

GUIDELINES FOR CPC APPRAISAL RATINGS

Job Knowledge & Work Results

A single rating is used to evaluate overall Job Knowledge and Work Results. Only consider results (e.g., work outcomes or delivered services); do not consider behaviors—they are rated separately. For example:

- Consider whether the work was completed on time, not whether the employee planned their time.
- Consider whether the work was accurate and thorough, not whether the employee double-checked their work.

Did Not Meet Expectations

Results were not at the expected level and were unacceptable in one or more specific areas of assigned work.

- Results must improve to an acceptable level.
- Improved results must be maintained consistently.

Examples:

- ✓ The employee did not comply with policy, procedures, or instruction.
- ✓ Work was not completed on time.
- ✓ Work was not sufficiently accurate or thorough.
- ✓ Results were not at the expected level due to inadequate job knowledge and unacceptable effort towards increasing job knowledge.

Partially Met Expectations

Results partially or consistently met expectations in all areas of assigned work.

- At times results were at an acceptable level and at times they were less than expected.
- Efforts toward improving performance and/or job knowledge are needed to achieve expected results is necessary and expected.

Examples:

- ✓ The employee completed less work than expected. Although the amount of work is tolerable (at this time), completion of more work is expected.
- ✓ The employee did not consistently complete the amount of work expected or meet timelines and accuracy expectations.

Met Expectations

Results consistently met expectations for all areas of assigned work.

- Results may have occasionally exceeded expectations, or routinely/frequently exceeded expectations in specific areas.
- Results may have occasionally not met expectations, but this was rare (and never at an unacceptable/intolerable level).

Exceeded Expectations

Results routinely exceeded expectations in most areas of assigned work, which provided meaningful and tangible benefits to the agency.

Examples:

- ✓ The employee completed more work than expected.
- ✓ The work was more accurate than expected.
- ✓ The work was completed earlier than expected.
- ✓ The employee was able to handle more complex work due to exceptional job knowledge.

Expectations for New Employees and Employees with New Assignments

Expectations should take into consideration a normal learning curve for a new position or for newly-assigned duties (i.e., employees who are learning at a satisfactory pace and achieving results at an expected level for someone at that point in time are considered to be meeting expectations).

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Interpersonal Behavior

Did Not Meet Expectations

Behaviors needed for successful performance in this role were not sufficiently demonstrated and/or counterproductive behaviors were demonstrated.

- These behavior patterns are not acceptable and will not be tolerated in the future.
- Unmet expectations may relate to just one or two specific behavior areas (e.g., teamwork, empathy).

Partially Met Expectations

Behaviors needed for successful performance in this role were not demonstrated as consistently as expected.

- On occasion, expected behaviors were not demonstrated.
- Although not demonstrated as expected or as often as expected, all behaviors were at least acceptable/tolerable.

Met Expectations

Behaviors needed for successful performance in this role were demonstrated consistently, as expected.

- Behaviors may have occasionally exceeded expectations, or routinely/frequently exceeded expectations in specific areas.
- Behaviors may have occasionally not met expectations, but this was rare (and no behaviors were unacceptable during the year).

Exceeded Expectations

Behaviors routinely exceeded expectations in most or all areas and led to outstanding and exemplary overall performance providing meaningful and tangible benefit to the agency.

For more information:

<https://bhr.sd.gov/policies-forms/forms/#cpcforms>