APPENDIX B
GENERIC PERFORMANCE STANDARDS
(For Three–Level Rating System Only)

INSTRUCTIONS
The generic performance standards (GPS) are the primary basis for assigning element ratings in the Department of Commerce. The GPS are to be applied to each critical (and non-critical) element in the performance plan. (Summary ratings are assigned by using a point scale after each element has been rated.)

1. Read carefully each performance standard level beginning with the Meets or Exceeds Expectations. (It is considered the base level standard.)
2. Determine which level best describes the employee's performance on the element. (Each and every criterion in the standards does not have to be met by the employee in absolute terms for the rater to assign a particular rating level. The sum of the employee's performance of the element must, in the rater's judgment, meet the assigned level's criteria.)
3. Provide in writing, on the appraisal form, brief specific examples of accomplishments which support the assigned rating level. (This can be done in the form of strengths and weaknesses.) Occasionally, when rating some elements, a rating official may determine that an employee's performance on an element was not consistent. For example, the employee may have performed at the Meets or Exceeds level on several major activities within a critical element and at the Outstanding level on others. In such a case, the rating official must consider the overall effect of the employee's work on the element and make a judgement as to the appropriate rating level he/she will assign. The rationale for the decision must be documented on the rating form, citing specific accomplishments which support the decision.

Any additional standards that are included in the performance plan must also be considered by the rating official. Such standards are included in performance plans to supplement the GPS, not supplant them. Rating officials should consider such standards within the context of the GPS and rate elements accordingly.

OUTSTANDING

GENERAL WORK FORCE
This is a level of rare, high-quality performance. The quality and quantity of the employee's work substantially exceed Meets or Exceeds standards and rarely leaves room for improvement. The impact of the employee's work is of such significance that organizational objectives were accomplished that otherwise would not have been. The accuracy and thoroughness of the employee's work on this element are exceptionally reliable. Application of technical knowledge and skills goes beyond that expected for the position. The employee significantly improves the work processes and products for which he or she is responsible. Thoughtful adherence to procedures and formats, as well as suggestions for improvement in these areas, increase the employee's contributions.

MEETS OR EXCEEDS EXPECTATIONS

GENERAL WORK FORCE
Performance at this level encompasses a wide range of acceptable performance and represents a level of accomplishment that is expected of a great majority of employees. It is the level of performance which falls below that which is described at the Outstanding level and above that which is described as Does Not Meet Expectations. The quality and quantity of work can range from consistently above average, to that which has some problems which are not frequent or significant enough to create serious adverse consequences. The range includes work in which problems are dealt with very effectively with rare assistance from the supervisor to work that at times requires supervisory intervention and/or assistance.
SUPERVISORY*  
For supervisory positions, performance shows good judgment in dealing with subordinates. The employee's work performance shows a commitment to fair treatment, equal opportunity, and the affirmative action objectives of the organization.

DOES NOT MEET EXPECTATIONS

GENERAL WORK FORCE
The quantity and quality of the employee's work under this element are not adequate for the position. The employee's work products fall short of requirements of the element. Tasks are not completed with the needed degrees of accuracy and thoroughness. They arrive late or often require major revision because they are incomplete or inaccurate in content. The employee fails to apply adequate technical knowledge to complete the work of this element. Either the knowledge applied cannot produce the needed products or it produces technically inadequate products or results. Lack of adherence to required procedures, instructions, and formats contribute to inadequate work products. Deficiencies cannot be overlooked since they create adverse consequences for the organization or create unacceptable burdens for other personnel.

While the work products may sometimes be of usable quality, too often they require additional work by other personnel. The work products do not consistently and/or fully meet the organization's needs. The questionable quality of work products requires major revisions significant enough to cause problems in meeting deadlines. In some cases, mistakes may be made without immediate serious consequences, but over time they are detrimental to the organization. When needed as input into other employee work products, the work may not be finished with such quality, quantity and timeliness that other work can proceed as planned.

Ineffective work planning leads to missed deadlines. Lack of attention to priorities causes delays or inadequacies in essential work; the employee has concentrated on incidental matters. The employee's lack of cooperation with clients, supervisor, and/or co-workers, or loss of credibility due to irresponsible speech or work activity, interferes with the successful completion of the work. In dealing with special projects, the employee either sacrifices essential regular work or fails to complete the projects. The employee fails to adapt to changes in priorities, procedures, or program direction and, therefore, cannot operate adequately in relation to changing requirements.

The oral and written expression the employee uses in accomplishing the work of this element lacks the necessary clarity for successful completion of required tasks. Communication failures interfere with completion of work. Too often the communication is not focused, contains too much or too little information, and/or is conveyed in a manner that hinders achievement of the purpose of the communication.

SUPERVISORY*  
Inadequacies surface in performing supervisory duties. Deficiencies in areas of supervision adversely affect employee productivity or morale, or do not provide in a timely manner sufficient direction to subordinates on how to carry out programs. He or she too often fails to make decisions or fulfill supervisory responsibilities in a timely manner, to provide sufficient direction to subordinates on how to carry out programs, to give clear assignments and/or performance requirements, and/or provide an understanding of the goals of the organization or their subordinates’ roles in meeting those goals.

Overall, the employee's work products do not meet the minimum requirements of the critical element. Typically the following deficiencies are characteristic of the employee's work: little or no contribution to organizational goals, failure to meet work objectives, inattention to organizational priorities and administrative requirements, poor work habits resulting in missed deadlines, incomplete work products, strained work relationships, inadequate guidance to subordinates, inattention to work progress, failure to stimulate subordinates to meet goals, failure to respond to client needs, and/or lack of response to supervisor's corrective efforts.

* Supervisory standards must be applied to General Work Force supervisors.