

**SECTION C- GUIDELINES ON COMPETENCIES GRADING FOR EMPLOYEES**

Factor	Score				
	5	4	3	2	1
<b>Quality</b>	Always meets or exceeds all IPOA's quality standards; exceptionally consistent in striving for efficient, effective, high quality performance in self and the unit; always delivers timely and accurate results; always delivering high quality even in unplanned and/ or crisis situations; champion for quality improvements within unit and organization always values the importance of delivering high quality, innovative service to internal and external clients;.	Meets all IPOA's quality standards; consistent in striving to meet efficient, effective and high quality performance for self and the unit; over 90% of results delivered on time; over 90% of results are accurate; takes initiatives to improve quality for self and the unit; values the importance of delivering high quality, innovative service to internal and external clients.	Meet 90% of IPOA's quality standards; strives to meet effective efficient and high quality performance for self; over 90% of results are accurate and delivered on time; most of the time delivers quality in unplanned or crisis situations; takes initiatives to improve quality for self; most of the time values the importance of delivering high quality, innovative service to internal and external clients;	Meets over 80% of IPOA's quality standards; tries to meet effective, efficient and quality performance for self; over 80% of results are accurate and delivered on time; some of the time delivers quality in unplanned or crisis situations; seldom takes initiative to improve quality for self; does not always value the importance of delivering high quality, innovative service to internal and external clients.	Meets less than 80% of IPOA's quality standards; seldom tries to meet effective, efficient and quality performance for self; less than 80% of results are delivered on time and are accurate; seldom delivers quality in unplanned or crisis situations; does not take initiative to improve quality for self; does not value the importance of delivering high quality, innovative service to internal and external clients;
<b>Teamwork</b>	Exceptional cooperation and collaboration with internal and external partners; always promotes team spirit; excellent team building skills such as inspiring trust, communication, conflict resolution and prevention; excellent professional relationships with	Very good cooperation and collaboration with internal and external partners; persistently promotes team spirit; very team building skills such as inspiring trust, communication, conflict resolution	Good cooperation and collaboration with internal and external partners; most of the time promotes team spirit; adequate team building skills such as trust, communication, conflict resolution	Fair cooperation and collaboration with internal and external partners; occasionally promotes team spirit; average team building skills such as trust, communication, conflict resolution and prevention; professional	Inadequate cooperation and collaboration with internal and external partners; does not promote team spirit; inadequate team building skills such as trust, communication, conflict resolution and prevention;

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	supervisors, peers and other employees; highly respected by all for professionalism, fairness and demanding excellence; always fosters a sense of belonging	and prevention; very good professional relationships with supervisors, peers and other employees; respected by all for professionalism, fairness and demanding excellence; consistently fosters a sense of belonging	and prevention; good professional relationships with supervisors, peers and other employees; respected by all for professionalism, fairness and demanding excellence; fosters a sense of belonging,	relationships with supervisors, peers and other employees can be sometimes turbulent; respected by most for professionalism, fairness and demanding excellence.	unsatisfactory professional relationships with supervisors, peers and other employees; not always respected for professionalism, fairness and demanding excellence.
<b>Time Management/Punctuality</b>	Exceptional in managing time; fully understands the difference between important and urgent tasks; excellent in delegating; always on time; always encourages coworkers and other employees to identify time wasters and improve their time management; exceptionally organized.	Very good in managing time; understands the difference between important and urgent tasks; very good in delegating; always on time and if occasionally late has good reasons; encourages coworkers and other employees to identify time wasters and improve their time management; very organized.	Good in managing time; most of the time understands the difference between important and urgent tasks; good in delegating; occasionally late but with reasons; encourages coworkers and other employees to identify time wasters and improve their time management; well organized.	Sometimes not so good in managing time; does not always understand the difference between important and urgent tasks; excellent in delegating; often late sometimes no good reasons; does not encourage coworkers and other employees to identify time wasters and improve their time management; not always organized	Bad in managing time; does not understand the difference between important and urgent tasks; not good in delegating; very often late; does not try to improve time management practices; disorganized.
<b>Respect for Others</b>	Always shows respect for people and their differences; exceptional in promoting fairness and equity; exceptional in	Shows respect for people and their differences; very good in promoting fairness and equity;	Most of the time shows respect for people and their differences; good in promoting fairness	Does not always show respect for people and their differences; not always good in promoting fairness	Does not show adequate respect for people and their differences; not good in promoting fairness

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	recognizing the talents, experiences, and capabilities of others; exceptional in understanding the perspectives of others; always creates opportunities for access and success; always fully understands the needs of internal and external clients; excellent listening skills; excellent in clearly and effectively sharing information.	very good in recognizing the talents, experiences, and capabilities of others; very good in understanding the perspectives of others; creates opportunities for access and success; understands the needs of internal and external clients; very good listening skills; very good at sharing information clearly and effectively. .	and equity; good in recognizing the talents, experiences, and capabilities of others; good in understanding the perspectives of others; sometimes creates opportunities for access and success; most of the time understands the needs of internal and external clients; good listening skills; good at sharing information clearly and effectively.	and equity; not always good in recognizing the talents, experiences, and capabilities of others; not always good in understanding the perspectives of others; does not always create opportunities for access and success; always fully understands the needs of internal and external clients; not always; very good at sharing information clearly and effectively.	and equity; not good in recognizing the talents, experiences, and capabilities of others; not good in understanding the perspectives of others; does not create opportunities for access and success; does not fully understand the needs of internal and external clients.
<b>Service to IPOA</b>	Exceptional in accepting responsibility for own work; exceptional in developing trust and credibility; always demonstrates exceptionally honest and ethical behavior; always demonstrates exceptional integrity, accountability and efficient stewardship of IPOA's resources in a manner consistent with	Very good in accepting responsibility for own work; very good in developing trust and credibility; always demonstrates honest and ethical behavior; always demonstrates integrity, accountability and efficient stewardship of IPOA's resources	Good in accepting responsibility for own work; good in developing trust and credibility; demonstrates honest and ethical behavior; demonstrates integrity, accountability and efficient stewardship of IPOA's resources in	Most of the time accepts responsibility for own work; not always good in developing trust and credibility; does not always demonstrate honest and ethical behavior; does not always demonstrate integrity, accountability and efficient stewardship of IPOA's resources in	Not good in accepting responsibility for own work; not good in developing trust and credibility; does not demonstrate honest and ethical behavior; does not demonstrate integrity, accountability and efficient stewardship of IPOA's resources in a manner consistent

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	IPOA's policies and standards; exceptional at promoting IPOA's image.	in a manner consistent with IPOA's policies and standards; promotes IPOA's image.	a manner consistent with IPOA's policies and standards; promotes IPOA's image.	a manner consistent with IPOA's policies and standards; does not always promote IPOA's image.	with IPOA's policies and standards; does not promote IPOA's image.
<b>Self-development</b>	Exceptional in striving for learning and self-development; always on top of his/ her profession; exceptional understanding of new developments and trends; exceptional in finding opportunities for learning; champion for self-development in the team/ working unit.	Very good in striving for learning and self-development; on top of his/ her profession; very good understanding of new developments and trends; very good in finding opportunities for learning; very good in promoting self-development in the team/ working unit.	Good in striving for learning and self-development; mostly on top of his/ her profession; good at understanding of new developments and trends; good in finding opportunities for learning; good at promoting self-development in the team/ working unit.	Not always striving for learning and self-development; not always on top of his/ her profession; not always good at understanding of new developments and trends; not always good in finding opportunities for learning; not always good in promoting self-development in the team/ working unit.	Not good in striving for learning and self-development; not on top of his/ her profession; not good at understanding of new developments and trends; exceptional in finding opportunities for learning; not good at promoting self-development in the team/ working unit.
<b>Planning and Organizing</b>	Excellent in problem/ challenges identification, involving others in seeking innovative solutions, conducting appropriate analyses, searching for best solutions; responding quickly to new challenges. Always develops clear, consistent, transparent and timely plans; always acts with integrity in all	Very good in problem/ challenges identification, involving others in seeking innovative solutions, conducting appropriate analyses, searching for best solutions; responding quickly to new challenges. Develops clear, consistent,	Good in problem/ challenges identification, involving others in seeking innovative solutions, conducting appropriate analyses, searching for best solutions; responding quickly to new challenges. Most of the time	Good in problem/ challenges identification, involving others in seeking innovative solutions, conducting appropriate analyses, searching for best solutions; responding quickly to new challenges. Does not always develop clear, consistent,	Not good at in problem/ challenges identification, involving others in seeking innovative solutions, conducting appropriate analyses, searching for best solutions; not responding quickly to new challenges. Does not develop clear, consistent,

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	decision making; distinguishes relevant from irrelevant information and makes timely decisions; always ensures that resources are available for plan implementation.	transparent and timely plans; acts with integrity in all decision making; distinguishes relevant from irrelevant information; ensures that resources are available for plan implementation.	develops clear, consistent, transparent and timely plans; most of the time acts with integrity in all decision making; distinguishes relevant from irrelevant information; most of the time ensures that resources are available for plan implementation.	transparent and timely plans; does not always act with integrity in all decision making; does not distinguish relevant from irrelevant information and makes timely decisions; does not always ensure that resources are available for plan implementation.	transparent and timely plans; does not always act with integrity in all decision making; does not distinguish relevant from irrelevant information; does not generally ensure that resources are available for plan implementation.
<b>Managing Performance</b>	Exceptional in managing performance of unit, team, self and others; always clear in developing and monitoring results; exceptional in championing IPOA's PMS. Always understands big picture and aligns priorities with IPOA's vision, mission, outcomes, uses feedback to change as needed, evaluates alternatives, solutions oriented, seeks alternatives and broad input; can see	Very good in managing the performance of unit, self and others; velar in developing and monitoring results; active participant in management of IPOA's PMS. Mostly and aligns priorities with IPOA's vision, mission, outcomes, uses feedback to change as needed, evaluates alternatives, solutions oriented, seeks alternatives and broad input; can see	Very good in managing the performance of unit, self and others; velar in developing and monitoring results; active participant in management of IPOA's PMS. Often and aligns priorities with IPOA's vision, mission, outcomes, uses feedback to change as needed, evaluates alternatives, solutions oriented, seeks alternatives	Very good in managing the performance of unit, self and others; velar in developing and monitoring results; active participant in management of IPOA's PMS. Does not always and aligns priorities with IPOA's vision, mission, outcomes, uses feedback to change as needed, evaluates alternatives, solutions oriented, seeks alternatives and broad input; can see	Very good in managing the performance of unit, self and others; velar in developing and monitoring results; active participant in management of IPOA's PMS. Does not and aligns priorities with IPOA's vision, mission, outcomes, uses feedback to change as needed, evaluates alternatives, solutions oriented, seeks alternatives and broad input; can see

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	connections within complex issues.	connections within complex issues.	and broad input; can see connections within complex issues.	connections within complex issues.	connections within complex issues.
<b>Resource Mobilization and Utilization</b>	Excellent in mobilization of resources for the Unit and IPOA; always on the lookout for opportunities for additional resources; champion in IPOA and team in demanding value for money	Very good in mobilization of resources for the Unit and IPOA; high awareness on the need for additional resources and delivering value for money; always gets value for money.	Good in mobilization of resources for the Unit and IPOA; often on the lookout for opportunities for additional resources; good in demanding value for money	Not always good in mobilization of resources for the Unit and IPOA; does not always look out for opportunities for additional resources; not always good in demanding value for money	Does not participate in mobilization of resources for the Unit and IPOA; does not look out for opportunities for additional resources; not good in demanding value for money
<b>Leadership</b>	Always provides exceptional leadership; always leads by example; exceptional in inspiring employees; exceptional in developing leadership skills for team/ unit; fully participative leadership; transformative leader	Always provides very good leadership; leads by example; exceptional in inspiring employees; very good in developing leadership skills for team/ unit; mostly uses participation and consultation with some use of authority; service oriented leadership.	Always provides good leadership; leads mostly by example; good in inspiring employees; good in developing leadership skills for team/ unit; mostly consultative leadership style.	Does not always provides leadership; does not always lead by example; not always good in inspiring employees; not always good in developing leadership skills for team/ unit; can be authoritarian.	Does not provide leadership; does not lead by example; not good in inspiring employees; not good in developing leadership skills for team/ unit; traditional authoritarian leader

**Level 5: Exceptional**

Performance far exceeded expectations due to exceptionally high quality of work performed in all *essential* areas of responsibility, resulting in an overall quality of work that was superior; and either 1) included the completion of a major goal or project, or 2) made an exceptional or unique contribution in support of unit, department, or IPOA's objectives. This rating is achievable by any employee though given infrequently.

**Level 4 (EE)****Exceeds expectations**

Performance consistently exceeded expectations in all *essential* areas of responsibility, and the quality of work overall is excellent. All performance goals were met, some were exceeded.

**Level 3 (ME)****Meets expectations**

Performance consistently met expectations in all *essential* areas of responsibility, at times possibly exceeding expectations, and the quality of work overall was very good. The most critical annual goals were achieved.

**Level 2 (IN)****Improvement needed**

Performance did not *consistently* meet expectations – performance failed to meet expectations in one or more *essential* areas of responsibility, and/or one or more of the most critical goals were not met. A professional development plan will be developed for those specific areas.

**Level 1 (U)****Unsatisfactory**

Performance was consistently below expectations in most *essential* areas of responsibility, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in one or more important areas. A performance development plan should be closely monitored. Without significant improvements separation is recommended.