United States General Accounting Office

GAO

December 1999

Performance Appraisal System for Administrative Professional and Support Staff

163103

SP 00-3

Contents

Appendixes

Abbreviations

APSS	Administrative Professional and Support
ADP	automated data processing
GAO	General Accounting Office
LAN	Local Area Network

Introduction

Purpose of the Performance Appraisal System

The primary purpose of the Administrative Professional and Support Staff (APSS) appraisal system is to provide a systematic and uniform method to evaluate job performance of GAO's General Schedule (GS) and Wage System (WS) staff on the basis of job-related criteria. The appraisal is an integral part of the performance management cycle and should be used to

- help employees understand their responsibilities and how their work supports GAO's core values and contributes to GAO's strategic objectives and goals;
- prepare honest performance assessments based on accurate and consistent application of the performance standards;
- provide candid and specific feedback to employees on how well they are meeting expectations and on ways to improve 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:

- GS positions, excluding Secretary GS-318 and Office Automation Clerk/Assistant GS-326.
- Secretary GS-318 and Office Automation Clerk/Assistant GS-326.
- WS positions.

The dimensions in each section of chapter 3 are valid only for the job series covered by that chapter. Raters **must** use the appropriate section and performance dimensions when appraising ratees. Raters may not add performance dimensions from other sections to a rating.

Contents of This Manual

This manual describes the performance management cycle at GAO, sets forth GAO policies and procedures for providing performance appraisals, and provides guidance for assessing employees and completing the appraisal forms. Very importantly, this manual advises employees about the dimensions and performance standards that will be used to assess their performance. All employees should carefully read the relevant dimensions and standards for their position as set forth in chapter 3. An employee who does not understand any aspect of the dimensions and standards should request clarification from his/her supervisor or manager.

Supersession

This manual supersedes the *Performance Appraisal System for Administrative Professional and Support Staff*, dated October 1997.

The Performance Management Cycle

The performance management cycle includes selecting dimensions, setting and communicating expectations, monitoring performance and providing feedback, and 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 ratee will be rated during the appraisal year. The APSS appraisal system consists of menus of performance dimensions for each subsystem, which allow the rater to tailor the performance appraisal to each ratee's position. Each subsystem of the APSS appraisal system contains three required dimensions. In addition, if a ratee has supervisory responsibilities, the supervisory dimension is also required, and should be selected on the appraisal form. Each rater selects specific additional dimensions on which to rate each ratee based on the ratee's key duties. The rater should also solicit and consider ratee input about appropriate performance dimensions. Raters **must** use only the performance dimensions from the applicable section of chapter 3 because the performance dimensions are valid only for the positions covered in that section. These dimensions and the accompanying standards are the basis for the ratee's performance expectations.

Careful thought should be given to the number of dimensions selected. The rater should select only those dimensions that are most relevant to the subject position. 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.

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 determined by assigned work. **How well a ratee performs** is measured by written performance standards set forth in this performance appraisal manual for each APSS subsystem. (See chapter 3.)

When setting expectations, the rater should specifically explain how the ratee's work supports GAO's core values and contributes to strategic objectives and goals. Oftentimes, objectives, time frames,

outcomes, and products may not be fully known at the beginning of the appraisal cycle. When this occurs, expectations should be revised or clarified as more information is obtained or when circumstances negate or substantially modify prior agreements.

Expectations should be set at the beginning of the rating cycle. 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.

Three types of information should be discussed during the expectation-setting session: (1) project/assignment information and responsibilities, (2) performance standards, and (3) contributions to GAO's core values, strategic objectives, and goals. The level of detail appropriate for the expectation-setting discussion will depend on the ratee's prior knowledge concerning the project or assignment, the ratee's experience level, 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 time frames. It is expected that the rater will amplify and clarify initial expectations during subsequent on-the-job discussions with the ratee. Further meetings to clarify expectations 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. A critical element is a job dimension 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. If a ratee does not understand the standards, he or she is responsible for seeking clarification from the rater. During expectation setting the rater should confirm that the ratee understands:

- the dimensions on which he or she will be assessed,
- that all dimensions being assessed are critical, and
- that his or her performance will be assessed based on the standards set forth in this performance appraisal manual.

Contributions to GAO's Core Values, Strategic Objectives, and Goals. In addition to the individual assignment responsibilities, the rater should remind the ratee how his or her work supports GAO's core values and contributes to GAO's strategic objectives and goals. To the extent possible, the rater should specify by example how a ratee's work could directly affect unit teamwork, matrix management, communications, work products, and timeliness, as well as quality and customer satisfaction.

The rater and ratee should initial blocks 6 and 7 on GAO Form 247, 247a, or 247b, as appropriate, to indicate that the rater has communicated expectations to the ratee.

Monitoring Performance and Providing Feedback

Once expectations are established, the rater should monitor performance and provide candid and specific feedback to the ratee on his or her performance. Honest and relevant feedback can reinforce good performance or help the employee improve performance that is below expectations. Feedback should facilitate the ratee's understanding of 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.

At least one formal progress review of expectations should be held about midway through the appraisal period unless circumstances dictate otherwise.

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

Preparing and Delivering the Appraisal

Rating Performance

As the rating period nears completion, the ratee may choose to provide a statement of contributions. 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.

Using the appropriate performance standards, the rater evaluates the ratee's performance in the relevant job dimensions, using the five-level rating scale. (See chapter 3 for more detailed information on job performance dimensions, performance standards, and the five-level rating scale.) In rating performance, the rater should consider all relevant information, including: (1) the dimension performance standards; (2) the optional employee statement of contributions, if submitted; (3) any supervisory notes; and (4) his or her knowledge of the ratee's performance and accomplishments.

For each of the chosen dimensions, the rater should check the box in Part C of GAO Form 247, 247a, or 247b, as appropriate, that corresponds with the performance standard most nearly exemplifying the ratee's predominant performance, or overall work behavior, during the appraisal period. 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.

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. Rating employee performance always requires some judgement by the rater.

The rater is required to prepare a summary narrative and dimension-specific narrative for all dimensions rated other than "Meets Expectations." The summary narrative should describe the overall predominant performance and major accomplishments. The dimension-specific narrative should provide specific and relevant examples of individual accomplishments that demonstrate the level of performance. Narratives should not merely restate the assignment and expectations information, the performance dimension definitions, or the standards.

An "Unacceptable" rating requires additional documentation to support an opportunity period notice or a performance-based action. See GAO Order 2432.1, "Dealing with Unacceptable Performance."

The rater enters the narrative in block B2 of the form and then signs the form in Part A block 10a.

Reviewing the 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 is designated by GAO and/or unit management and must be a higher grade level than the ratee. The reviewing official's duties include:

- Ensuring that the performance appraisal standards are accurately and consistently applied.
- Reviewing the performance ratings, the narrative prepared by the rater, and the standards for each of the dimensions on which the employee is rated.
- Ensuring that the narrative supports the assessment and provides specific and relevant examples of performance for each dimension on which the employee was rated "outstanding," "exceeds expectations," "below expectations," or "unacceptable."
- Discussing comments with the rater and when appropriate, providing the rater with perspectives based on personal knowledge of the employee's performance.

When a disagreement cannot be resolved, the reviewer may assume responsibility for the rating on the dimension(s) where there is disagreement. In such instances, the reviewer (1) obtains approval from the next higher responsible official (if the reviewer is not the unit head) and documents the reasons for the change, and (2) changes the appraisal. The appraisal form presented to the ratee will only include the ratings approved by the reviewer.

Appraisal Session

After the appraisal is completed by the rater and reviewed and signed by the designated reviewer, the rater must provide a copy of the appraisal to the ratee and hold a formal appraisal session with the ratee to discuss the completed appraisal. Appraisal discussions should include the basis for the ratings. Raters should provide honest and relevant feedback to the ratee on his or her performance. This feedback should facilitate the ratee's understanding of current strengths and developmental needs and how his or her performance could be improved.

At or after the appraisal session, the ratee signs and dates 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. The ratee may submit comments within 5 calendar days after the appraisal session. These comments are not limited to the space on the form. Ratee comments become a permanent part of the appraisal. The appraisal becomes final 5 calendar days after the appraisal session, 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

This chapter describes who should be appraised, when appraisals are due, who prepares and reviews the appraisals, and grievance procedures for ratees who are dissatisfied with their appraisals.

Who is Appraised and When Appraisals Are Due

Generally, appraisals are to be prepared annually, with the appraisal period beginning October 1 and ending September 30. If an employee has been on duty at least 30 staff days during the annual appraisal period, then the employee generally should be appraised. Exceptions to an annual appraisal include the following:

- In cases of permanent reassignment of the ratee, the ratee receives a performance appraisal as of the date of the reassignment. The ratee is appraised against the existing selected dimensions. A new appraisal period begins on the date of the reassignment. At this point, dimensions should be reviewed and a new set of dimensions selected as necessary. The rating period continues until the next date of reassignment or the end of the appraisal year, whichever comes first.
- If unit management believes it is appropriate, appraisals may be prepared when there is a change in rater during the appraisal year. For more guidance, see the section entitled "More than One Supervisor During a Rating Period."
- Appraisals may be prepared whenever supervisors and/or managers have performance concerns. See GAO Order 2432.1, "Dealing with Unacceptable Performance," for guidance as to when this is appropriate.

Who Prepares the Appraisal

Usually, the rating should be prepared by 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. The designation of a rater other than the immediate supervisor should be done at the beginning of an assignment.

More Than One Supervisor During the Rating Period

If a ratee has worked for more than one supervisor during the appraisal year, then the supervisors should decide who will prepare the rating. The rating preparation should be a collaborative process with each supervisor providing input on the ratee's performance. In cases when a rater has worked with the ratee for such a short period of time that he or she does not have a basis for assessing the ratee's performance, the rating should be prepared based on the assessment of the other rater.

Who Reviews 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 is designated by GAO and/or unit management and must be a higher grade level than the ratee. The reviewing official should ensure that the rater understands the performance appraisal system, knows how to properly prepare performance appraisals, and is knowledgeable about applicable performance standards.

Role of In-Line Managers

Managers with in-line responsibilities who are not the official raters or reviewers still have an important role to play in the performance appraisal process. These managers such as Unit Directors, Deputy Directors, Branch Managers/Chiefs, or other group/unit managers are encouraged to provide input to the rater and reviewer concerning their perspectives of the employee's performance relative to the standards. This input should be provided before the rating is presented to the employee.

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."

Performance Dimensions and Standards

There are three basic elements of each appraisal: (1) performance dimensions, (2) performance standards, and (3) the five-level rating scale. This chapter identifies the performance dimensions to be rated, specifies detailed standards against which performance will be evaluated, and provides guidance to assist raters in determining the appropriate performance level.

Performance Dimensions

Performance dimensions indicate the major areas for which an employee will receive a rating. The dimensions cover the major activities and responsibilities of the APSS positions and were developed based on extensive job analyses and input from managers and staff.

The dimensions for each APSS subsystem (GS, Secretary and Office Automation Clerk/Assistant, and WS) are located at the end of this chapter. The dimensions in each section are valid only for the job series covered by that section. Raters **must** use the appropriate section of performance dimensions when appraising ratees. Raters may not add performance dimensions from other sections to a rating.

Performance Standards

Performance standards are statements that describe behaviors, outputs, or results that are typical of various levels of performance. Complete sets of standards for each of the three APSS subsystems (GS, Secretary and Office Automation Clerk/Assistant, and WS) are located at the end of this chapter.

In FY 2000, the standards were updated to incorporate GAO-wide guidance and policy changes. The standards have been reviewed and approved by the Comptroller General, the Principal Assistant Comptroller General, and the Assistant Comptroller General for Quality and Risk Management. Additionally, a cross section of managers and staff reviewed and provided comments on the standards.

Five-Level Rating Scale

The five rating levels are as follows

1 = Unacceptable
2 = Below Expectations
3 = Meets Expectations
4 = Exceeds Expectations
5 = Outstanding

Detailed standards have been developed for three performance levels – **Outstanding, Meets Expectations**, and **Unacceptable.** The standards for each of the various performance levels are listed in columns directly below those performance levels in accordance with the following format.

An **Unacceptable (1)** rating is warranted when in the judgement of the rater an individual's performance is ***frequently*** characterized by behaviors, outputs, and/or results described in the standards listed under Unacceptable. In general, ***frequently*** is defined as happening "on numerous occasions." In some cases, however, the behavior or result could be so egregious and potentially harmful to the product, work environment, or agency reputation that relatively few instances would be sufficient to warrant this rating. An Unacceptable rating means the ratee's performance was so deficient as to warrant removal from the position or GAO.

A **Meets Expectations (3)** rating is earned when in the judgement of the rater an individual's performance usually is characterized by behaviors, outputs and/or results described in the standards listed under Meets Expectations. In general, ***usually*** is defined as happening regularly and routinely or happening much more often than not. Meets Expectations means that the ratee has performed at a fully successful manner at his/her grade level according to GAO standards.

An **Outstanding (5)** rating is justified when in the judgement of the rater an individual's performance ***almost always*** is characterized by behaviors, outputs, and/or results described in the standards listed under Outstanding. In general, ***almost always*** is defined as happening nearly all the time or invariably. Outstanding means that the ratee's performance almost always far exceeded expectations.

Ratings at the **Below Expectations (2) and Exceeds Expectations (4)** levels are warranted when in the judgement of the rater an employee's performance is characterized by a mix of behaviors, outputs, and/or results described in the standards listed under more

than one level, and thus the overall performance falls between levels. Thus, for an Exceeds Expectations rating, a ratee's predominant performance for the period should exceed the Meets Expectations level but not fully reach the Outstanding level. Similarly, for a Below Expectations rating, predominant performance exceeds the Unacceptable level but does not reach the Meets Expectations level.

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

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 this dimension:

4. Coaching and Motivating

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

5. Applying Computer Capabilities

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. Human Capital Operations
29. Developing and Implementing Human Capital Programs, Policies, and Procedures
30. Preparing and Evaluating Budget Proposals
31. Preparing Financial Records/Accounts
32. Soliciting, Negotiating, Writing, and Monitoring Procurement Instruments
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; contributing to a work environment that encourages open and constructive communication, working cooperatively and 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 Equal Employment Opportunity.

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.

Usually:

Treats customers and/or coworkers with courtesy and respect; is discreet when discussing confidential matters; supports Equal Employment Opportunity.

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.

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; furthers Equal Employment Opportunity.

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.

1. Teamwork and Interpersonal Behavior (Continued)

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 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. Does not perform fair share of team's work.

Does not contribute to a work environment that supports open communication. Criticizes others with no substantive basis or constructive suggestions for change or improvement; offers criticism or unsolicited advice that is tactless or inappropriate.

Usually:

Works cooperatively and 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; demonstrates a dedicated effort to the team's work.

Contributes to a work environment that encourages open and constructive communication. Offers valid and constructively-worded criticism.

Almost Always:

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; is a model team player, setting an example of maturity, fairness, and support.

Leads by example in creating and maintaining a work environment that encourages open and honest communication. 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.

2. Service Orientation

Eliciting and attending to job-related needs, requests, feedback, and concerns of customers, both internal and external; clarifying requests for service; demonstrating commitment to GAO's core values (i.e., Accountability: carrying out tasks and assignments efficiently, effectively, and economically; Integrity:ensuring that work products and services are professional, objective, fact-based, fair, and balanced; Reliability: providing products and services that are timely, accurate, useful, and clear); providing accurate, thorough, balanced, 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:	Usually:	Almost Always:
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 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.
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 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.
Demonstrates a lack of understanding or commitment to GAO's core values when responding to requests for services or information.	Demonstrates a solid understanding and support of GAO's core values when responding to requests for service or information.	Demonstrates a dedicated and earnest commitment to GAO's core values in providing services or information.
Provides information, products, or assistance that is inaccurate, incomplete, or outdated.	Provides information, products, and/or assistance that is complete and correct; seeks to ensure that the customer understands the information provided or obtains the service and/or products needed.	Provides accurate, thorough, balanced, and prompt 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.

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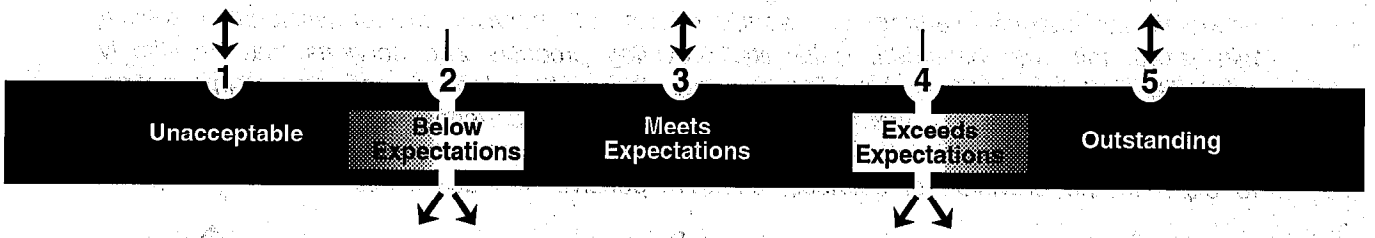
2. Service Orientation (Continued)



Frequently:	Usually:	Almost Always:
Does not display a helpful or cordial attitude; fails to calm or reassure confused, frustrated, or demanding customers; demonstrates a negative or unhelpful attitude.	Is pleasant when greeting or assisting others; deals with difficult and demanding customers politely. Maintains a positive attitude.	Is cordial and highly 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. Leads by example by setting and encouraging a positive attitude.
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 services.	Provides information, products, and/or service in a timely manner; follows up to ensure that others receive requested information, products, and/or services. Balances people, products, and services appropriately.	Acts promptly and proactively to expedite requests or services; is keenly aware of the time constraints and other special requirements of the customer and persistently follows up to ensure that they are met.
Fails to consider human capital matters, products, and services.	Appropriately considers human capital matters, products, and services.	Balances human capital matters, products, and services, such that burden or stress is minimal.

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; understanding and supporting GAO's core values (Accountability: carrying out tasks and assignments efficiently, effectively, and economically; Integrity: ensuring that work products and services are professional, objective, fact-based, fair, and balanced; Reliability: providing products and services that are timely, accurate, useful, and clear); producing high-quality work under time or resource constraints; responding to criticism constructively; adhering to policies, procedures, and regulations.

Frequently:	Usually:	Almost Always:
In carrying out work, demonstrates a lack of commitment to GAO's core values.	Demonstrates a solid understanding and support of GAO's core values in carrying out assignments.	Demonstrates a dedicated and earnest commitment to GAO's core values in all aspects of work.
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.	Manages own work effectively; works on most important or urgent tasks first, completing work in a timely manner; uses new and more efficient procedures or technology, where applicable.	Prioritizes own workload, effectively performing/managing multiple 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.
Fails to keep supervisor or coworkers informed about work status or planned absences; interrupts others with unimportant questions; refuses to delegate tasks, when necessary; shows up late or misses staff meetings; requires excessive supervision.	Keeps supervisors and coworkers informed about work status and consults them on problems; gives supervisor sufficient notice of planned absences; attends staff meetings on time; requires minimal supervision.	Discusses work status and problems with supervisor and relevant coworkers; makes complete arrangements for accomplishing duties during absences, anticipating all possible obstacles; conscientiously communicates up and down to all involved/affected parties; attends and participates enthusiastically in staff meetings; requires minimal, if any, supervision.
Is reluctant or refuses to take on additional work or help coworkers, even when not busy; relies excessively on assistance from others.	Accepts additional work assignments and helps coworkers, when possible carries a fair share of the workload; demonstrates a dedicated effort.	Actively pursues additional responsibilities, requesting challenging, novel, or unusual assignments; voluntarily helps coworkers, even when busy; carries a substantial workload; leads by example, both demonstrating and fostering a dedicated effort.

3. Individual Work Productivity (Continued)

Frequently:

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

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

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

Usually:

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

Accepts constructive criticism; responds positively to suggestions for improvement; acknowledges own mistakes and takes corrective action; contributes to a work environment that encourages open and constructive communication.

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

Almost Always:

Eagerly contributes whatever additional time and effort is required for ensuring timely, high-quality products and services; concentrates and works persistently on the assignment at hand, even if interrupted frequently.

Is highly responsive and open to feedback, encouraging others to provide suggestions for improvement; takes responsibility for own mistakes and diligently avoids recurrence; actively promotes a work environment that encourages open and constructive communication.

Is well-versed in and follows pertinent policies and procedures rigorously; exercises good judgement and obtains supervisory approval when departing from standard procedures.

4. Coaching and Motivating

Assigning and delegating tasks clearly and equitably while taking account of subordinates' interests and abilities as well as the priorities, policies, and goals of GAO; setting clear performance standards and specific goals with others; motivating others through feedback, goal setting, recognition, awards, and promotions; encouraging open and honest communication; observing and appraising others fairly, objectively, and in accordance with performance standards; recognizing individual and team efforts; taking disciplinary action when appropriate; planning or conducting developmental training activities with others; disseminating necessary information; leading by example.

Frequently:	Usually:	Almost Always:
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.	Establishes and explains work expectations, standards, and priorities concisely and clearly; provides timely and sound advice and coaching; ensures staff is well informed, holding informative and productive group and individual meetings; is accessible to staff and actively gathers and implements suggestions from employees.
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; fully utilizes staff; keeps track of progress on delegated tasks.	Effectively delegates work, considering GAO's needs and employees' capabilities, interests, and developmental needs; fully and effectively utilizes staff; oversees delegated tasks to monitor work progression, identify potential problems, intervene appropriately, and reassign work and realign priorities to ensure timely and effective goal accomplishment.
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; creates and maintains a work environment that encourages open and honest communication; provides adequate feedback on how to perform tasks correctly; deals effectively with most employees.	Deals with employees in an open, professional manner; inspires others; rewards good performance with recognition; provides constructive, specific, and timely feedback on performance and work products; effectively counsels and encourages employees who have motivational or performance problems; develops esprit de corps so adeptly that nearly all feel a sense of commitment to and ownership of work.

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4. Coaching and Motivating (Continued)

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.	Properly 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 performance and timely and accurately appraises performance with full adherence to performance standards; 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.
Does not participate in staff capacity building efforts; 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.	Participates in staff capacity building efforts (hiring, promoting, training, succession planning, and team-building); informs employees of available training programs and helps employees plan ways to meet performance improvement goals; encourages staff to develop individual training plans.	Leads and fosters staff capacity building efforts; is proactive in identifying training and career development opportunities for staff, skillfully tailoring development plans, eagerly discussing career advancement and developmental experiences.
Does not adhere to equal opportunity and merit systems principles in making decisions regarding staff and does not take steps to ensure staff have adequate opportunities to demonstrate capabilities.	Adheres to equal opportunity and merit systems principles in making decisions regarding staff and in taking steps to ensure that all staff have the opportunity to demonstrate capabilities.	Leads by example, championing and complying with equal opportunity principles in making merit based decisions regarding staff; demonstrates added effort in ensuring that all staff have ample opportunities to demonstrate capabilities.

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 and using the computer technology implemented by GAO; fails to refer to manuals to learn or answer questions about computer equipment or software; requires excessive assistance from others.

Uses computer functions or software packages ineffectively or inefficiently; lacks knowledge of available software, overly relying 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 and uses computer technology implemented by GAO; refers to the appropriate manuals, attends training courses, and practices new skills.

Uses computer functions and software packages effectively; develops practical ways to use computer capabilities to get the job done; is knowledgeable about and adept with the suite of software used in GAO; sets up tasks to utilize computer functions properly.

Almost Always:

Adapts readily and strives to master computer technology as soon as possible after implementation by GAO; refers to the appropriate manuals and seeks training to hone skills and learn new features provided by the technology.

Adeptly applies computer functions and software packages in ways that minimize assistance needs, save time, and enhance efficiency; develops innovative ways to use computer capabilities to enhance work quality and improve productivity; actively seeks 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.

6. Acquiring and Applying Specialized Knowledge

Keeping current in 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:	Usually:	Almost Always:
Demonstrates a lack of knowledge and fails to keep up with changes in policies, procedures, regulations, or legislation that apply to area of specialization or responsibility; fails to recognize how changes in policies, procedures, regulations, or legislation affect area of specialization or responsibility and therefore is unable to help GAO respond appropriately.	Is knowledgeable about and aware of changes to policies, procedures, regulations, and legislation that apply directly to area of specialization or responsibility.	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 and quickly and accurately recognizes how changes in policies, procedures, regulations, and legislation affect own area of responsibility or specialization, and acts to ensure that GAO responds 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.	Attends training courses and participates in other developmental activities to maintain special knowledge and skills and tracks key sources to keep abreast of developments in area of specialization.	Actively pursues opportunities to enhance own knowledge and skills; seeks additional training and requests challenging assignments; reads numerous documents, contacts sources outside GAO, and attends professional development activities (e.g., seminars, conventions) to remain highly informed in area of specialization.
Lacks knowledge or understanding in 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 for job-related advice; fails to adhere to the standards of own job or profession.	Appropriately applies knowledge relevant to area of specialization or responsibility; makes decisions, exercises judgment, and responds to questions in ways that are technically correct; is recognized as knowledgeable in specialty area; adheres to the standards of job or profession.	Demonstrates exceptional depth and breadth of knowledge in 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 an expert in specialty area and is sought for job-related advice; leads by example ensuring that standards are upheld.
Provides advice or consultation that is too technical, impractical, superficial, inaccurate, or misleading; allows personal views, interests, or biases to influence judgment; is unable to recognize even major flaws in the reasoning or arguments of others when specialty area is involved.	Provides advice or consultation that is accurate, objective, and appropriate for the situation; recognizes flaws in the reasoning or arguments of others when own specialty area is involved.	Provides advice or consultation that is sound, technically accurate, sensitive to practical constraints, and free from personal bias; is an effective change agent; recognizes even subtle flaws in the reasoning or arguments of others when own specialty area is involved.

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:	Usually:	Almost Always:
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.	Gathers accurate, complete, and current information using a variety of sources; obtains information in a timely manner.	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.
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.	Gathers useful information and weeds out irrelevant or inappropriate material; considers the time in which information must be gathered.	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.
Fails to conduct or does not prepare adequately for information-gathering interviews; because interviews are poorly prepared or organized, important data are not elicited.	Interviews others and gathers necessary information; is prepared for information-gathering interviews.	Expertly elicits complete information from others, tactfully probing for essential data; is thoroughly prepared and well organized for information-gathering interviews.
Does not know which database to search or accesses inappropriate databases when searching for information; is unable to locate required information (e.g., uses incorrect code words).	Is knowledgeable about relevant electronic sources and databases to search for, retrieve, and access information effectively; uses search methods properly.	Searches for, retrieves, and accesses all requested electronic information with expert speed, efficiency, and accuracy; is skilled in using a number of search methods to locate needed information.
Relies on a limited number of readily available information or reference sources; does not ensure that the most current information is obtained.	Maintains a list of important and current information and reference sources as an aid in data gathering.	Develops key information and reference sources through research, professional organizations, conferences, and personal contacts; compiles and routinely updates 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., such that essential information is lost, misrepresented, or difficult to interpret.	Designs effective forms, questionnaires, etc., to collect information.	Designs forms, questionnaires, etc., that focus precisely on the data gathering need and maximize efficient use of respondent's time.

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, GAO core values, and GAO authority.

Frequently:	Usually:	Almost Always:
Is lax about following GAO authority, rules of evidence, rules of discovery, ethical standards, or GAO core values when conducting investigative procedures; produces evidence that is inadmissible.	Follows GAO authority, rules of evidence, rules of discovery, ethical standards, and GAO core values in conducting investigative procedures.	Conscientiously complies with GAO authority, rules of evidence, rules of discovery, ethical standards, and GAO's core values; ensures that investigative procedures always result in evidence that is admissible.
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.	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; assures that data collected is professional, objective, fact-based, fair, and balanced.	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; assures that data collected is professional, objective, fact-based, fair, and balanced.
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.	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.	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 carelessly or without adequate explanation to those involved, creating disruption and failing to obtain useful evidence.	Properly conducts searches, treating those involved with respect and courtesy.	Conducts searches purposefully, systematically, and professionally, minimizing disruption and maximizing the collection of useful evidence.

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8. Collecting Evidence (Continued)

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.

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 and core values, 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 a solid 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 proper 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.	Appropriately consolidates information; provides a complete and accurate assessment of a situation; chooses an appropriate analytical methodology; conducts solid analyses and makes prudent recommendations; assures that GAO products are professional, objective, fact-based, fair, and balanced.	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; assures that GAO products are professional, objective, fact-based, fair, and balanced
Fails to give appropriate consideration to findings of fact, weight of evidence, laws, regulations, GAO standards, or GAO core values 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, GAO standards, and GAO core values 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, GAO standards, and GAO core values to arrive at conclusions that can withstand rigorous scrutiny; draws sound conclusions based on accurate, thorough, and current information; prepares for possible challenges.

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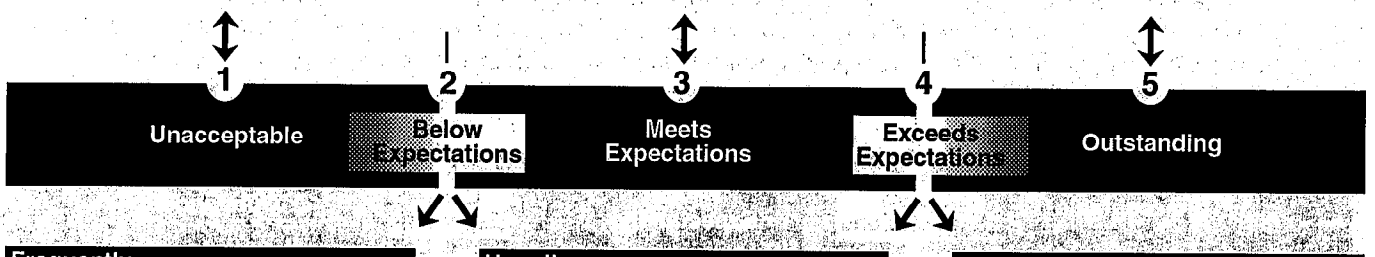
9. Analysis and Review (Continued)



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 and GAO core values; is aware of 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, standards, and GAO core values; 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.

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:	Usually:	Almost Always:
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.	Selects a research methodology, data analysis, or software package appropriate to the task; explains the rationale for these decisions; performs statistical procedures properly and accurately; corrects errors in analyses when checking data.	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, 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.	Accurately interprets, summarizes, or reports statistical analyses; presents data in an understandable fashion that satisfies the needs of the organization.	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.

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:	Usually:	Almost Always:
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.	Participates in one-on-one communication by effectively listening to others and following-up with appropriate questions.	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.
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.	Speaks in an organized and informative manner, conveying a clear and understandable message; responds appropriately to unanticipated questions and comments.	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.
Uses terms difficult for the listener to comprehend; loses listener attention and interest; is ineffective in eliciting listener involvement.	Tailors language effectively to the listener; maintains listener attention and interest; elicits listener involvement.	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.
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.	Delivers a quality presentation suitable for the purpose, listener, and time requirements; uses demonstration techniques, audio-visual aids, or sample/briefing materials properly ; is comfortable in verbal interactions with large and small groups; refers to notes appropriately.	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.

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 form and punctuation, and checking all citations for thoroughness and accuracy.

Frequently:	Usually:	Almost Always:
Writes materials that are poorly organized, illogical, or fail to highlight key concepts; does not obtain editorial, proofreading, or production assistance when required, materials are provided late.	Writes well-organized, logical materials that cover essential topics; obtains editorial, proofreading, and production assistance as required; provides materials in a timely manner.	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; provides materials ahead of time.
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 feedback may be directed; is frequently unable to rewrite drafts to meet editorial standards or review requirements.	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.	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.
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.	Uses correct grammar, punctuation, format, etc., and includes an accurate and current list of citations, reference materials, attachments, and enclosures; customizes material and conforms to special requirements; includes graphic illustrations or examples that support text.	Writes materials that incorporate correct grammar, punctuation, format, etc., using accurate, current, and most relevant 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.

13. Message Design and Communication

Providing early assistance in report conferences or other team sessions, to effectively outline and structure the message to be 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; ensuring that GAO products are professional, objective, fact-based, non-partisan, non-ideological, fair, and balanced.

Frequently:	Usually:	Almost Always:
Fails to understand the message or structure of the written or visual communication, adding little or no value to 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.	Provides early assistance in report conferences and other team sessions to structure and outline the message of a written or visual communication; is able to envision a logical and cohesive end-product; conveys abstract concepts in a workable form.	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 abstract or complicated concepts in a meaningful, 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.	Works collaboratively with the author, client, and other involved staff; effectively queries clients about the structure, emphasis, and tone of the message; provides technical advice when asked.	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 based on limited analysis resulting in products not clearly related to the message, conclusions, or recommendations; fails to provide or consider suggestions for improvement.	Designs, drafts, or edits written or visual communications effectively; provides and considers suggestions for improvement.	Designs, drafts, or edits written or visual communications that evidence in-depth analysis and superior craftsmanship; carefully provides and considers suggestions for improvement and skillfully incorporates them when appropriate.
Ineffectively tailors or adapts GAO communications to the intended audience(s); presentation or visual form of the communication is inappropriate for the target audience.	Effectively tailors or adapts GAO communications to the intended audience(s); ensures appropriate presentation or visual form.	Expertly tailors and adapts GAO communications to the intended audience(s); ensures highly professional presentation or visual form.

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13. Message Design and Communication (Continued)

Frequently:

Ineffectively drafts, synthesizes, or rewrites GAO reports or other special documents for Congress, the Executive Branch, or the highest levels of GAO management; does not effectively apply GAO's standards of quality or core values.

Usually:

Applies GAO's standards of quality and core values (accurate, objective, fact-based, complete, clear, fair, and balanced) 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 expertly applies GAO standards of quality and core values (accurate, objective, fact-based, complete, clear, fair, and balanced).

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 alter 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 regularly 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; ensures that editorial changes enhance but do not alter the technical accuracy of the document; performs an 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 rationale for suggested revisions, facilitating collaboration, acceptance, and learning.

15. Copy Editing

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.

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

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 as necessary; makes clear corrections on draft copies.

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

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.

Adeptly prepares and uses aids such as style sheets to enhance the quality of edit work, thus ensuring 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.

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; 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.
Does not effectively implement 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.	Effectively implements counseling theories and techniques; makes effective referrals; is aware of which problems are properly managed within the GAO counseling community.	Expertly applies 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.
Displays disinterest in helping supervisors become more actively involved in staff counseling and referral.	Effectively helps supervisors deal with staff problems, difficult interpersonal situations, and troubled employees.	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.

17. Representing GAO

Dealing effectively and efficiently with other government agencies, business and professional groups, colleges and universities, etc.; demonstrating commitment to GAO's core values (Accountability: carrying out assignments and tasks efficiently, effectively, and economically; Integrity: ensuring that work products and services are professional, objective, fact-based, fair, and balanced; Reliability: providing products and services that are timely, accurate, useful, and clear); demonstrating professionalism in all contacts, both official and unofficial; providing convincing support for a point of view within the GAO community.

Frequently:	Usually:	Almost Always:
Displays an uncooperative or disinterested attitude in professional relationships; is a poor advocate for GAO's interests.	Builds professional relationships both within and outside of GAO; advocates GAO's interests and core values.	Sets an example of professionalism, excellence, and integrity as a representative of GAO; skillfully builds rapport and develops positive professional relationships both within and outside of GAO; persuasively advocates GAO's interests and core values.
Serves as an ineffective representative of GAO in dealings with government, business, professional groups, colleges and universities, or the media.	Effectively represents GAO in interactions with government, business, professional groups, colleges and universities, or the media; assures that all products and services are professional, objective, fact-based, fair, and balanced.	Is highly credible, polished, and prepared when dealing with government, business, professional groups, colleges and universities, or the media, enhancing GAO's reputation; assures that all products and services are professional, objective, fact-based, fair, and balanced.
Does not contribute to the exchange of information or exchanges inappropriate information when attending meetings or conferences, creating an unfavorable impression of GAO.	Actively and appropriately participates in meetings and conferences when representing GAO.	Adeptly affects the outcome of meetings and conferences by exchanging data, discussing common problems, suggesting initiatives, etc.; successfully promotes GAO's public image.

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:	Usually:	Almost Always:
Overlooks or misses errors, even when there is little time pressure; forwards or processes inaccurate forms, records, documents, etc.	Detects and corrects errors; forwards or processes forms, records, and documents accurately and in a timely manner.	Has a good "eye for detail;" detects and corrects all errors, even under time pressure; notices errors or inconsistencies that others have missed; is proactive and anticipates need for forms, records, and documents and forwards or processes them without being asked.
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.	Selects and completes forms appropriately and correctly; attends to important information on paperwork, making sure that action is taken in a timely 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.
Omits appropriate or obtains inappropriate information, signatures, or approvals; forwards materials without verifying that critical information is present or accurate.	Checks forms for appropriate information, signatures, and approvals, obtaining additional information when needed.	Obtains all appropriate information, signatures, and approvals promptly; conscientiously verifies that all information is present and accurate before forwarding materials.
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.	Takes action to correct errors and problems identified in forms, records, and documents; attempts to correct errors and problems in affected areas.	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.
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.	Updates logs and records accurately and regularly.	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.
Makes computation errors and fails to catch these mistakes; does not question or notice figures that "look wrong."	Makes calculations properly and catches mistakes.	Ensures that all calculations are error-free, questioning and recalculating figures that "look wrong;" double-checks calculations, identifying and correcting all errors.

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.	Effectively conducts inspections, 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.	Properly performs physical inventories, noting 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.	Is alert to safety hazards and code violations; appropriately applies 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.
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.	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.	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.

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 an excessive amount 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 unusual orders; requisitions supplies far enough in advance so that they arrive before existing stores are depleted.
Fails to make timely mail deliveries or delivers mail to the wrong location; gets so far behind schedule on mail runs that important letters or packages miss mailing or delivery deadlines; does not obtain proper signatures on special mail.	Makes timely delivery of mail 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.	Conscientiously delivers mail quickly and to the correct location; is highly knowledgeable about GAO's physical layout and mail stops; 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 photocopier.	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 photocopier 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.
Allows office equipment to fall into disrepair; is unable or unwilling to perform even simple equipment maintenance when needed (e.g., removing jammed paper from printers or copiers); fails to call for service promptly when office equipment breaks down.	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.	Meticulously maintains office equipment in the best possible working condition; cleans and conducts routine maintenance on equipment between professional service calls; promptly calls for service when office equipment breaks down and follows up to ensure correction.

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20. Handling and Processing Materials and Mail (Continued)

Frequently:

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:

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:

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.

21. Managing

Managing an organizational unit or work group in support of its overall mission, policies, procedures, regulations, and core values; forecasting, organizing, budgeting, and using current technology and other resources to achieve operating goals; employing matrix management approaches (determining and applying integrated solutions to complex problems; crossing organizational lines to staff or partner projects; working as an integrated team); fully utilizing staff; balancing human capital, products, and services; balancing competing demands or points of view anticipating obstacles, realigning priorities, and taking action to overcome emergencies, unexpected situations, or the loss of important resources; complying with equal opportunity and merit principles.

Frequently:	Usually:	Almost Always:
Develops resource plans that are vague and/or unrealistic; fails to accurately estimate needs or identify resource needs promptly, leaving insufficient time for action; ignores matrix management approaches.	Develops reasonable resource plans, employing matrix management approaches; identifies 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; skillfully employs matrix management approaches in planning and carrying out assignments.
Plans or applies work procedures, policies, and/or technology that are out-of-date, unresponsive to office needs, or inconsistent with established guidance or GAO core values.	Plans and applies work procedures, policies, and/or technologies that meet office needs, support the overall mission, and are consistent with established guidance and GAO core values.	Proactively plans and implements work procedures, policies and/or technologies that significantly enhance work accomplishment, facilitate transition during periods of change, ensure mission accomplishment, and are consistent with established guidance and GAO core values.
Does not define or poorly defines priorities; establishes priorities that are unworkable, given needs of affected offices and divisions; favors completion of certain projects at the expense of higher-priority work; distributes work or allocates resources inefficiently.	Defines priorities, allocates and reallocates resources practically and balances people, products, and services, such that assignments are completed on schedule and within cost; checks with affected units to ensure priorities are reasonable.	Defines priorities clearly and efficiently on the basis of urgency, sensitivity, complexity, and anticipated work requirements; expertly balances and realigns resources, products, and services to ensure smooth accomplishment of competing priorities; coordinates priorities with affected units; makes assignments that maximize efficient and cost-effective use of all available resources.

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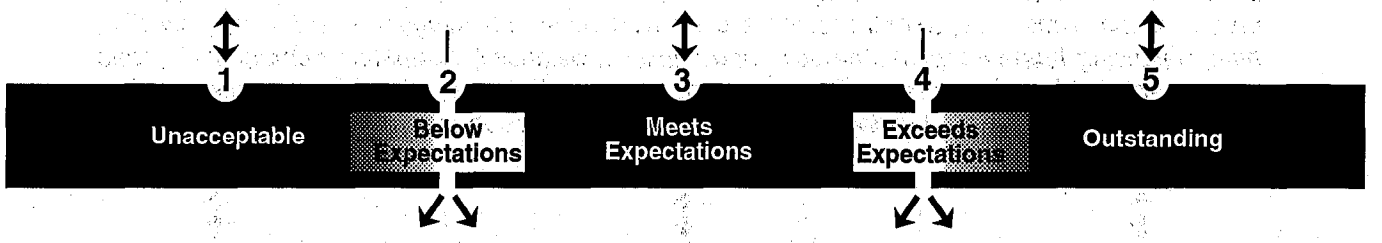


Frequently:

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

Neglects to carry out or ineffectively carries out staff capacity building responsibilities.

Ignores equal opportunity and merit system principles in making decisions regarding hiring, promoting, training, and rewarding staff; does not provide opportunities for staff to demonstrate their potential.

Usually:

Monitors workflow and resource usage to ensure timely work accomplishment; takes timely action to resolve emergencies or problems.

Is attentive to the full range of staff capacity building responsibilities—hiring, promoting, succession planning, and team building.

Adheres to equal opportunity and merit system principles in making decisions regarding hiring, promoting, training, and rewarding staff and in taking steps to ensure that all staff members have the opportunity to demonstrate their capabilities.

Almost Always:

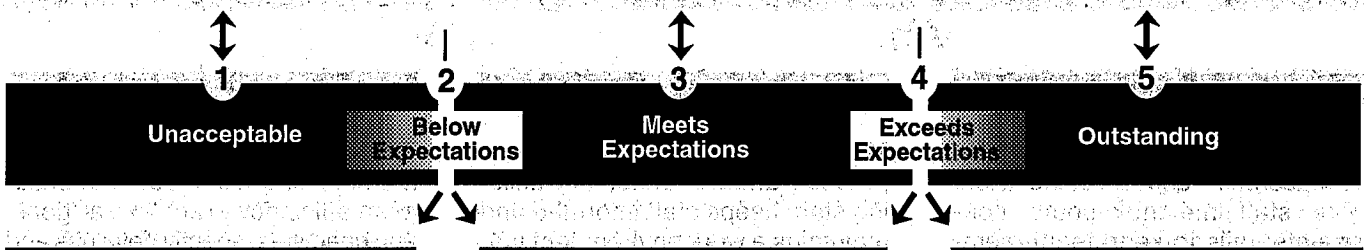
Vigilantly monitors workflow and resource usage, closely tracking day-to-day progress against work schedules; establishes internal controls to systematically monitor quality and work volume to immediately identify waste, delay, and substandard work; anticipates emergencies or problems and generates effective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

Diligently carries out the full range of staff capacity building responsibilities-hiring, promoting, succession planning, and team building.

Gives due diligence in applying equal opportunity and merit system principles in making decisions regarding hiring, promoting, training, and rewarding staff; assures that all staff members have the opportunity to develop and demonstrate their full potential.

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 and GAO's core values; planning and monitoring objectives, goals, and timelines to ensure continuity in task accomplishment; making adjustments in plans or assignments to deal with changing circumstances and balancing human capital matters, products, and services; delivering products and services which are high-quality, professional, objective, fair, and balanced within established time frames; ensuring all documentation is sufficient and precise; working proactively to apply matrix management approaches and new or existing technology to address current needs or future demands.



Frequently:	Usually:	Almost Always:
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 require significant modification or must be reworked completely.	Develops plans that effectively recognize obstacles and address salient points in a realistic time frame; develops plans that require minimal revision for management acceptance.	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.
Fails to apply applicable guidance or GAO's core values; fails to collect appropriate input or collects input but is not responsive to suggestions; over-accommodates individual preference to the extent that quality is compromised; ignores or avoids matrix management approaches in planning and carrying out work.	Gives appropriate consideration to all applicable guidance and GAO's core values; appropriately collects and reviews input from others on plans and activities; uses matrix management principles in developing and delivering products and services.	Assures the inclusion of all applicable guidance and GAO core values in planning and executing work; elicits information, feedback, and suggestions from key offices and individuals, expertly applying matrix management approaches; assesses needs, integrates ideas, and negotiates competing points of view to ensure products and services are high quality, professional, objective, fair, and balanced.
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.	Works cooperatively, coordinating activities and events with involved offices and individuals, providing sufficient notice and explaining relevant details.	Coordinates activities and events with involved offices and individuals, working intensively and collaboratively with them on plans and concerns; proficiently incorporates their input and addresses their needs; gives detailed, complete, and accurate information and sufficient notice about project planning and implementation.

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22. Developing and Managing Projects, Programs, and Systems (Continued)

Frequently:

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 or to promote open communication.

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:

Makes work assignments that are practical and workable, fully utilizing staff; keeps staff informed and maintains a work environment that encourages open and constructive communication.

Regularly 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.

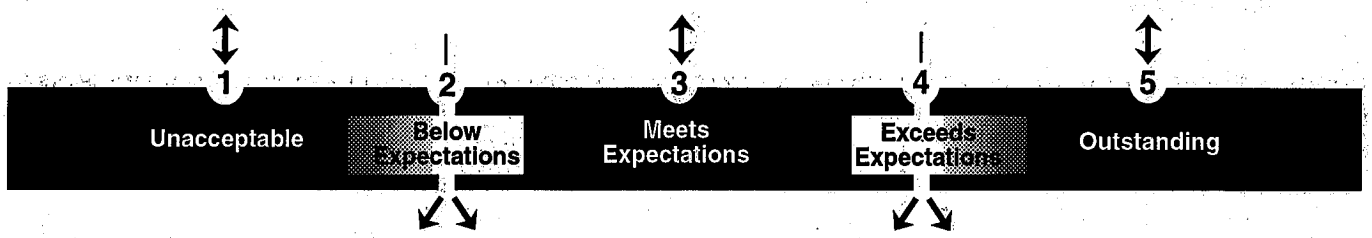
Almost Always:

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

Monitors progress closely, taking immediate corrective action when problems arise; skillfully 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; leads by example.

23. Administrative Scheduling and Coordinating

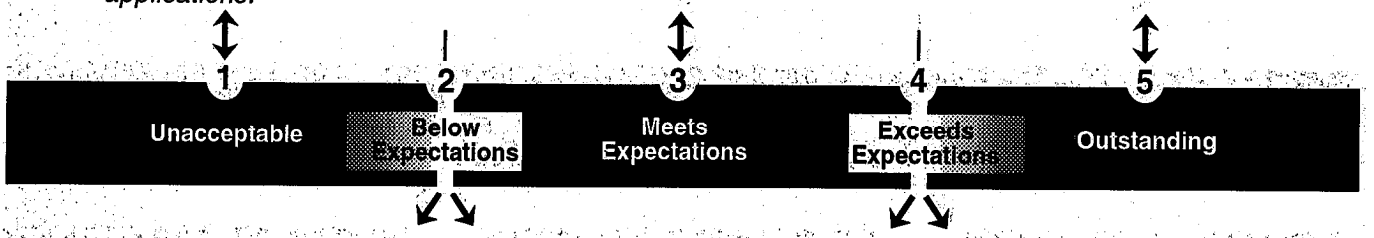
Scheduling, tracking, and verifying conferences, meetings, training, travel, etc.; making arrangements that are economical, well coordinated, and synchronized, taking all information into account when scheduling and making arrangements; informing others of all arrangements or required changes.



Frequently:	Usually:	Almost Always:
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 that meet requirements of the situation effectively and timely.	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.
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.	Checks others' work schedules and plans to ensure availability; informs others of arrangements; supplies them with needed materials and explains relevant details.	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.
Fails to make or confirm arrangements; does not identify problems, glitches, or obstacles or take prompt corrective action when they arise.	Confirms arrangements; identifies and resolves problems in scheduling and arrangements in a timely manner.	Takes extra steps to verify all arrangements; immediately recognizes problems, generates highly effective alternatives, and takes immediate corrective action.

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 needs or requirements; over-accommodates individual preference to the extent that system quality is compromised.	Collects and reviews system-related input from users on needs, requirements, plans, and activities; appropriately documents user requirements.	Elicits and clarifies information and requirements from users in a highly professional manner; adeptly pinpoints needs, integrates requirements, and prioritizes objectives to ensure high quality and user acceptance; expertly documents user requirements; prepares illustrative samples or expertly demonstrates operational functions of prototypes to stimulate discussion.
Makes recommendations that are unresponsive to user needs, objectives, or requirements, are impractical given resource constraints, or 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 for 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 for system acquisition and implementation effectively, 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.
Gives users inaccurate information or insufficient notice about system design or implementation plans; fails to consult key offices or individuals on plans or problems.	Keeps users informed about system design and implementation activities and events; explains new or unusual system applications; promptly responds to user questions as they arise.	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.

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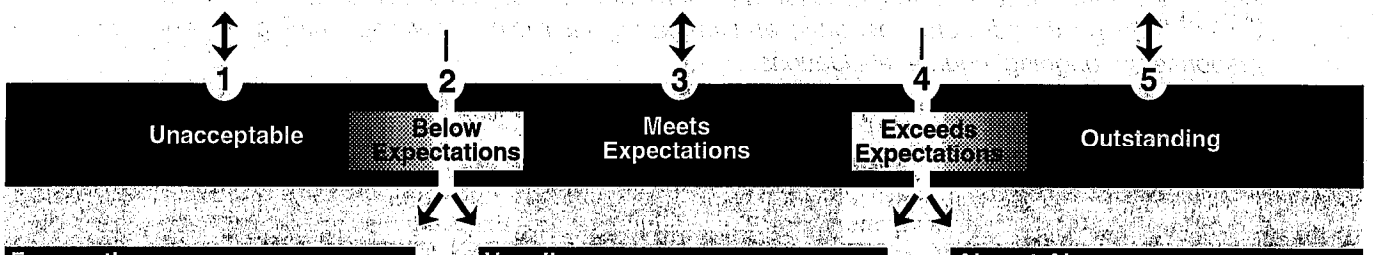
24. Technological Systems Design and Analysis (Continued)



Frequently:

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 informed about system acquisition, implementation, and performance status; periodically makes quality checks on system performance; takes steps to resolve problems within a reasonable time frame.

Almost Always:

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.

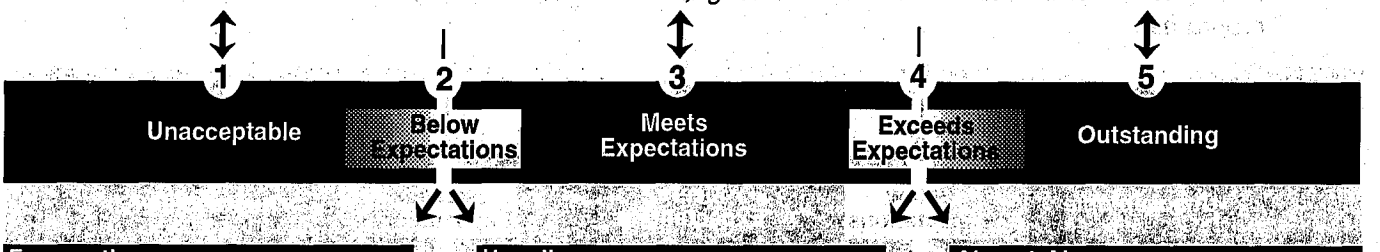
25. Designing Training Courses

Following appropriate course development procedures to ensure courses will meet staff needs and professional standards; 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; recruiting and preparing instructors; revising training materials in response to ongoing course evaluations.

Frequently:	Usually:	Almost Always:
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.	Collects and reviews up-to-date, course-related information from subject-matter experts and intended audiences; identifies learning needs appropriately.	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, accurately, and efficiently.
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.	Designs courses that meet training needs and are well organized, current, accurate, and tailored to the audience.	Designs courses with 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, experience, and culture; ensures content is thorough, accurate, current, and specific, such that interpretation will be consistent across classes.
Fails to incorporate learning tools or incorporates those that are irrelevant, contradictory, or inappropriate for the audience.	Designs and incorporates learning tools and exercises that are appropriate for the target audience and relevant to course objectives.	Designs and incorporates learning tools and exercises that resourcefully or innovatively use appropriate media and techniques, engender audience interest and involvement, and complement course objectives.
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.	Makes changes in response to subject-matter expert or policy advisor review, pilot tests, and evaluations; reviews and updates course materials.	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.
Recruits instructors who are insufficiently qualified or require substantial training to instruct a course; provides instructors with spotty or vague information.	Recruits instructors who know the subject; provides instructors with materials that are clear and complete.	Recruits highly qualified instructors; provides instructors with materials that are so thorough, clear, and self-explanatory that minimal additional guidance is required.

26. Developing Functional and Aesthetic Products and Spaces

Enhancing the aesthetic quality and professional appearance of GAO workspace, productions, publications, or presentations; coordinating color schemes, contrast, lighting, background, and layout 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 constraints.



Frequently:	Usually:	Almost Always:
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 work-flow or space usage needs of the office; — produces artwork or video productions that do not conform to job specifications or that use resources inefficiently.	Prepares designs or products that meet job specifications and uses resources efficiently; products or designs require minimal revision to gain client acceptance.	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 technical or specialized concepts (e.g., color schemes, contrast, lighting, background, decor, physical layout) 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.	Applies technical or specialized concepts (e.g., color schemes, contrast, lighting, background, decor, physical layout) in a manner that is technically correct; concepts or products are aesthetically pleasing and functional.	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 layout creatively, forming an artistic, interesting, and fully functional arrangement; combines elements innovatively, such that audio and visual elements are artfully integrated.
Performs specialized work (such as photography, computer graphics, desktop publishing, typesetting, scanning, film development, drafting, layout, video production, videotape editing, duplication, or recording) improperly; products are sloppy or unfinished.	Performs specialized work (such as photography, computer graphics, desktop publishing, typesetting, scanning, film development, drafting, layout, video production, videotape editing, duplication, or recording) properly, thus, providing quality and timely products.	Performs specialized work (such as photography, computer graphics, desktop publishing, typesetting, scanning, film development, drafting, layout, video production, videotape editing, duplication, or recording) so skillfully that finished products are of the highest quality.

27. Maintaining Security

Ensuring proper administration of all security functions; thoroughly conducting security inspections or background investigations; granting or adjudicating security clearances; requesting or initiating background investigations; 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; conducting security briefings and training; overseeing physical security protective programs.

Frequently:	Usually:	Almost Always:
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.	Demonstrates a solid understanding of security processes and procedures; follows appropriate procedures for securing classified or sensitive materials, special equipment, or cash; carefully follows procedures for disseminating, mailing, handling, and tracking all classified information.	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.
Fails to check the identity or clearance of others when needed; may allow others access to secured areas without appropriate authorization.	Effectively checks and verifies the identity or clearance of others when delivering classified mail or controlling access to a secure area.	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.
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.	Effectively or completely conducts background investigations that permit sound decisions about applicants' clearances; makes decisions that are supported by information.	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 in a cursory fashion, ignoring areas that are inconvenient to access; overlooks security violations or fails to ensure correction.	Effectively inspects the workplace being alert to areas that could contain security violations; notices and documents security violations and follows up to ensure correction.	Expertly 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.
Performs specialized security tasks incorrectly; makes mistakes or fails to catch them.	Performs specialized security tasks properly and in a timely manner.	Executes highly specialized security activities skillfully, with expert precision and accuracy.

28. Human Capital Operations

Performing specialized work in support of staffing, position classification, external recruitment, retention, automated personnel and pay processing, or employee relations and benefits (awards, grievances, adverse actions, etc.); providing expert guidance and assistance to both managers and staff in support of human capital 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 job announcement, competitive examination 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 define a job by collecting accurate, complete, and current information; develops a position description that accurately describes the job and an evaluation statement that supports the assigned grade and series.

Selects appropriate job elements and clearly defines qualifications that accurately describe a job announcement or competitive examination; 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 physically challenged or other special needs personnel.

Selects highly appropriate job elements and defines qualifications that are carefully worded to delineate job announcements, competitive examinations, or applicant briefings; 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.

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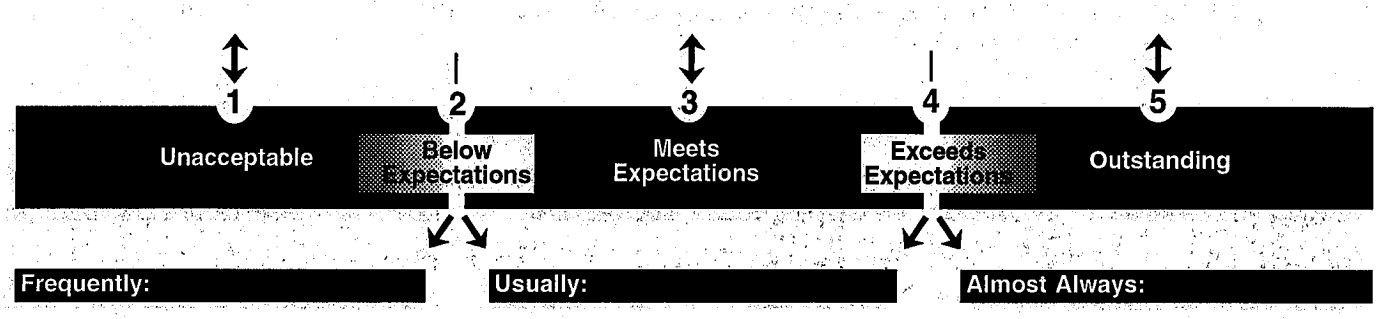
28. Human Capital Operations (Continued)



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 basis for support for personnel actions; fails to provide timely or effective guidance and assistance.

Usually:

Determines and recommends definable actions to take in selection, promotion, transfer, termination, disciplinary or adverse action, etc.; applies professional judgement to give appropriate consideration to policy, prior practice, and the factual situation; provides full documentation in support of 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.); expertly 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 add value and are fully documented; provides comprehensive, timely, objective, and effective guidance and assistance to involved parties.

29. Developing and Implementing Human Capital Programs, Policies, and Procedures

Developing and implementing GAO human capital programs, policies, and procedures that are responsive to customer needs, consistent with available guidance and GAO's core values, 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 capital plans that do not support GAO's mission and core values and fail to anticipate GAO's long-range needs or potential changes.	Develops practical human capital plans that meet and support GAO's mission and core values.	Develops highly effective human capital strategic and contingency plans that meet GAO's mission and core values, anticipating periods of transition and obstacles to progress.
Formulates specific policies or procedures that do not meet current needs, consider future needs, or reflect GAO's core values; policies and procedures are viewed as unacceptable by management.	Formulates specific policies and procedures that reflect GAO core values and address current and future needs; ensures that policies and procedures are technically sound and accurate and gain management acceptance.	Accomplishes current and long-term personnel goals by anticipating and formulating policies and procedures specifically targeted to meet GAO's mission and human capital requirements and reflect GAO's core values; 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 capital program that is unacceptable.	Gathers appropriate information to develop technically sound policies and procedures; consults available guidance resulting in a good human capital program.	Consults widely for advice on formulating policies and procedures; draws out feedback and suggestions from others, both within and outside of GAO; considers all available guidance using informed and professional judgment to develop model human capital programs.
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.	Answers questions regarding the content of personnel policies and procedures for management and staff; explains the basis and the documentation required for personnel actions.	Articulately discusses the content of personnel policies and procedures with 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 personnel actions.
Fails to implement policies or procedures; is slow or unable to adjust resources when required.	Implements policies and procedures appropriately; acts to realign resource priorities when emergencies arise.	Implements policies and procedures in a reasoned, efficient manner, defining priorities and balancing resources; acts creatively, resourcefully, and quickly to realign resources when events arise that could not be addressed in any contingency plan.

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:
Demonstrates a lack of knowledge or understanding of the GAO and federal budget process; 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.	Demonstrates a solid understanding of the GAO and federal budget process; considers important factors or elements for budget preparation and gathers relevant data; ensures that budget proposals incorporate complete information and justifications; asks for and considers budget-related data from other staff and units.	Demonstrates an expert knowledge of the GAO and federal budget process; 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 precise estimations of costs obtaining the most recent cost estimates from customers; 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 problems in budget proposals; consolidates multiple requests and proposals effectively and ensures consistency across units.	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 data are consistent across units and that identical items are not duplicated.
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.	Prepares accurate budget justifications and proposals for management in a timely manner.	Prepares budget justifications and proposals that reflect the needs of the office; submits proposals that are so logical, thorough, and accurate that management acceptance is gained with little or no questioning.

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; identifies errors and problems, discussing problem vouchers with supervisor in a timely and accurate manner; follows up to ensure corrections.	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.	Performs calculations accurately; checks calculations; finds errors in accounts that do not balance; uses current technology, where applicable, to maintain account reconciliations and generate reports.	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; uses current technology effectively and efficiently for multiple purposes.
Enters information in ledgers inaccurately or carelessly; allows records to become outdated and inaccurate.	Enters information in ledgers or records accurately, in a timely manner; checks work carefully before forwarding to supervisor for review and approval.	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; puts extra effort into checking own work to assure completeness and accuracy.
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 by reviewing reports or systems on a regular basis.	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 (Continued)

Frequently:	Usually:	Almost Always:
Provides inaccurate or incomplete information to vendors; waits an unreasonable period of time before correcting vendor payment problems.	Informs vendors and authorizing officials of problems, appropriate procedures, and other information in a timely and accurate manner; identifies potential solutions.	Provides accurate, comprehensive, consistent, and current information to vendors and authorizing officials; 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; at the first sign of problems, involves supervisors in review and approval.
Is lax about following appropriate financial reporting procedures; chooses to disregard or ignore procedures without consulting supervisor.	Follows financial reporting procedures; consults with supervisor as necessary.	Meticulously complies with all financial reporting procedures; appropriately identifies situations requiring departure from standard procedures and clears such departures with supervisor and relevant parties.
Provides summary budget data reports that are inaccurate, incomplete, or so poorly organized that management cannot follow them.	Prepares accurate, complete summary budget data reports or lists.	Prepares summary budget data reports or lists that are accurate, well organized, and complete; reports exceed management needs and provide all needed information.

32. Soliciting, Negotiating, Writing and Monitoring Procurement Instruments

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

Frequently:	Usually:	Almost Always:
Neglects, or is careless or lax about following procurement policies, procedures, or regulations; employs procurement procedures that are susceptible to challenge by the supervisor or offeror/contractor.	Demonstrates a solid understanding of the procurement process for soliciting, negotiating, writing and monitoring procurement instruments; follows appropriate procurement policies, procedures, and regulations.	Demonstrates expert knowledge of the procurement process for soliciting, negotiating, writing and monitoring procurement instruments; 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.
Prepares procurement contract requirements that are unclear or substantively deficient; clarification, major reworking, or multiple solicitation amendments or contract modifications are needed for appropriate solicitation processing or contract performance.	Processes the defined contracting needs and communicates them clearly and accurately in solicitation documents, SOWs, or task orders; identifies and correctly determines objective evaluation criteria; appropriately determines and justifies the type of procurement; prepares task orders or SOWs that are correct.	Thoroughly describes contract needs and objective evaluation criteria; prepares task orders or SOWs that are logical, complete, and precise so that only minor, if any, changes or clarifications are required.
Relies on limited, inaccurate, or unconfirmed information when selecting or negotiating with contractors or vendors; relies heavily on own judgment or lacks objectivity in contractor selection; obtains contracted services or products that are uneconomical or of poor quality.	Obtains and verifies cost and capability information from multiple service or product sources for negotiation and selection; applies predefined selection criteria appropriately; efficiently selects contractors or vendors who provide services or products of high quality at a reasonable cost.	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; obtains top quality contracted services or products as economically as possible.
Reviews cost proposals in a cursory fashion, overlooking miscalculations, irregularities, or inconsistencies with contracting regulations.	Analyzes and identifies inaccuracies, inconsistencies, and irregularities in cost proposals and cost estimation procedures.	Thoroughly analyzes and verifies the accuracy of cost proposals and cost estimation procedures; isolates even complicated and obscure irregularities, inaccuracies, and inconsistencies with contracting regulations, often identifying savings.

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32. Soliciting, Negotiating, Writing and Monitoring Procurement Instruments (Continued)

Frequently:

Monitors contractor or vendor products, services, progress, or costs casually or inadequately; 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:

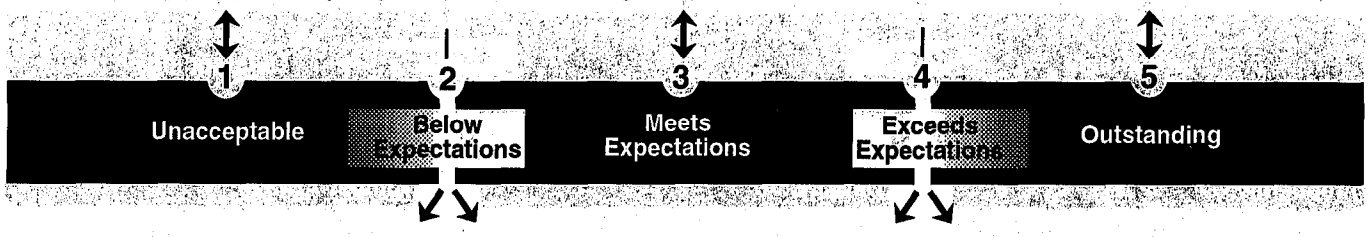
Monitors contractor or vendor and COTR products, services, progress, and costs to ensure high quality and timely task accomplishment; identifies deficiencies and alerts contractor or vendor about problems in a timely manner, following up to ensure corrective action is taken.

Almost Always:

Independently and closely monitors contractor or vendor products, services, progress, and costs, continually reviewing work or products for quality and timeliness; keeps contractors and COTRs 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.

33. Developing and Maintaining Information Resources

Enhancing accessibility of GAO collections, references, archives, and information; ensuring that materials are cataloged, abstracted, indexed, filed, 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 are 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 databases) 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 databases.	Designs, develops, or maintains information reference systems (e.g., archives, references, catalogs, indexing systems, computerized databases) that are organized, accurate, current, and complete.	Designs, develops, or maintains information reference systems (e.g., archives, references, catalogs, indexing systems, computerized databases) 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; compilations takes longer than expected.	Follows established procedures when compiling legislative histories or other extensive information sources; ensures all required documentation and materials are included; completes compilation on time.	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; and completes compilation in less time than expected.

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33. Developing and Maintaining Information Resources (Continued)

Frequently:

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

Usually:

Tracks legislation appropriately, scanning legislative databases; follows legislation tracking and is able to provide accurate, timely information to requesters.

Almost Always:

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

34. Filing and Organizing

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

Frequently:	Usually:	Almost Always:
Places materials in the wrong location or takes an excessive amount of time to file, organize, shelve, etc., materials.	Places materials in the correct location within established time frames.	Uses the filing, shelving, etc., system adeptly; is so skillful in organizing materials that information is quickly returned to its proper location.
Allows materials to become so disorganized or cluttered that information is inaccessible; uses storage space inefficiently; fails to properly mark materials; discards materials inappropriately.	Keeps materials organized and marks them promptly; uses storage space efficiently; ensures that materials are retained appropriately.	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.
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.	Retrieves accurate information for others in a reasonable time frame, requiring minimal supervision or assistance.	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.
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.	Develops a system to organize materials that is straightforward and easy to use; establishes a system to track information adequately.	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 fool proof, yet requires a minimal amount of time to maintain.

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:	Usually:	Almost Always:
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.	Types text, correspondence, tables, and graphs with speed and accuracy; checks own work, finding and correcting errors.	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.
Uses only the most basic functions available in word processing software, thus performs word processing tasks in an inefficient, convoluted manner.	Is knowledgeable about word processing software, producing materials efficiently and effectively.	Is exceptionally adept and efficient in the use of word processing software; streamlines document processing by applying a variety of advanced as well as common software functions.
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.	Uses the proper and 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.	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.
Produces inaccurate or unprofessional transcriptions; fails to check the spelling of unusual words or names when transcribing, relying instead on personal judgment.	Produces clean and accurate transcriptions.	Prepares transcriptions that are neat and error-free; checks the spelling of all unusual words or names when transcribing.

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:	Usually:	Almost Always:
Enters data into computer files slowly, 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.	Enters data into computer files with speed and accuracy; proofs data entry, finding and correcting errors.	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 unobservant or careless when manipulating computer files; accidentally deletes files; fails to verify that files have uploaded or downloaded completely; overwrites important files when copying.	Manipulates computer files properly; uploads, downloads, deletes, or transfers files using proper methods.	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.
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.	Keeps computer files organized; saves, backs up, and labels files regularly and appropriately.	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 properly labeled that others can readily gain access to shared files.
Handles computer hardware, diskettes, or tapes carelessly or recklessly, causing damage; makes no effort to report hardware malfunctions; fails to store diskettes in a safe location.	Handles computer hardware, diskettes, and tapes properly; promptly reports hardware malfunctions so they are corrected within a reasonable time frame; stores diskettes in a safe location.	Handles all computer hardware, diskettes, and tapes carefully and knowledgeably; takes immediate corrective action to report hardware malfunctions and follows through to ensure correction; stores all diskettes in a safe, clean location, labeling them clearly.
Wastes computer resources by using inefficient or incorrect procedures; fails to log off or turn off computer system, ignoring computer security.	Uses computer resources efficiently; logs off or turns off computer system in order to ensure security.	Plans and implements highly efficient procedures to use computer resources (e.g., archiving old computer files, deleting unneeded computer files); is keenly aware of computer security, logging off or turning off computer system at the end of the day to ensure security.

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36. Accessing and Updating Computer Files (Continued)

Frequently:

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

Usually:

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

Almost Always:

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

37. Computer Programming

Applying knowledge of software and computer languages to design or modify efficient, error-free computer programs; organizing databases and writing database 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:	Usually:	Almost Always:
Demonstrates a lack of knowledge of programming languages or database management software; uses languages or types of software that are inappropriate for the situation.	Is knowledgeable about programming and software and selects the appropriate language or software for a given situation.	Is proficient in programming languages; selects the programming language, database 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 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.	Writes programs that operate efficiently and are user friendly; tracks down and corrects bugs and errors in computer programs.	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.
Fails to learn about user needs; prepares programs that are technically correct but do not meet the needs or requirements of the users; produces programs that have to be rewritten or reworked substantially for user acceptance.	Prepares programs that are responsive to users' needs and requirements.	Designs and writes programs that are highly responsive to user needs and requirements; 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 data entry fields or begins entering data without thinking about how the database will be used; sets up databases that have to be redesigned; fails to check on accuracy of data entry, thus, database errors go unnoticed.	Sets up databases in an organized, appropriate fashion; checks on the accuracy of data entry.	Sets up and organizes databases such that the accuracy, efficiency, and completeness of subsequent analyses and data tracking and reporting are enhanced; takes extra steps to ensure database accuracy, performing diagnostic analyses to check for anomalies or inaccuracies in data entry.
Fails to test software or tests software haphazardly and as a result, problems go unnoticed; fails to document software tests in enough detail for later use.	Tests software and catches problems; fully documents software tests.	Tests software and programs thoroughly, with keen attention to potential problems; documents tests precisely so that errors or problems can be pinpointed and eliminated.

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 appropriately 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, and 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; refers to reference materials as needed; finds the sources of unusual equipment or system problems.	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; acquires and examines diagnostic information; systematically eliminates potential failure sources, narrowing in on the problem with each step; develops novel, efficient approaches to diagnose problems.
Allows equipment to run out of supplies, become dirty, or fall into disrepair; lets equipment or system repair needs go unattended for too long, resulting in disruption and delay while repairs are made.	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.	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; vigilantly maintains equipment so 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.

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

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 this dimension:

4. Supervision

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 and Equipment
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 and cooperatively 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; contributing to a work environment that encourages open and constructive communications. This dimension relates to performance in several areas, including reception, supervision, scheduling and coordinating, and personnel-related activities.

Frequently:	Usually:	Almost Always:
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.	Works well with customers and coworkers and others treating them with courtesy and respect; adjusts to different working styles, approaches, or perspectives.	Goes out of the way to work effectively with customers and coworkers to resolve problems, asking for their input, and working to address everyone's concerns; constructively works to maintain positive relations even where goals, cultures, backgrounds, or values differ from their own.
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; fails to contribute, or contributes in ways counterproductive to a work environment that encourages open and constructive communications.	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; contributes to a work environment that encourages open and constructive communications.	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; leads by example in creating and maintaining a work environment that encourages open and constructive communications.
Reacts to feedback with hostility and defensiveness; attempts to shift blame or responsibility for mistakes; displays indifference or sullen opposition to suggestions from supervisor.	Is receptive to constructive criticism; does not react defensively when receiving feedback; considers steps to improve performance.	Listens closely to constructive criticism, accepting it gracefully and responding with improved performance.
Fails to support cooperative projects or those chosen by group consensus, putting own interests ahead of the group's; does not perform a fair share of the team's work or participates in team activities in an unproductive manner, failing to abide by group decisions; has difficulty recognizing role as a team player.	Works cooperatively and supports team endeavors; abides by group decision or final authority; acts as a team player, demonstrating dedicated effort to the team's work.	Actively promotes team endeavors by providing valid input and constructive feedback and ensuring a productive and regular exchange of information; sets an example of professionalism by successfully negotiating disagreements, reaching consensus, and supporting group decisions.

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; demonstrating commitment to GAO's core values (Accountability-carrying out tasks and assignments efficiently, effectively, and economically; Integrity-ensuring that work products and services are professional, objective, fact-based, fair, and balanced; Reliability-providing products and services that are timely, accurate, useful, and clear); informing others of the status of their requests; anticipating requests to expedite the provision of services; being responsive and accessible.

Frequently:	Usually:	Almost Always:
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; makes appropriate referrals.	Conveys full accessibility, willingly providing explanations, service, and advice to others, even when busy; refers customers to those who can provide the most prompt and knowledgeable response.
Does not clarify requests for information or service or negotiate how needs can best be served given practical constraints on time and staff availability.	Properly questions customers to clarify their specific needs and negotiates how these needs can best be met.	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.
Demonstrates a lack of understanding or commitment to GAO's core values when responding to requests for services or information.	Demonstrates a solid understanding and support of GAO's core values when responding to requests for services or information.	Demonstrates a dedicated commitment to GAO's core values in providing services or information.
Provides information, products, or assistance that is inaccurate, incomplete, or outdated.	Provides information, products, and/or assistance that is complete and correct; seeks to ensure that the customer understands the information provided or obtains the service and/or products needed.	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 neither helpful nor cordial when interacting with clients; fails to calm or reassure confused, frustrated, or demanding customers; demonstrates a negative or unhelpful attitude.	Is pleasant when greeting or assisting others; deals with difficult and demanding customers politely; maintains a positive attitude.	Is cordial and highly 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; leads by example by setting and encouraging a positive attitude.

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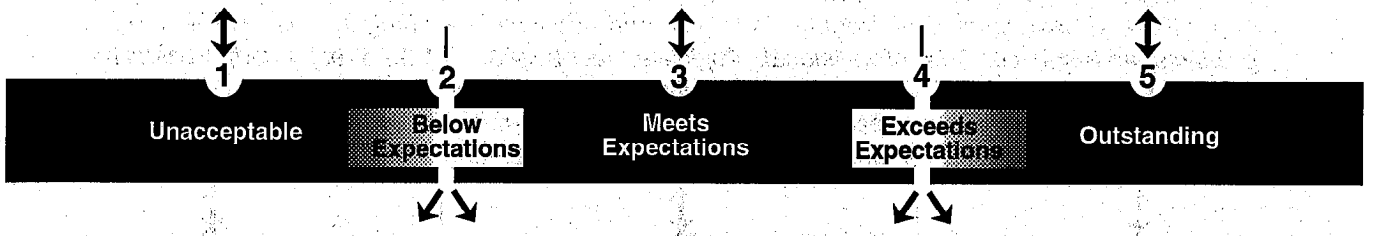
2. Service Orientation (Continued)



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:

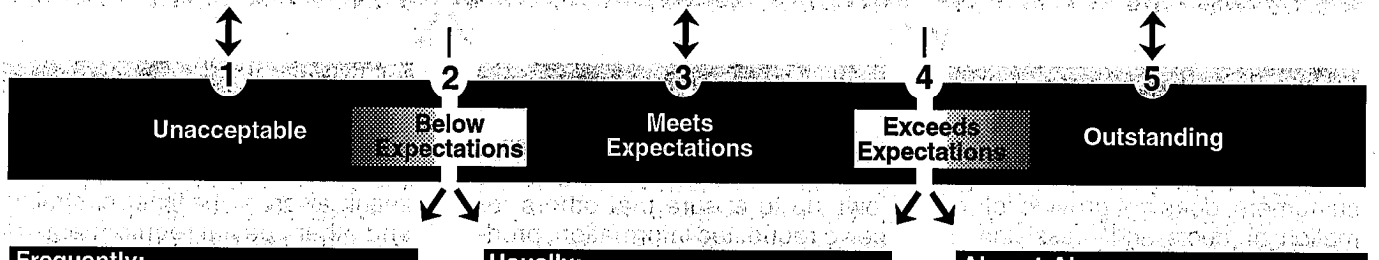
Provides information, products, and/or service in a timely manner; follows up to ensure that others receive requested information, products, and/or service; balances human capital matters, products, and services appropriately.

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; is expert at balancing human capital matters, products, and services.

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; understanding and supporting GAO's core values (Accountability-carrying out tasks and assignments efficiently, effectively, and economically; Integrity-ensuring that work products and services are professional, objective, fact-based, fair, and balanced; Reliability-providing products and services that are timely, accurate, useful, and clear); 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:	Usually:	Almost Always:
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.	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.	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.
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.	Accepts additional work assignments; helps coworkers as time permits, demonstrating a dedicated effort; keeps others informed of work status; uses new and more efficient procedures and technology.	Actively pursues additional responsibilities and requests challenging or unusual assignments; actively seeks suggestions from supervisor on ways to improve individual work performance; leads by example and works diligently to develop new and more effective ways to accomplish work, and implements new uses of current technology; maintains a high level of effectiveness despite distractions in the office.
Demonstrates a lack of commitment to GAO's core values in performing the job.	Understands and supports GAO's core values in carrying out work.	Demonstrates a dedicated commitment to GAO's core values in all aspects of work.
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; discourages open communication.	Puts in the time and effort needed to effectively accomplish work; attends meetings on time and actively participates when appropriate; contributes to a work environment that encourages open communications.	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; actively promotes a work environment that encourages open communications.

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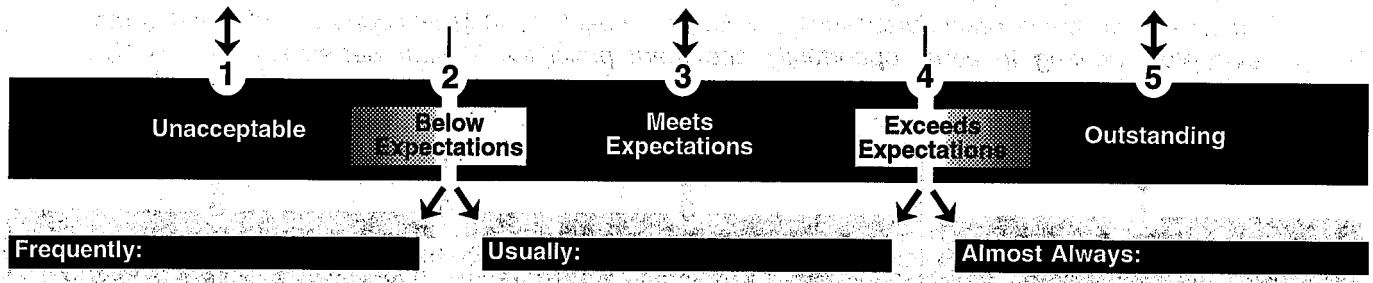
3. Work Orientation and Productivity (Continued)



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 and apply.

Usually:

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

Almost Always:

Demonstrates a thorough understanding of office policies and procedures; uses sound judgment to apply policies and procedures; independently and correctly determines when to depart from them.

4. Supervision

Assigning work to others and coordinating completion of work; fairly monitoring and reviewing performance of others following established performance standards; providing timely, balanced and constructive 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; leading by example, adhering to equal opportunity and merit principles in staff decisions.

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).

Usually:

Assigns work to subordinates; fully and effectively utilizes staff; teaches new staff administrative requirements and procedures; answers questions on assignments and procedures, schedules staff for training, considering work priorities and schedules training during slack periods; follows equal opportunity and merit principles in decisions regarding staff; provides on-the-job reinforcement of newly learned knowledge and skills.

Almost Always:

Leads by example demonstrating a thorough understanding of office needs and work priorities when assigning work to subordinates; strictly adheres to equal opportunity and merit principles in decisions regarding staff; takes initiative to meet with supervisor to prioritize work or resolve disputes on work priority; expertly utilizes staff, considering 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.

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

Deals with other employees in a professional manner; properly observes work performance and products of subordinates; provides timely, balanced, and constructive feedback on how to perform tasks correctly, and how to improve performance; offers and explains the rationale for suggestions; maintains a work environment that encourages open and constructive communications.

Conscientiously reviews work products of subordinates; monitors performance skillfully, applying established performance standards; provides continuous coaching and gives instructions when new situations arise at work; provides timely, balanced, and constructive feedback, providing clear and explicit steps for employee to take in correcting performance deficiencies; promotes a work environment that encourages open and constructive communications.

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:	Usually:	Almost Always:
Allows file material to accumulate indefinitely and allows logs, records, and files to become out-dated, resulting in incomplete files, and making the retrieval and tracking of information difficult or impossible; files material without checking content, date, or sequence resulting in improper placement of material in files.	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.	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.
Fails to retrieve files in a timely manner; retrieves improper material; cannot find requested file(s).	Promptly retrieves relevant files when requested; retrieves documents from files for updating and attaches a notation to facilitate action.	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.
Does not comply with GAO records management 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.	Complies with GAO records management guidelines when establishing files and disposing of records; follows correct procedures when securing and destroying classified materials.	Demonstrates a thorough understanding of the importance of GAO records management guidelines and expertly carries out responsibility for those guidelines, carefully maintaining, releasing, and destroying file materials; strictly follows and helps to ensure that others follow procedures for securing or destroying sensitive materials.
Does not update computer files with hard copy changes, resulting in incorrect output.	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.	Develops and maintains a computer filing system that serves as a model to others, where computer files are always up-to-date, well- organized, and easily retrievable by self and others; proactively assists others with file storage and retrieval, transferring model filing practices.

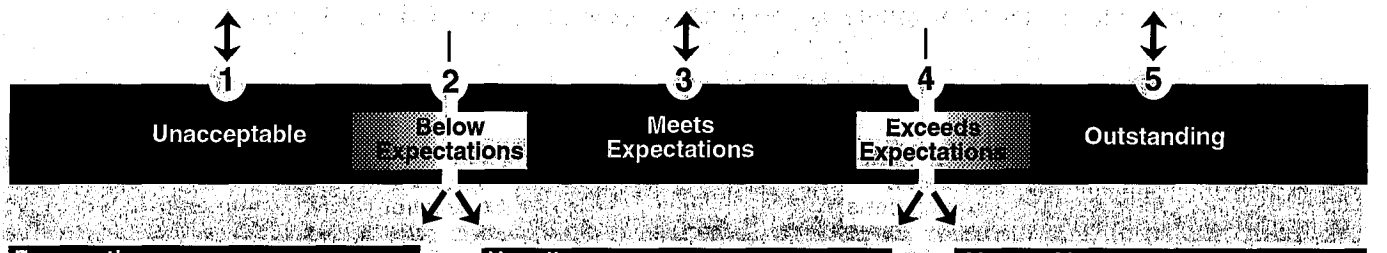
6. Typing, Word Processing, and Verifying

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.

Frequently:	Usually:	Almost Always:
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.	Accurately prepares materials from draft and handwritten copy; obtains clarification from author, as necessary; prepares product disks following established procedures; and produces a final copy with few errors; uses appropriate reference materials to assist in the preparation of typed materials; establishes priorities with customer and negotiates deadlines.	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, and alternate spellings; appropriately seeks approval before making major changes.
Uses incorrect word processing commands that cause later editing and format problems; does not use current technology to prepare documents.	Uses current technology effectively; develops workable ways to use computer technology.	Expertly applies current technology to streamline and expedite document processing efficiency; reformats documents in a proficient manner, producing error-free products.
Does not proofread material; prints out lengthy report products without making corrections; releases reports, correspondence, and forms with missing material or errors.	Proofreads material for accuracy and completeness; uses spell check on typed documents, and corrects errors.	Carefully proofreads and verifies materials; detects and corrects errors; checks questionable items for supervisor's attention; work is rarely returned by reviewing officials.

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:	Usually:	Almost Always:
Is rude when talking to office visitors or callers and does not attend to their needs; provides inaccurate information when responding to questions.	Attends to the needs of office visitors; asks questions to determine visitors' needs before referring to another person; gives accurate directions or information to visitors.	Takes added steps to assure the comfort of office visitors; provides alternative contacts or sources of information to visitors when appropriate.
When answering the telephone, does not expand on greeting, ask callers 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, does not return to the caller to inform them of the status, or routes the call inappropriately or incorrectly; records incomplete messages or takes messages but does not pass them on to the intended person or forgets to post the message or forward it to voicemail until the following day.	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 or voicemail and pertinent information for reaching individuals not present.	Adeptly handles incoming/outgoing calls, skillfully routing calls and using the voicemail system effectively and efficiently; 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.
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.	Communicates clearly; seldom has to clarify for others what is meant.	Willingly provides information and explanations to others and is careful to ensure the requester fully understands the information offered.

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.

9. Purchasing and Maintaining Supplies and Equipment

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:	Usually:	Almost Always:
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.	Maintains a proper 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; calls for service when office equipment breaks down.	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 or orders special supplies to avoid shortages.
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.	Plans ahead in ordering supplies, considering the impact on office operations and asking staff members about their supply needs; properly fills out requisitions for needed supplies, obtains needed signatures, and picks up supplies; orders supplies for unit and follows through to get needed supplies.	Proactively projects future supply needs; carefully considers special supply needs for upcoming projects and orders needed quantity in advance.
Keeps an inaccurate or incomplete list of the kind or quantity of supplies that were ordered and received.	Counts incoming supplies and materials to ascertain that the quantity ordered was received; informs the supervisor of shortages or overages in the material received.	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.

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 length of conference/meeting.

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 as appropriate; reconfirms appointments; carries each scheduling assignment through to completion.

Assists staff members in arranging a meeting with outside parties.

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

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.

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:	Usually:	Almost Always:
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.	Makes proper and timely 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.	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 special requirements for international travel, including per diem, exchange rates, and coordination with overseas offices.
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.	Prepares and reviews travel orders and travel forms for compliance with regulations; corrects mathematical computations; tactfully brings errors to staff members' attention.	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.
Fails to promptly post expenses and obligations in travel records resulting in unreliable travel records.	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.	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.

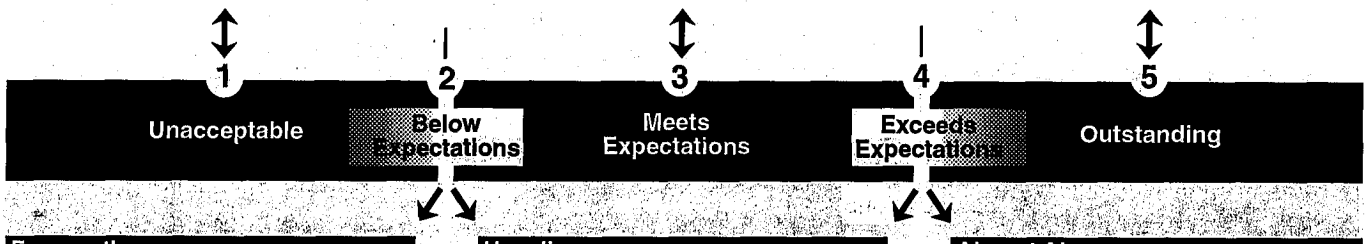
12. Setting Up and Maintaining Forms, Tables, and Summary Reports

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:	Usually:	Almost Always:
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; accepts as correct a number in a source report even when it is out of proportion to other data.	Accurately 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 when necessary, and follows each step in a specified procedure when entering data; inputs data for management tracking report; extracts data from an automated database using appropriate query techniques; produces neat and timely products.	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 very slow when keying or entering data; makes many errors; does not proof work before submitting it.	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.	Sets up and enters data on forms, tables, or reports quickly and accurately; expertly applies spreadsheet software; contributes significantly to report preparation and data entry so as to relieve supervisors of routine work.
Prepares time and attendance records improperly or inaccurately causing delays and errors in data entry; does not check for completeness or adherence to guidance or does not verify job codes and leave categories; processes records or electronic files before approval by an approving official.	Properly monitors and processes time and attendance records, checking for completeness and adherence to guidance, and verifying job codes and leave balances prior to processing; submits records or electronic files to approving official within established time frames.	Efficiently monitors and processes time and attendance records, detecting and correcting errors; vigilantly checks records for completeness; verifies codes and computations; brings errors to staff members' attention; makes necessary changes before submitting records or electronic files to approving official.

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 incorrect 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; transcribes dictation effectively and in a timely manner; takes dictation of interviews and assists with preparation of final work papers.

Transcribes letters, correspondence, or interviews with accurate 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.

14. Composition

Composing letters or memoranda based on general instructions 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 written products that are unclear, provide inaccurate information, or do not adequately capture the issues; prepares written products (memo, letter, thank-you note, etc.) using improper grammar, punctuation, or spelling, or including inaccurate addresses or dates.

Usually:

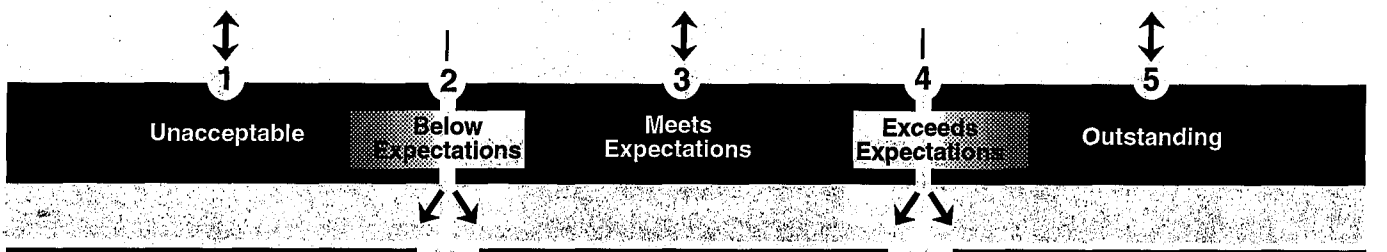
Composes written products that are grammatically correct and require few revisions; considers the information needs of audience before drafting written products for supervisor; properly uses prior correspondence or articles as models when composing written material, makes necessary changes, and obtains signature on written products as appropriate.

Almost Always:

Independently 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.

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:

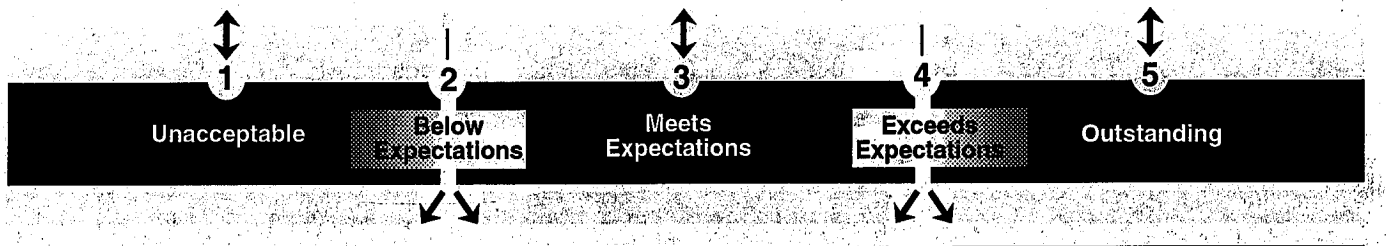
Maintains up-to-date and accurate budget records for unit; posts cash disbursements, vouchers, or other transactions to ledger or financial tracking system as soon as they are received; updates account records accurately and in a timely manner reports shortages or overages in cash accounts on hand; prepares estimates of expenditures by budget category for supervisor.

Almost Always:

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

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 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 or errors in employee's paycheck; sends original copy of personnel form and does not keep a backup 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.

Performance Appraisal Materials for Wage System (WS) Positions

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 this dimension:

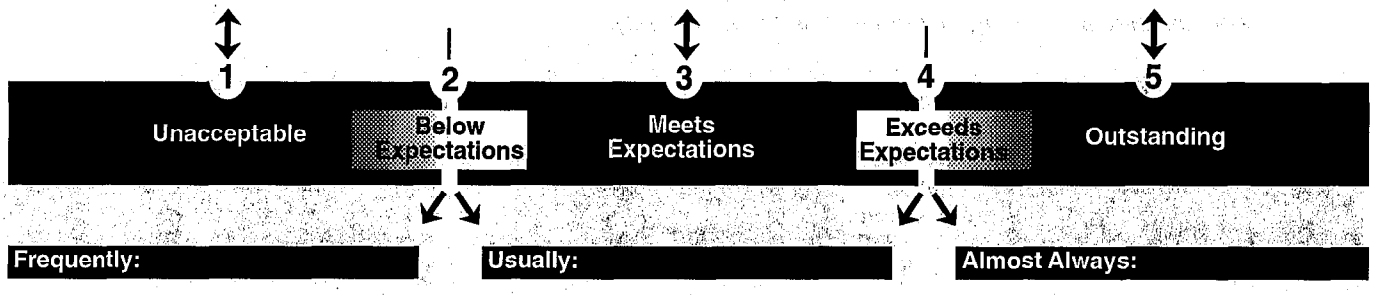
4. Evaluating and Developing Others

Menu of Performance Dimensions

1. Teamwork and Maintaining Work Relationships
2. Service Orientation
3. Persistent Work Effort
4. Evaluating and Developing Others
5. Planning a Job
6. Scheduling and Planning
7. Administrative Activities
8. Processing Paperwork
9. Checking and Handling Documents
10. Basic Numeric Operations
11. Operating a Computer
12. Following Proper Security Procedures
13. Inspecting Materials, Equipment, or Structures
14. Taking Inventory
15. Handling Materials
16. Installing and Repairing Hardware
17. Installing, Troubleshooting, and Repairing Mechanical/Electromechanical Equipment
18. Operating Presses and Binding Equipment
19. Operating Photographic/Lithographic Equipment
20. Operating Motor Vehicles or Motorized Equipment
21. Planning, Preparing, and Serving Meals
22. Routine Cleaning and Maintaining

1. Teamwork and Maintaining Work Relationships

Establishing constructive and solid interpersonal relationships with customers, both internal and external, and coworkers; treating others with courtesy, tact, and respect; working with others; working cooperatively to resolve disagreements; contributing to a work environment that encourages open and honest communication; effectively interacting in teams and maintaining focus on group goals; abiding by and supporting group decisions.



Frequently:	Usually:	Almost Always:
Treats customers and coworkers with discourtesy or disrespect; is not tolerant of others' needs, perspectives, duties, or responsibilities; does not support Equal Employment Opportunity.	Treats customers and coworkers with courtesy and respect; works well with customers and coworkers; adjusts to different working styles, approaches, and perspectives; supports Equal Employment Opportunity.	Treats customers and coworkers with dignity; seeks to understand and demonstrates respect for others' needs, perspectives, and responsibilities; develops constructive working relationships with others; furthers Equal Employment Opportunity.
Becomes angry or defensive when dealing with difficult or demanding customers 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 coworkers.	Remains pleasant and calm when dealing with angry customers and 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 meetings; does not participate or is disruptive.	Attends meetings on time, listens to others and contributes as appropriate.	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 coworkers to resolve problems; is uncooperative or causes friction between individuals or departments; fails to contribute, or contributes in ways counterproductive to a work environment that encourages open and honest communication.	Works effectively with customers and coworkers to resolve problems; contributes to a work environment that encourages open and honest communication.	Works effectively with customers and coworkers to resolve problems, asking for their input and working to address everyone's concerns; leads by example in setting a work environment that encourages open and honest communication.
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; does not perform a fair share of the team's work.	Works cooperatively and supports team endeavors; abides by group decision or final authority; acts as a team player demonstrating dedicated effort to the team's work.	Actively promotes team endeavors, reaches consensus, and supports group decisions; sets an example of professionalism, fairness, and support.

2. Service Orientation

Answering questions accurately and giving correct, prompt, and helpful information to others; informing customers, both internal and external, of the status of their requests; referring customers to appropriate persons; suggesting ways to do work more efficiently; demonstrating commitment to GAO's core values (Accountability—carrying out tasks and assignments efficiently, effectively, and economically; Integrity—ensuring that work products and services are professional, objective, fact-based, fair, and balanced; Reliability—providing products or services that are timely, accurate, useful, and clear).

Frequently:	Usually:	Almost Always:
Fails to respond or takes an unreasonable amount of time to respond to requests for information; provides inaccurate information to customers and coworkers; fails to look up information or contact other resources to obtain the answer; demonstrates a negative or unhelpful attitude.	Responds to requests and provides accurate and helpful information to customers and coworkers; maintains a positive attitude.	Takes whatever steps are needed to respond to requests and provide information accurately and promptly; provides accurate, current, and helpful information to customers and coworkers; persistently looks up information or contacts other resources when necessary to respond to requests; leads by example in setting and encouraging a positive attitude.
Demonstrates a lack of understanding or commitment to GAO's core values when responding to requests for service or information.	Demonstrates a firm understanding of GAO's core values when responding to requests for service or information.	Demonstrates dedicated commitment to GAO's core values in providing service or information.
Does not keep customers and coworkers informed of status of projects, requests, etc.	Keeps customers and coworkers informed of delays or changes that occur.	Takes extra steps to keep customers and coworkers informed of the status of projects, requests, etc.; promptly ensures that problems are addressed quickly and efficiently.
Fails to refer callers and visitors or refers them to inappropriate people or units.	Refers callers or visitors to the appropriate people or units.	Refers callers or visitors to the most appropriate people or units to resolve problems; follows up to ensure that callers and visitors obtain requested information or service.
Does not suggest ways to improve work efficiency or quality or makes suggestions that are obviously irrelevant or unworkable.	Makes suggestions to improve work efficiency.	Actively searches for and suggests practical, economical ways to do work more efficiently and effectively.

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; understanding and supporting GAO's core values (Accountability—carrying out tasks and assignments efficiently, effectively, and economically; Integrity—ensuring that work products and services are professional, objective, fact-based, fair, and balanced; Reliability—providing products and services that are timely, accurate, useful, and clear); using current technology, where applicable; following through on tasks or assignments until they are finished.

Frequently:	Usually:	Almost Always:
Works on lower priority tasks ahead of more important work.	Works on high-priority tasks first; shifts from working on lower priority tasks when higher priority work is assigned.	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.
Does not work effectively under deadlines or time pressure, becoming so stressed that he/she has great difficulty completing tasks by deadlines.	Completes tasks under deadlines or time pressure.	Works effectively under deadlines or time pressure, remaining calm even under severe pressure and completing tasks effectively within the allotted time frames.
Does not exert the effort needed to get the job done; will not use new and more efficient procedures or technologies, where applicable.	Gets the job done, demonstrating dedicated effort; applies new and more efficient procedures, using current technology, where applicable.	Willingly puts in whatever effort is needed to get the job done, sacrificing personal convenience when necessary to accomplish objectives; works to develop new, more effective ways to accomplish work and implement new uses of current technology, where applicable.
Demonstrates a lack of understanding or support for GAO's core values when performing tasks.	Understands and supports GAO's core values in carrying out tasks.	Demonstrates a commitment to GAO's core values in all aspects of work.
Leaves tasks half-completed; does not follow through on tasks or assignments until they are finished.	Follows through on tasks or assignments until they are finished.	Persistently sticks with all tasks or assignments until they are finished accurately and completely.
Does not help coworkers or request additional work, even when not busy; often stretches tasks out or takes extra breaks.	Pitches in to help coworkers.	Leads by example, pitching in to help coworkers, even when busy, and requesting additional work when not busy.

4. Evaluating and Developing Others

Providing input for position descriptions; interviewing job applicants effectively; adhering to equal opportunity and merit principles in staff decisions; leading by example and 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; fully and effectively utilizing staff; observing and monitoring work progress of other people; informing subordinates of work performance standards; evaluating the job performance of subordinates, fairly applying established performance standards, and conducting timely informal and formal performance appraisal sessions; counseling employees on work-related matters and providing constructive feedback; 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 appropriate input for job descriptions.	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; ignores equal opportunity and merit principles when making decisions on staff.	Properly interviews applicants, asking job-related questions; follows equal opportunity and merit principles in making decisions regarding staff.	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; strictly adheres to equal opportunity and merit principles in making decisions regarding staff.
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, clearly explaining tasks and procedures.	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; maintains a work environment that encourages open and constructive communication.	Acknowledges and discusses subordinates' suggestions, grievances, and concerns, working closely with them to resolve problems effectively and implement improvements; promotes a work environment that encourages open and constructive communication.

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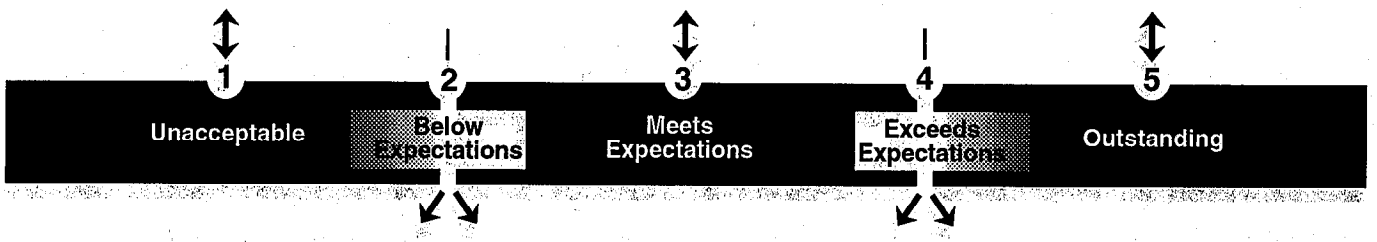
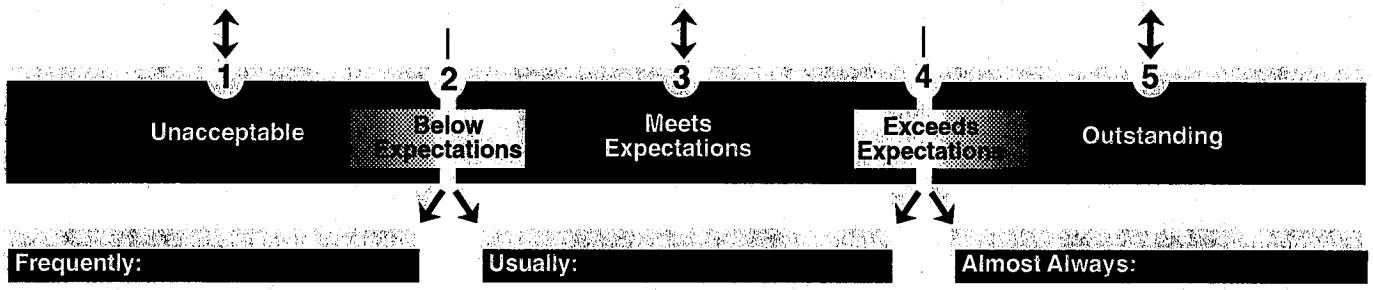
4. Evaluating and Developing Others (Continued)



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; 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; deals with performance problems timely and appropriately.	Inspires others, effectively motivating 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 clear 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.	Routinely monitors or observes the work progress of others; fully and effectively utilizes staff.	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 ignoring or inappropriately applying established standards, and conducts performance appraisals unfairly and/or untimely or lets personal feelings affect judgment.	Evaluates others' job performance applying established standards; conducts performance appraisal sessions fairly, timely, and accurately.	Evaluates others' job performance objectively, expertly applying established standards, and prepares performance appraisals that are fair, timely, and accurate; 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).

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:

Properly follows written instructions on 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:

Expertly and independently applies written instructions on work orders, route sheets, specifications.

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

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:	Usually:	Almost Always:
Is inattentive to the urgency or importance of an activity, scheduling low priority work before more important or urgent activities.	Schedules activities taking into account their importance or priority.	Is keenly aware of priorities when scheduling activities so that urgent or important activities are performed promptly.
Over- or underestimates the amount of time needed for activities, missing or overlooking important steps.	Allows reasonable time frames for activities; includes major steps.	Sets realistic and manageable time frames for activities anticipating problems that might arise; incorporates all necessary steps and significant details.
Fails to schedule activities or meetings, or schedules them at inappropriate times, causing disruption, inefficiencies, and waste of resources.	Prepares a manageable schedule of activities or meetings, so that activities or meetings are accomplished effectively and efficiently.	Expertly schedules activities or meetings in a sequence that is efficient, minimizes disruption, and uses resources economically.
Over- or underestimates the labor, equipment, and other resources needed to accomplish a job.	Makes sound estimates of labor, equipment, or other needed resources; incorporates critical details.	Accurately estimates the labor, equipment, or other resources needed to accomplish a job; takes all relevant information and steps into account.

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; runs over budget and 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, allowing too many people to take vacation at the same time, losing track of keys or access to storage areas, etc.	Effectively monitors administrative functions, keeping track of time and leave usage, access to storage areas, etc.	Stays "on top" of all administrative functions, monitoring time and leave usage to ensure adequate staffing, maintaining keys and security of storage areas; immediately notes and addresses all problems.

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 all forms, work volume reports, logs, or supply orders accurately and completely, ensuring that all needed signatures, approvals, and information are included.
Creates a backlog of paperwork by failing to process papers in a timely manner.	Processes and routes paperwork in a timely manner.	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; tracks down the status of a job or task in a timely manner.	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.

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:	Usually:	Almost Always:
Transfers, codes, or logs information incorrectly (e.g., transfers numbers into the wrong place on a form).	Codes, logs, or transfers information accurately.	Is unusually quick and accurate; codes, logs, or transfers information in an error-free manner.
Overlooks mistakes, failing to catch errors before the work is passed on.	Checks work, catching and correcting errors.	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 look sloppy (e.g., are not aligned or clear); pages are out of order.	Prepares copies and hole-punched or bound documents properly.	Prepares copies and hole-punched or bound documents that are of the highest possible quality (e.g., are clear, legible, and aligned properly).
Overlooks proper security and procedures when disposing of documents (e.g., shredding, burning).	Disposes of documents (e.g., shreds, burns) according to proper security and safety procedures.	Is highly conscientious and knowledgeable about disposing of documents (e.g., shredding, burning) according to proper security and safety procedures; effectively instructs others in proper procedures.

10. Basic Numeric Operations

Adding, subtracting, multiplying, or dividing numbers accurately; performing calculations using a formula.

Frequently:	Usually:	Almost Always:
Makes errors in simple calculations; fails to notice mistakes.	Adds, subtracts, multiplies, and divides numbers accurately, checking calculations and correcting those that are incorrect.	Makes calculations (addition, subtraction, multiplication, division) that are virtually error-free; carefully double checks accuracy.
Requires excessive supervision to work through simple formulas.	Follows formulas correctly, requiring guidance only on difficult or unusual formulas.	Uses and follows formulas correctly, in a step-by-step fashion; uses even difficult and complex formulas with little or no guidance.
Does not use calculator or adding machine functions appropriately; makes many mistakes and does not detect them.	Uses calculator or adding machine functions correctly.	Makes full use of arithmetic functions of calculator or adding machine; uses functions correctly and efficiently.

11. Operating a Computer

Maintaining and managing computer files; keying, entering, correcting, and verifying information in computer records, files, or databases; printing computer files or reports; sending and receiving E-mail, telex, or other computerized messages.

Frequently:	Usually:	Almost Always:
Has difficulty performing routine maintenance (e.g., copying, printing, deleting) of computer files, records, or databases; makes errors or performs activities in an overly complicated and inefficient manner.	Effectively performs routine maintenance (e.g., copying, printing, deleting) of computer files, records, or databases.	Keeps all computer files, records, or databases up-to-date and well organized by regularly and effectively maintaining (e.g., copying, printing, deleting) files.
Makes many errors or is very slow when keying or entering data.	Accurately keys or enters data.	Is unusually quick and accurate when keying or entering data; verifies the accuracy of work and corrects all errors.
Makes mistakes when sending or receiving E-mail or other computerized messages; fails to note and correct mistakes.	Effectively sends and receives E-mail or other computerized messages; notices and corrects mistakes.	Sends and receives E-mail or other computerized messages promptly, effectively, and efficiently; quickly notes and corrects all errors.

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; rarely leaves materials unattended or unsecured.

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.

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:	Usually:	Almost Always:
Overlooks damage, defects, faults, or inadequacies in shipments, equipment, parts, structures, or property; fails to notice obvious problems.	Identifies damage, defects, faults, or inadequacies in shipments, equipment, parts, structures, or property.	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.
Fails to lock down or unlock equipment or locks down equipment improperly or insecurely.	Locks down or unlocks equipment properly.	Locks down or unlocks equipment securely and safely; double-checks to ensure equipment is secure.
Inspects the workplace in only a cursory fashion, ignoring or overlooking areas that are difficult or inconvenient to access.	Inspects the workplace, checking areas carefully.	Inspects the workplace thoroughly, accessing and carefully examining even inconvenient or out-of-reach areas.
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.	Notices safety and security problems in the work environment and follows up to ensure correction.	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.
Does not obtain or improperly obtains samples of materials.	Properly collects samples of materials, following safety procedures.	Collects samples of materials safely and meticulously from appropriate places.

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 correct 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 correct quantity and quality.

Identifies, counts, and records inventory items accurately.

Almost Always:

Examines goods and supplies against vouchers meticulously to ensure correct 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.

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:	Usually:	Almost Always:
Handles heavy objects carelessly, overlooking safer ways to move material; injures self or damages objects.	Handles heavy objects or uses material-handling equipment safely and carefully.	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.
Operates material-handling equipment improperly; does not know proper methods of use or the functions of levers, buttons, etc.	Operates material-handling equipment properly and demonstrates knowledge of equipment operation.	Is highly skilled in and knowledgeable about the operation of material-handling equipment; instructs others effectively in proper methods of use.
Wraps, packs, or crates materials ineffectively and inefficiently; does not wrap materials sufficiently to prevent damage or does not tape boxes shut adequately.	Wraps, packs, or crates materials securely.	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.
Weighs, sorts, counts, or files mail or materials slowly and inaccurately.	Weighs, sorts, counts, or files mail or materials promptly and accurately.	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 slowly or uses the wrong stamp or label.	Marks, stamps, or labels mail and materials properly.	Marks, stamps, or labels mail and materials correctly and efficiently, ensuring the most appropriate label or stamp is used.
Picks up or delivers mail or other items too slowly, falling behind schedule; delivers items to the wrong person or place.	Picks up or delivers mail, packages, or equipment in a timely manner; delivers items to the correct person and place.	Stays on schedule, delivering or picking up mail, packages, or equipment promptly; conscientiously delivers materials to the correct person and place.

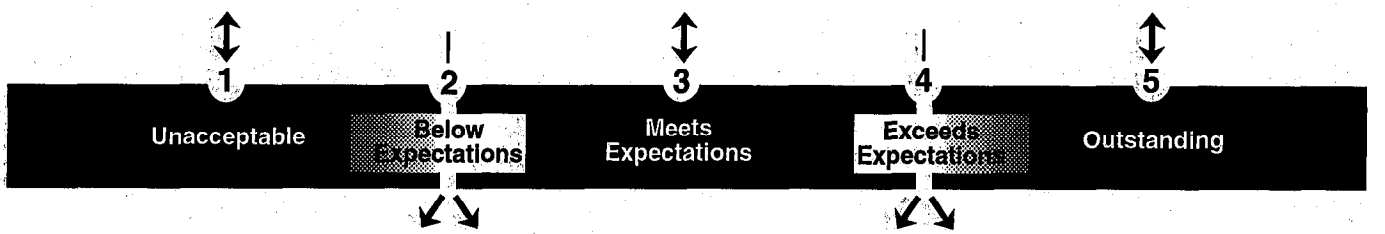
16. Installing and Repairing Hardware

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:	Usually:	Almost Always:
Misinterprets or inaccurately sketches technical assembly or installation diagrams or blueprints, or requires excessive assistance to understand drawings or to draw diagrams.	Interprets or sketches assembly or installation diagrams or blueprints correctly, with little assistance.	Independently interprets or sketches assembly or installation diagrams or blueprints correctly, understanding all specifications, codes, and dimensions.
Assembles, installs, or repairs hardware carelessly; overlooks safer ways to work; injures self or damages hardware or workspace.	Assembles, installs, or repairs hardware safely and carefully.	Is highly conscientious and safety-minded when installing or repairing hardware; takes extra steps to avoid personal injury and damage to material 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.	Correctly assembles, installs, or repairs mechanical systems (e.g., locks) or hardware (e.g., furniture, kickplates, walls), leaving hardware in proper working order.	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 poorly; takes shortcuts that result in rough surfaces, blemishes, streaks, or drips.	Finishes, refinishes, or paints surfaces properly.	Finishes, refinishes, or paints surfaces such that they are of superior quality (e.g., smooth and free of 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.	Performs routine building maintenance properly and promptly.	Performs all routine building maintenance properly and meticulously; notes and corrects all problems quickly and effectively.

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:	Usually:	Almost Always:
Misinterprets or inaccurately sketches technical equipment diagrams or blueprints; requires excessive assistance to understand diagrams.	Interprets or sketches technical equipment diagrams correctly, with little supervision.	Independently interprets or sketches technical equipment diagrams or blueprints correctly; understands and correctly determines all specifications, codes, and dimensions.
Overlooks safe ways to work with electrical or mechanical devices.	Installs and repairs electrical or mechanical devices safely and carefully, following proper steps.	Is highly conscientious and safety-minded when working on mechanical or electrical devices.
Has difficulty isolating the source of routine equipment malfunctions; requires excessive time, supervision, or assistance.	Finds the source of equipment malfunctions within a reasonable time frame and with little assistance.	Tracks down and isolates the source of even atypical or difficult equipment malfunctions quickly and correctly.
Installs, repairs, maintains, or modifies electrical or mechanical devices incorrectly; leaves a job incomplete or equipment in poor working condition.	Correctly installs, repairs, maintains, or modifies electrical or mechanical devices, leaving equipment in proper working condition.	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.

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:	Usually:	Almost Always:
Overlooks safety procedures when operating presses or binding equipment, causing injury to self and/or damage to equipment or materials.	Follows appropriate safety procedures when operating presses or binding equipment.	Is highly conscientious and safety-minded when operating presses or binding equipment; takes extra steps to avoid personal injury or damage to material.
Operates presses or binding equipment improperly; does not know proper method of use, the functions of controls, etc.	Operates presses or binding equipment properly and demonstrates knowledge of the equipment and how it functions.	Is skilled in and highly knowledgeable about the correct operation of presses or binding equipment; instructs others effectively in proper method of use.
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.	Prepares presses or binding equipment appropriately for a job; sets controls and mounts, adjusts, loads, or aligns components and parts properly; makes adjustments as needed during operation.	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.
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.	Checks, inspects, and corrects page alignment, sequencing, format, and clearness of print; produces quality printed materials.	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 adhere to work orders, and are of the highest possible quality.
Allows presses or binding equipment to run low on fluids, become dirty, or be in need of major maintenance.	Keeps presses or binding equipment in working order; checks fluid levels, lubrication, etc.	Maintains presses or binding equipment in the best possible working condition; keeps equipment clean, lubricated, and filled with appropriate fluids.

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, causing injury to self, and/or damage to 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, demonstrates knowledge of the equipment and how it functions.	Is skilled in and highly knowledgeable about photographic or lithographic processes and equipment and can instruct others properly and adeptly.
Fails to properly prepare 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 appropriately 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.
Allows cameras, photographic equipment, or platemakers to become dirty and badly in need of maintenance.	Keeps cameras, photographic equipment, or platemakers in working order.	Maintains cameras, photographic equipment, or platemakers in the best possible working condition; keeping glass and exterior clean, performing routine equipment maintenance, etc.

20. Operating Motor Vehicles or Motorized Equipment

Operating motorized vehicles properly and safely, chauffeuring or shuttling 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 forklift).	Operates motorized vehicles or equipment properly demonstrating knowledge 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; does not always reach destination on time.	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; arrives at designated destination early.
Cannot or does not perform minor emergency road repairs.	Performs 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.
Neglects to perform routine vehicle and engine maintenance; vehicle is in disrepair (e.g., low on oil, coolant, windshield wiper fluid).	Performs routine vehicle and engine maintenance (e.g., checks oil, coolant, windshield wiper fluid, tires) properly.	Keeps motor vehicles in best possible working condition at all times (e.g., regularly checks oil, coolant, windshield wiper fluid, tires).
Fails to inform proper persons about problems or accidents with vehicles or equipment; fails to complete and file the proper paperwork documenting an accident.	Informs proper persons about problems or accidents with vehicles or equipment; completes and files paperwork reporting an accident in a timely manner; addresses problems in a timely manner.	Promptly and effectively fixes or informs proper persons about all problems with vehicles or equipment ensuring all problems are quickly and properly addressed; promptly notifies proper persons and files accurate, timely reports on accidents involving vehicles or equipment.

(Continued on Next Page)

20. Operating Motor Vehicles or Motorized Equipment (Continued)

Frequently:

Does not complete, or inaccurately completes, paperwork/forms for recording vehicle mileage, destinations, or gasoline credit card usage.

Usually:

Completes accurately and in a timely manner paperwork/forms for recording vehicle mileage, destinations, and gasoline credit card usage.

Almost Always:

Vigilantly completes and files paperwork/forms recording vehicle mileage, destinations, and gasoline credit card usage; makes recommendations to improve tracking systems for mileage and credit card charges.

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, insensitive to special dietary needs, or 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 appropriate 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 attractive, 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 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 appropriate 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).
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).	Is efficient and polite when serving food or beverages; removing dishes after guests have finished eating.	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.

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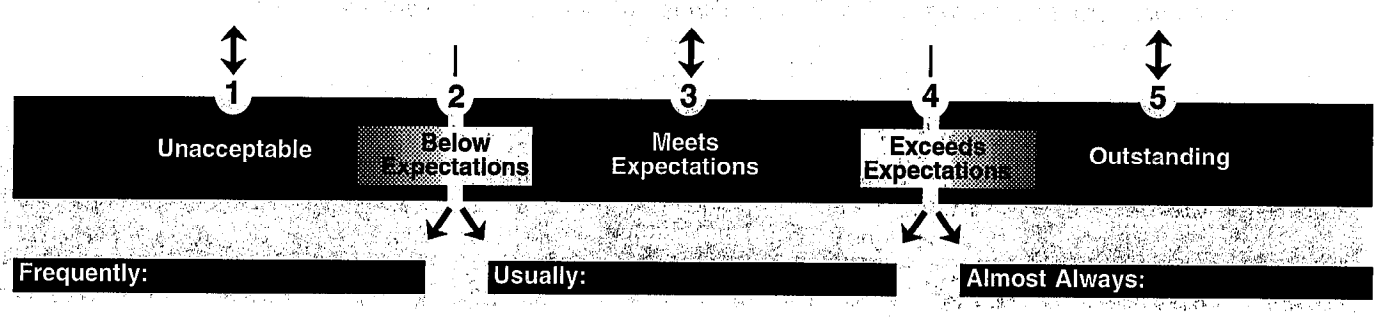
21. Planning, Preparing, and Serving Meals (Continued)



Frequently:

Fails to clean on a routine basis, allowing the kitchen and dining facilities, utensils, silver, etc., to become dirty.

Usually:

Keeps the kitchen and dining facilities clean and sanitary.

Almost Always:

Maintains the kitchen and dining facilities in a first-rate, clean, and sanitary condition; cleans and polishes kitchen surfaces, dusts dining areas, and washes dishes and utensils promptly and thoroughly.

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:	Usually:	Almost Always:
Allows tools and equipment to become dirty and in need of repair.	Keeps tools and equipment clean and in working condition.	Keeps all tools and equipment spotless and in the best possible working condition (e.g., cleaned, lubricated, sharpened, etc.).
Leaves work areas dirty or does not clean properly.	Cleans work areas properly.	Is exceptionally neat and tidy, even while working; cleans work areas thoroughly.
Overlooks safety considerations when disposing of dangerous materials or chemicals.	Disposes of dangerous materials properly, complying with safety procedures.	Is highly safety-minded when disposing of dangerous materials or chemicals, carefully following all proper procedures.
Fails to report building maintenance problems.	Reports building maintenance problems in a timely manner.	Notices, reports, and follows up on all building maintenance problems promptly, ensuring that problems are quickly and efficiently addressed.

Preparing the Appraisal Form for APSS Staff

The rater should ensure that all necessary information is entered on GAO Form 247 (performance appraisal for APSS staff except Secretary GS-318, Office Automation Clerk/Assistant GS-326); GAO Form 247a (performance appraisal for Secretary GS-318, Office Automation Clerk/Assistant GS-326); or GAO Form 247b (performance appraisal for Wage System employees). (See appendix I.) GAO Forms 247, 247a, and 247b are available on the LAN.

Instructions for completing the three parts of each of the forms follow.

Part A: Administrative Information

The rater should complete Part A following the instructions on the form. Please note that if the ratee provides comments on the appraisal, the box in item 11 should be checked and the ratee's comments attached to the performance appraisal.

Part B: Ratee Statement of Contributions and Rater's Summary Comments

Block 1—ratee statement of contributions is optional and should be provided in block 1 or as a separate attachment by the ratee. If a separate attachment, the statement should not exceed 1 ½ pages. 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 should be submitted before Part C of the performance appraisal is completed by the rater.

Block 2—the rater provides a summary narrative covering performance and major accomplishments as well as a dimension-specific assessment of the ratee's performance for any dimension rated other than Meets Expectations in block 2.

Part C: Performance Appraisal Summary Sheet

In Part C, the rater provides information on the ratee's performance during the appraisal period. The three required performance dimensions appear on the form and cannot be deleted. At the beginning of the performance period, the rater should identify the additional performance dimensions on which the ratee will be assessed and select them from the pull down menu on the form. If the ratee is a supervisor, dimension 4 must also be selected. At rating time, using the appropriate performance standards, the rater evaluates the ratee's performance in the relevant job dimension, using one of the five performance levels: (1) Unacceptable, (2) Below Expectations, (3) Meets Expectations, (4) Exceeds Expectations, and (5) Outstanding. Performance standards and guidance for evaluating performance are detailed in chapter 3.

APSS Performance Appraisal Forms

United States General Accounting Office

Performance Appraisal for Administrative Professional and Support Staff (APSS)

GAO
Accountability * Integrity * Reliability

General Schedule (GS) (Except 318/326)

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

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 and dimension-specific narrative. Part C contains the performance dimensions for GS (except 318/326) positions. Include only the dimensions that were discussed at the time expectations were set and/or revised.

OPR:Pers GAO Form 247 (Rev. 12/99)

Part B. Ratee Statement of Contributions and Rater's Summary and Dimension-Specific Narrative.

1. Ratee Statement of Contributions (optional)

2. Rater's Summary (required) **and Dimension-Specific Narrative** (as required)

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** = Below Expectations; **3** = Meets Expectations; **4** = Exceeds Expectations; **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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GAO Form 247 (Rev. 12/99)

United States General Accounting Office

Performance Appraisal for Administrative Professional and Support Staff (APSS)

Secretary (GS-318), Office Automation Clerk/ Assistant (GS-326)

GAO
Accountability * Integrity * Reliability

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

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 and dimension-specific narrative. Part C contains the performance dimensions for GS-318/326 positions. Include only the dimensions that were discussed at the time expectations were set and/or revised.

OPR:Pers

GAO Form 247a (Rev. 12/99)

Part B. Ratee Statement of Contributions and Rater's Summary and Dimension-Specific Narrative

1. Ratee Statement of Contributions (optional)

2. Rater's Summary (required) **and Dimension-Specific Narrative** (as required)

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** = Below Expectations; **3** = Meets Expectations; **4** = Exceeds Expectations; **5** = Outstanding

Required Performance Dimensions

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

Additional Performance Dimensions (Select desired dimensions from the pull-down list)

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United States General Accounting Office

Performance Appraisal for Administrative Professional and Support Staff (APSS)

Wage System

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

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 and dimension-specific narrative. Part C contains the performance dimensions for Wage System positions. Include only the dimensions that were discussed at the time expectations were set and/or revised.

OPR:Pers

GAO Form 247b (Rev. 12/99)

Part B. Ratee Statement of Contributions and Rater's Summary and Dimension-Specific Narrative

1. Ratee Statement of Contributions (optional)

2. Rater's Summary (required) **and Dimension-Specific Narrative** (as required)

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** = Below Expectations; **3** = Meets Expectations; **4** = Exceeds Expectations; **5** = Outstanding

Required Performance Dimensions

1. 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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