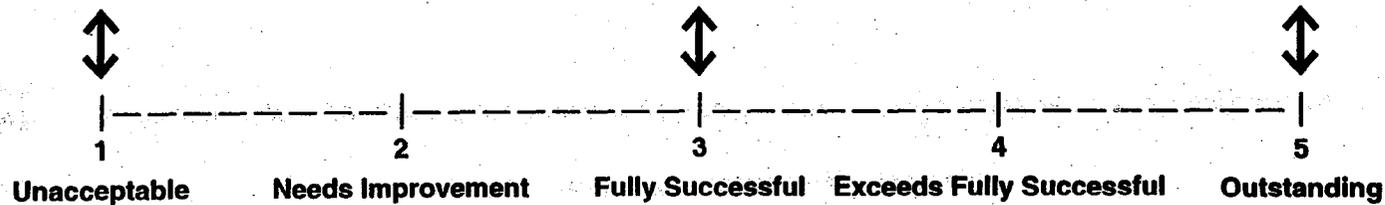
14. Taking Inventory

Taking careful inventory of property, supplies, or equipment on a routine basis; carefully inspecting goods or supplies received for proper quantity and quality.

Frequently:

Fails to notice whether goods or supplies are received in appropriate quantities or are of poor quality.

Identifies, counts, or records inventory items inaccurately; makes "ballpark" estimates of quantities instead of counting.

Usually:

Checks goods or supplies received for proper quantity and quality.

Identifies, counts, and records inventory items accurately.

Almost Always:

Examines goods and supplies against vouchers meticulously to ensure proper quantity; checks quality of items carefully.

Inventories all property or equipment precisely and thoroughly, double-checking to ensure counts, records, and identification codes are accurate and complete.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
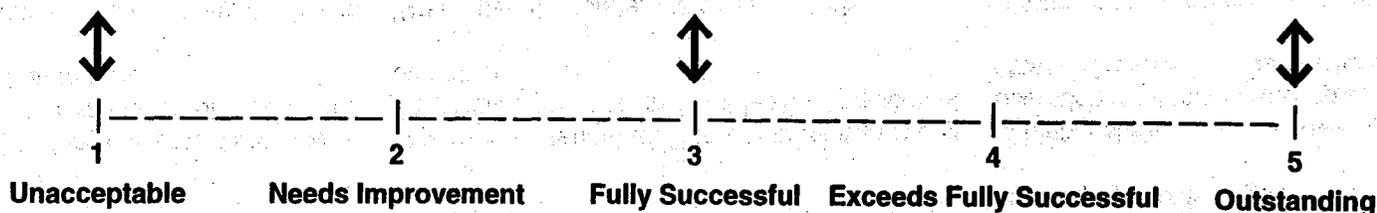
15. Handling Materials

Safely and efficiently moving or carrying objects; operating material handling equipment (e.g., handtrucks, tubs, dollies, hand-lift trucks, stevedores) safely and effectively; handling all incoming and outgoing mail and materials to ensure proper and prompt packaging and distribution.

Frequently:

Handles heavy objects, carelessly, overlooking safer ways to move material; injures self or damages objects.

Operates material-handling equipment improperly; does not know proper methods of use or the functions of levers, buttons, etc.

Wraps, packs, or crates materials ineffectively and inefficiently; does not wrap materials sufficiently to prevent damage or does not tape boxes shut adequately.

Weighs, sorts, counts, or files mail or materials slowly and inaccurately.

Marks, stamps, or labels mail and materials slowly or uses the wrong stamp or label.

Usually:

Handles heavy objects or uses material-handling equipment safely and carefully.

Operates material-handling equipment properly and is sufficiently knowledgeable about equipment operation.

Wraps, packs, or crates materials securely.

Weighs, sorts, counts, or files mail or materials promptly and accurately.

Marks, stamps, or labels mail and materials properly.

Almost Always:

Is highly conscientious and safety-minded when handling heavy objects or operating material-handling equipment; takes extra steps to avoid personal injury and damage to material.

Is highly skilled in and knowledgeable about the operation of material-handling equipment; instructs others effectively in proper method of use.

Wraps, packs, or crates materials in a highly effective and efficient manner; carefully ensures that materials are secure in crates or boxes, that space is used efficiently, and that wrapping is sufficient.

Is unusually quick and accurate when weighing, sorting, counting, or filing mail or materials; quickly identifies all errors.

Marks, stamps, or labels mail and materials correctly and efficiently, ensuring the most appropriate label or stamp is used.

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15. Handling Materials

Frequently:

Picks up or delivers mail or other items too slowly, falling behind schedule; delivers items to the wrong person or department.

Usually:

Picks up or delivers mail, packages, or equipment within a reasonable time frame; delivers items to the appropriate place.

Almost Always:

Stays on schedule, delivering or picking up mail, packages, or equipment promptly; conscientiously delivers materials to the correct person and place.

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Unacceptable  Needs Improvement  Fully Successful  Exceeds Fully Successful  Outstanding
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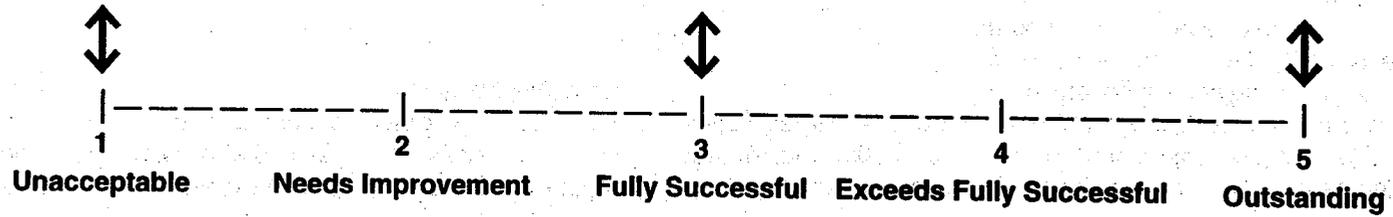
16. Installing and Repairing Hardware

Carefully reading or drawing diagrams, blueprints, or designs; effectively assembling, installing, repairing, and maintaining systems, equipment or other materials; performing general building maintenance; properly finishing, painting, or repairing furniture, walls, or other surfaces; erecting, anchoring, or bracing sheetrock, partitions, or other materials; covering work areas, equipment, or property to protect them.

Frequently:

Misinterprets or inaccurately sketches technical assembly or installation diagrams or blueprints, or requires excessive assistance to understand drawings or draw diagrams.

Assembles, installs, or repairs hardware carelessly; overlooks safer ways to work; injures self or damages hardware or workspace.

Incorrectly assembles, repairs, or installs mechanical systems (e.g., locks) or hardware (e.g., furniture, kickplates, walls); leaves a job incomplete or in poor working condition.

Finishes, refinishes, or paints surfaces poorly; takes shortcuts that result in rough surfaces, blemishes, streaks, or drips.

Overlooks or fails to follow up on problems when performing routine building maintenance; takes an excessive amount of time to resolve maintenance problems.

Usually:

Interprets or sketches assembly or installation diagrams or blueprints correctly, with little assistance.

Assembles, installs, or repairs hardware safely and carefully.

Correctly assembles, installs, or repairs mechanical systems (e.g., locks) or hardware (e.g., furniture, kickplates, walls), leaving hardware in adequate working order.

Finishes, refinishes, or paints surfaces properly.

Performs routine building maintenance adequately and promptly.

Almost Always:

Interprets or sketches assembly or installation diagrams or blueprints correctly on his/her own, understanding all specifications, codes, and dimensions.

Is highly conscientious and safety-minded when installing or repairing hardware; takes extra steps to avoid personal injury and damage to material or workspace.

Correctly and precisely assembles, repairs, or installs mechanical systems (e.g.. locks) or hardware (e,g., furniture, kickplates, walls) such that it is in the best possible working condition; tests sturdiness and working condition, ensuring that job is complete and effective.

Finishes, refinishes, or paints surfaces such that they are of superior quality (e.g., smooth and free of blemishes, streaks, or drips).

Performs all routine building maintenance properly and meticulously; notes and corrects all problems quickly and effectively.

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Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

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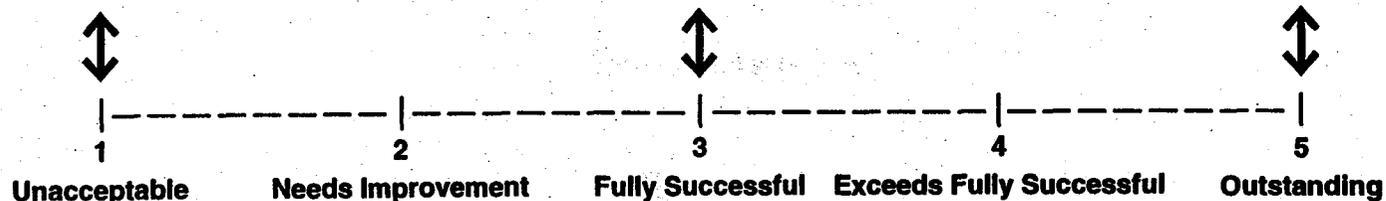
17. Installing, Troubleshooting, and Repairing Mechanical/Electromechanical Equipment

Effectively installing, troubleshooting, repairing, or maintaining electromechanical, electronic, or mechanical systems and equipment, determining cabling, wiring, and power specifications for equipment or systems; testing equipment or systems; planning lock systems, making keys, or resetting combinations on safes, vaults, etc.

Frequently:

Misinterprets or inaccurately sketches technical equipment diagrams or blueprints; requires excessive assistance to understand diagrams.

Overlooks safe ways to work with electrical or mechanical devices.

Has difficulty isolating the source of routine equipment malfunctions; requires excessive time, supervision, or assistance.

Installs, repairs, maintains, or modifies electrical or mechanical devices incorrectly; leaves a job incomplete or in poor working condition.

Usually:

Interprets or sketches technical equipment diagrams correctly, with little supervision.

Installs and repairs electrical or mechanical devices safely and carefully, following proper steps.

Finds the source of most equipment malfunctions within a reasonable time frame and with little assistance.

Correctly installs, repairs, maintains, or modifies electrical or mechanical devices, leaving equipment in adequate working condition.

Almost Always:

Interprets or sketches technical equipment diagrams or blueprints correctly on his/her own; understands and correctly determines all specifications, codes, and dimensions.

Is highly conscientious and safety-minded when working on mechanical or electrical devices.

Tracks down and isolates the source of even atypical or difficult equipment malfunctions quickly and correctly with little, if any, supervision.

Correctly and precisely installs, repairs, maintains, or modifies electrical or mechanical devices; tests all equipment to ensure proper and effective functioning, leaving equipment in the best possible working condition.

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  ↕                    ↕                    ↕
  |————————|————————|————————|————————|
  1        2        3        4        5
Unacceptable   Needs Improvement   Fully Successful   Exceeds Fully Successful   Outstanding
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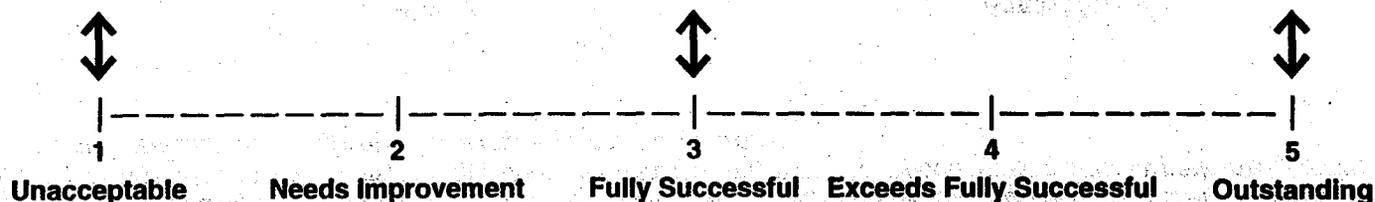
18. Operating Presses and Binding Equipment

Operating presses or binding equipment safely and effectively, setting, adjusting, or aligning controls or parts; installing, mounting, loading, or replacing parts or components; ensuring presses or binding equipment are in good working order by performing routine maintenance and cleaning; inspecting work (e.g.. sample pages) to ensure quality.

Frequently:

Overlooks safety procedures when operating presses or binding equipment; injures self, equipment, or materials.

Operates presses or binding equipment improperly; does not know proper method of use, the functions of controls, etc.

Fails to prepare presses or binding equipment properly for a job before starting; fails to adjust or set controls properly for the job; overlooks problems or needed adjustments during operation.

Fails to check quality of printed products before proceeding with production; does not notice incorrect page sequencing, misaligned pages, or smeared print; produces materials that do not adhere to work orders.

Usually:

Follows appropriate safety procedures when operating presses or binding equipment.

Operates presses or binding equipment properly and is sufficiently knowledgeable about equipment functioning.

Prepares presses or binding equipment adequately for a job; sets controls, and mounts, adjusts, loads, or aligns components and parts properly; makes adjustments as needed during operation.

Checks, inspects, and corrects page alignment, sequencing, format, and clearness of print; produces acceptable printed materials.

Almost Always:

Is highly conscientious and safety-minded when operating presses or binding equipment; takes extra steps to avoid personal injury or damage to material.

Is skilled in and highly knowledgeable about the correct operation of presses or binding equipment; instructs others effectively in proper method of use.

Quickly, efficiently, and correctly prepares presses or binding equipment for production; sets or adjusts controls, and mounts, adjusts, aligns, or loads all components or parts correctly before starting a job; double-checks all settings before production begins; anticipates and makes all appropriate adjustments during operation.

Is meticulous about checking and inspecting the accuracy, format quality, page sequencing, and clearness of printed products and correcting problems early, before final production; produces materials that are correct, adhere to work orders, and are of the highest possible quality.

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18. Operating Presses and Binding Equipment

Frequently:

Allows presses or binding equipment to run low on fluids, become dirty, or be in need of major maintenance.

Usually:

Keeps presses or binding equipment in working order; checks fluid levels, lubrication, etc.

Almost Always:

Maintains presses or binding equipment in the best possible working condition; keeps equipment clean, lubricated, and filled with appropriate fluids.

1	2	3	4	5
Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
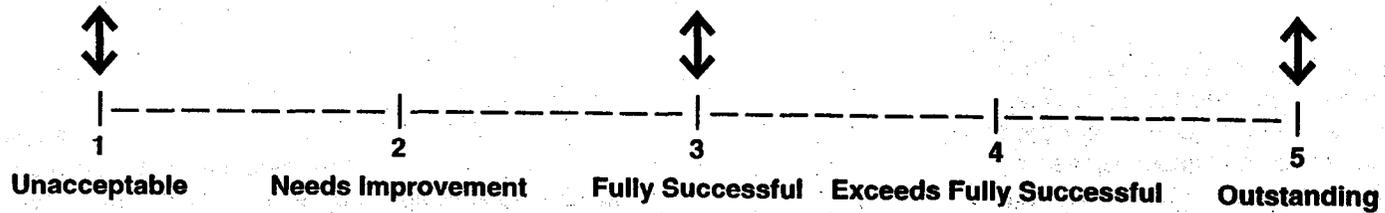
19. Operating Photographic/Lithographic Equipment

Operating cameras, photographic equipment, or platemakers properly; ensuring high quality prints or negatives by adjusting and setting controls and conditions; performing routine cleaning and maintenance to keep equipment in proper working condition; using a variety of techniques to expose or develop film; working with negatives; carefully inspecting and correcting flaws.

Frequently:	Usually:	Almost Always:
Overlooks safety procedures when operating photographic or lithographic equipment; injures self, equipment, or materials.	Follows appropriate safety procedures when operating photographic or lithographic equipment.	Is highly conscientious and safety-minded when operating photographic or lithographic equipment; takes extra steps to avoid personal injury or damage to material or equipment.
Operates photographic or lithographic equipment improperly; does not know proper method of use, functions of controls, etc.	Operates photographic or lithographic equipment properly and is sufficiently knowledgeable about equipment functioning.	Is skilled in and highly knowledgeable about photographic or lithographic processes and equipment and can instruct others properly and adeptly.
Fails to prepare adequately for photography, film development, or platemaking; fails to adjust lighting or exposure properly; destroys film during development or has to repunch masking sheets repeatedly before work is acceptable.	Prepares adequately for photography, film development, and platemaking; sets controls and makes adjustments properly.	Prepares for photography, film development, or platemaking meticulously and properly; adjusts lights, copyboard, etc., effectively; sets controls, makes adjustments, and mixes chemicals such that negatives or prints will be of the best possible quality and size; develops and exposes film and punches or cuts out masking sheets efficiently and effectively.
Overlooks defects in negatives or masters; fails to correct problems; as a result, produces work that looks sloppy or requires correction.	Checks or inspects negatives and masters for defects and makes corrections within a reasonable time frame.	Is meticulous about checking or inspecting negatives and masters for defects and correcting flaws promptly; produces negatives, prints, and masters that are of the highest possible quality.

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19. Operating Photographic/Lithographic Equipment

Frequently:

Allows cameras, photographic equipment, or plate-makers to become dirty and badly in need of maintenance.

Usually:

Keeps cameras, photographic equipment, or plate-makers in working order.

Almost Always:

Maintains cameras, photographic equipment or platemakers in the best possible working condition, keeping glass and exterior clean, performing routine equipment maintenance, etc.

1	2	3	4	5
Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
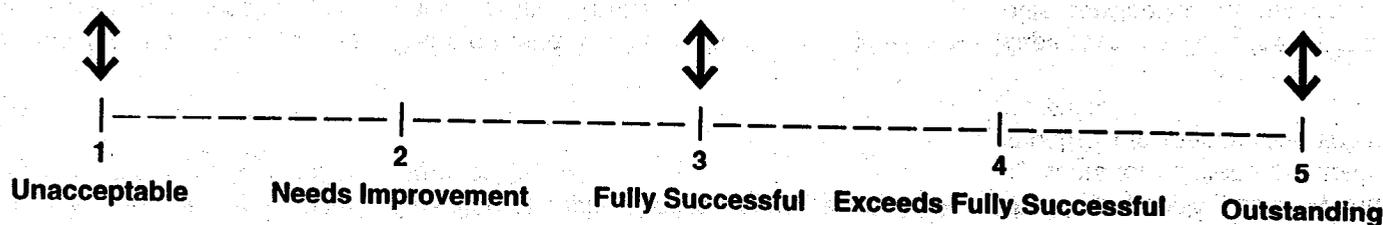
20. Operating Motor Vehicles

Operating motorized vehicles properly and safely, chauffeuring or shuffling people in motor vehicles; complying with all traffic safety rules and regulations; following the most direct route and adjusting route according to road conditions, clearances, or restrictions; performing minor emergency repairs to motor vehicles while en route; keeping vehicles in good working condition; promptly informing proper persons about problems with vehicles or equipment.

Frequently:	Usually:	Almost Always:
Drives carelessly; violates traffic laws.	Drives safely; adheres to traffic laws.	Is highly conscientious and safety-minded when operating motor vehicles, driving safely and "defensively;" complies with all traffic laws.
Has difficulty operating motorized vehicles or equipment properly (e.g., cannot operate manual transmissions, has difficulty operating a fork-lift).	Operates motorized vehicles or equipment properly and is sufficiently knowledgeable about their functioning.	Is skilled and highly knowledgeable about the correct operation of motorized vehicles or equipment; instructs others effectively in proper operation of motorized vehicles or equipment.
Does not chauffeur effectively, failing to open doors for passengers, driving recklessly, stopping abruptly, etc.	Chauffeurs people effectively, driving safely, braking smoothly, etc.	Chauffeurs people graciously and effectively, opening doors for passengers, driving safely, braking smoothly, etc; maintains a highly professional appearance.
Uses indirect routes and does not adjust route as necessary for construction, road conditions, or traffic.	Maps out and follows a direct route; considers traffic in planning route.	Maps out and follows the most direct and efficient route, considering and adjusting route as necessary for construction, road conditions, or traffic.
Cannot or does not perform minor emergency road repairs.	Performs most minor emergency road repairs effectively.	Performs all minor emergency road repairs in a highly effective and efficient manner; is highly resourceful in dealing with emergency repairs.

Frequently:

Neglects to perform routine vehicle and engine maintenance; vehicle is in disrepair (e.g., low on oil, coolant, windshield wiper fluid).

Fails to inform proper persons about problems with vehicles or equipment.

Usually:

Performs routine vehicle and engine maintenance (e.g., checks oil, coolant windshield wiper fluid, tires).

Informs proper persons about problems with vehicles or equipment; addresses problems within a reasonable time frame.

Almost Always:

Keeps motor vehicles in best possible working condition at all times (e.g., regularly checks oil, coolant, windshield wiper fluid, tires).

Promptly and effectively fixes or informs proper persons about all problems with vehicles or equipment ensuring all problems are addressed in a proper and timely manner.

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      ↕                    ↕                    ↕                    ↕                    ↕
  |--------|--------|--------|--------|
  1                 2                 3                 4                 5
Unacceptable   Needs Improvement   Fully Successful   Exceeds Fully Successful   Outstanding
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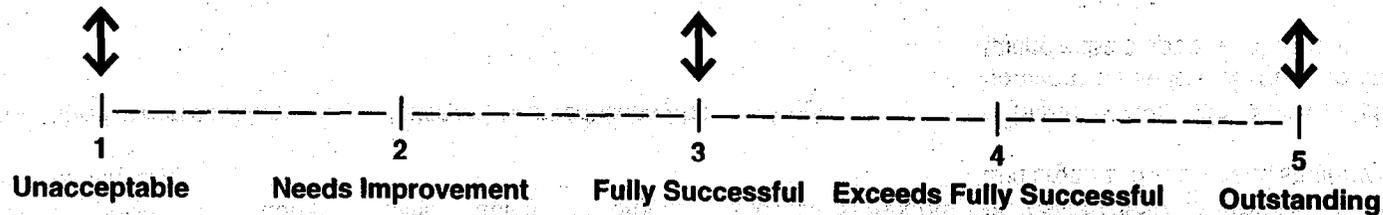
21. Planning, Preparing, and Serving Meals

Planning menus effectively; purchasing groceries and supplies; coordinating food preparation; preparing food, setting tables properly and decoratively; serving food or beverages properly and efficiently; storing food and other supplies in an organized and sanitary manner; cleaning dining and kitchen areas; washing and polishing dishes, kitchen utensils, silverware, etc.

Frequently:	Usually:	Almost Always:
Plans menus or develops recipes that are unappetizing, are insensitive to special dietary needs, or are unreasonable given the budget.	Plans menus and develops recipes that are appetizing and reasonable given budget limitations.	Plans menus and develops recipes that are highly nutritious, appetizing, creative, sensitive to special dietary needs, and within budget.
Does not maintain a well-stocked dining facility; runs out of ingredients or supplies; allows stores to become disorganized or unsanitary.	Maintains adequate levels of groceries and supplies, keeping foods organized and stored properly.	Maintains a well-stocked dining facility; has all necessary groceries and supplies on hand, stored, and organized in a proper, sanitary manner.
Overlooks safety procedures when cooking; cuts, burns, or injures self.	Takes safety precautions when cooking.	Is highly conscientious and safety-minded when cooking; uses knives and equipment carefully, taking extra steps to avoid injury.
Prepares and cooks food in a way that is unappetizing or unappealing.	Prepares and cooks food that is appetizing.	Prepares and cooks food that is quite appetizing and appealing; prepares meals that taste excellent and are presented in a very attractive manner.
Has difficulty coordinating food preparation; selections sit an undue amount of time before being served or are not ready when they should be.	Coordinates food preparation adequately so that selections are ready at the appropriate time.	Adeptly coordinates food preparation so that all selections are ready at precisely the right time.
Selects inappropriate utensils or sets the table incorrectly (e.g., places dessert forks or soup spoons in the wrong place); may set the table in a way that looks sloppy.	Selects acceptable utensils and sets the table in a neat and attractive manner.	Selects the most appropriate utensils and sets the table meticulously (e.g., places silverware in the proper place and selects the appropriate type and size of beverage glass); sets an interesting, attractive, or festive table (e.g., folds napkins in unique ways, arranges attractive table decorations).

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21. Planning, Preparing, and Serving Meals

Frequently:

Is inefficient or inattentive when serving food or beverages (e.g., lets dishes remain on tables after guests have finished eating, refills glasses only when guests request it).

Fails to clean on a routine basis, allowing the kitchen and dining facilities, utensils, silver, etc., to become dirty.

Usually:

Is efficient and polite when serving food or beverages.

Keeps the kitchen and dining facilities in an acceptable, clean, and sanitary condition.

Almost Always:

Is highly efficient, gracious, and attentive when serving food or beverages (e.g., clears dining tables as guests finish eating each course, keeps beverage glasses filled); is gracious, yet unobtrusive.

Maintains the kitchen and dining facilities in first-rate, clean, and sanitary condition; cleans and polishes kitchen surfaces, dusts dining areas, and washes dishes and utensils promptly and thoroughly.

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1	2	3	4	5
Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding
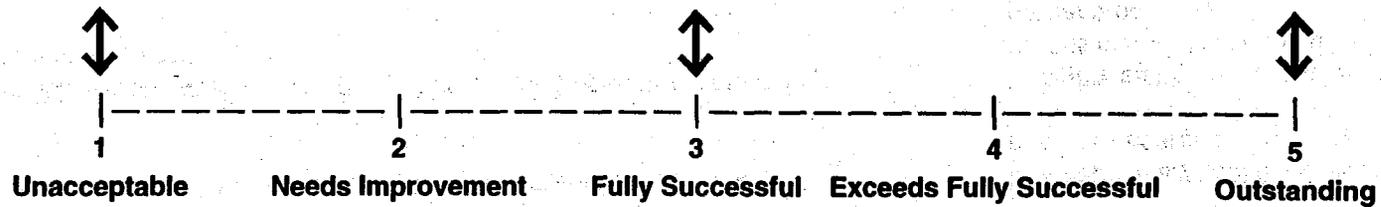
22. Routine Cleaning and Maintaining

Cleaning glass, furniture, floors, or carpets; keeping tools and equipment in working order; disposing of dangerous materials or chemicals according to regulations; reporting building maintenance problems; cleaning-up work area after completing a job.

Frequently:

Allows tools and equipment to become dirty and in need of repair.

Leaves work areas dirty or does not clean adequately.

Overlooks safety considerations when disposing of dangerous materials or chemicals.

Fails to report building maintenance problems.

Usually:

Keeps tools and equipment clean and in working condition.

Cleans work areas adequately.

Disposes of dangerous materials properly.

Reports major building maintenance problems.

Almost Always:

Keeps all tools and equipment spotless and in the best possible working condition (cleaned, lubricated, sharpened, etc.).

Is exceptionally neat and tidy, even while working; cleans work areas thoroughly.

Is highly safety-minded when disposing of dangerous materials or chemicals, carefully following proper procedures.

Notices, reports, and follows up on all building maintenance problems promptly, ensuring problems are quickly and efficiently addressed.

1	2	3	4	5
Unacceptable	Needs Improvement	Fully Successful	Exceeds Fully Successful	Outstanding

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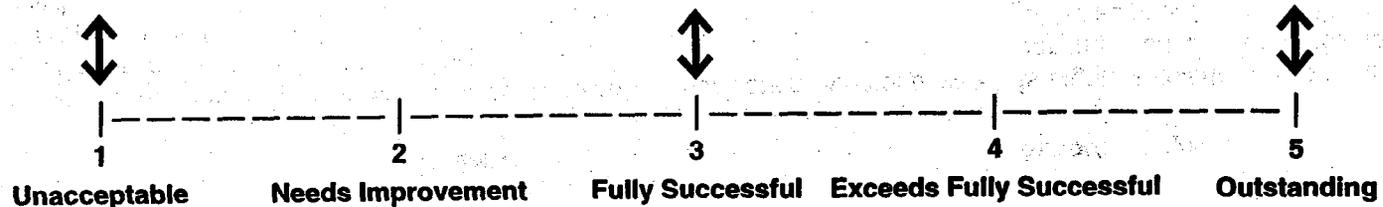
GAO Form 247, Performance Appraisal for Administrative Professional and Support Staff

GAO

Performance Appraisal for Administrative Professional and Support Staff (APSS)

Part A. Administrative Information. Fill in items 1 through 7 at the beginning of the rating period; items 8, 9a and b at the progress review(s); and items 10 and 11 for the official appraisal. If item 11 is checked, attach the ratee's comments.

| 1. Name | 2. Rating Period |
| | From: Mo./Yr. To: Mo./Yr. |

| 3. Title/Series | 4. Grade |

5. Division/Office

| 6. Date(s) Expectations Set | 7a. Ratee's Initials b. Rater's Initials |

| 8. Date(s) of Progress Review(s) | 9a. Ratee's Initials b. Rater's Initials |

10. Signatures. The signatures of the rater and ratee indicate that the appraisal has been reviewed. By signing, the ratee does not necessarily indicate agreement with the appraisal.

Name (typed)	Grade	Signature	Unit	Date
a. Rater				
b. Reviewer				
c. Ratee				

11. Check box if ratee's comments are attached. ☐

Note: This is a three part form. Part A contains administrative information. Part B contains any ratee statement of contributions and the rater's summary comments. Part C contains the performance dimensions for either GS, GS-318/326, or Wage System positions. Include only the dimensions that were discussed at the time expectations were set and/or revised.
Review the APSS Performance Appraisal Manual and relevant chapter for information on dimension definitions and standards.
Please follow the instructions for each part. Submit the completed appraisal to the reviewer before discussing the rating with the ratee.

Part B. Ratee Statement of Contributions and Rater's Summary Comments. A ratee statement of contributions should be submitted before part C is completed. A ratee statement is optional. One additional page (front only) may be added if needed. Rater's summary comments on the appraisal form are required.

1. Ratee Statement of Contributions (optional)

2. Rater's Summary Comments (required)

Page 2   GAO Form 247 (Rev. 10/97)

Part 8. Ratee Statement of Contributions Continuation Sheet

GAO Form 247 (Rev. 10/97)

Part C. General Schedule (GS) (except 318/326) Performance Appraisal Summary Sheet.
Instructions: After reviewing the relevant dimensions and standards and assigning the final rating, enter the number in the box at the right corresponding to the rating chosen using the guide provided.

Performance Rating Guide: 1 = Unacceptable; **2** = Needs Improvement; **3** = Fully Successful;
                             4 = Exceeds Fully Successful; **5** = Outstanding

Required Performance Dimensions

1. Teamwork and Interpersonal Behavior   ☐

2. Service Orientation   ☐

3. Individual Work Productivity   ☐

Additional Performance Dimensions (Select desired dimensions from the pull-down list)

☐
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Part C. Secretary (GS-318), Office Automation Clerk/Assistant (GS-326) Performance Appraisal Summary Sheet.
Instructions: After reviewing the relevant dimensions and standards and assigning the final rating, enter the number in the box at the right corresponding to the rating chosen using the guide provided.

Performance Rating Guide: 1 = Unacceptable; 2 = Needs Improvement; 3 = Fully Successful;
4 = Exceeds Fully Successful; 5 = Outstanding

Required Performance Dimensions

1. Teamwork and Interpersonal Relations ☐

2. Service Orientation ☐

3. Work Orientation and Productivity ☐

Additional Performance Dimensions (Select desired dimensions from the pull-down list)

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Part C. Wage System Performance Appraisal Summary Sheet.
Instructions: After reviewing the relevant dimensions and standards and assigning the final rating, enter the number in the box at the right corresponding to the rating chosen using the guide provided.

Performance Rating Guide: 1 = Unacceptable; 2 = Needs Improvement; 3 = Fully Successful;
4 = Exceeds Fully Successful; 5 = Outstanding

Required Performance Dimensions

1. Teamwork and Maintaining Work Relationships ☐

2. Service Orientation ☐

3. Persistent Work Effort ☐

Additional Performance Dimensions (Select desired dimensions from the pull-down list)

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