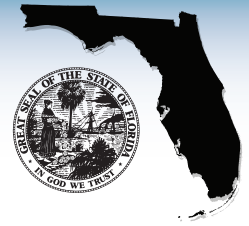


Performance Matters

Combining a standardized performance evaluation tool and clear employee expectations to drive a culture of accountability in state government



SMART Expectation Samples

Below you will find several examples of expectations that developed using the SMART methodology. We will continue to update this website as we receive additional examples.

Please remember, these are only samples of SMART expectations and you might not find an expectation for the specific job class you seek; however, after reviewing the information and studying the approach taken to develop the expectation, you might find that you can apply the same technique to your positions as you develop expectations that are Specific, Measurable, Achievable, Relevant and Time-bound.

Example 1: Position title: Senior Consumer Service Analyst/Customer Service Center

Agency Mission: Providing Highway Safety and Security through Excellence in Service, Enforcement and Education

Agency Strategy: Improve and increase efficiency to enhance internal and external service delivery.

Bureau Goal: Develop programs and resources to ensure customer needs are met and track customer satisfaction.

Supervisor: Implement CSC procedures and monitor member interactions with customers to ensure customer needs are met.

Performance expectation description: On a daily basis, the employee provides customer service by consistently meeting customer expectations.

Duties include:

- Providing services that address customer needs
- Researching and verifies facts prior to providing information to customers
- Maintaining an average monitor rating of XX-XX
- Maintaining a utilization rate of XX-XX percent

Performance ratings:

5 = On a daily basis, the employee provides outstanding customer service by consistently exceeding customer expectations. The employee also:

- Provides multiple, viable options to customer for issue resolution and collaborates with customer to determine the best approach for the situation;
- Proactively coordinates with other entities within the agency, rather than placing the burden on the customer;
- Provides informal feedback to supervisors to develop strategies to improve customer service;
- Receives unsolicited positive customer feedback (customer sends complimentary letter or speaks with manager complimenting the service they received);
- Maintains an average monitoring rating of XX or higher;
- Maintains a utilization rate of XX percent or higher.

4 = On a daily basis, the employee provides service that often exceeds customer expectations. The employee also:

- Provides multiple, viable options to customer for issue resolution and collaborates with customer to determine the best approach for the situation;
- Researches and verifies facts prior to providing information to customers;
- Provides informal feedback to supervisors to develop strategies to improve customer service;
- Maintains an average monitoring rate of XX-XX;
- Maintains a utilization rate of XX-XX percent.

3 = On a daily basis, the employee provides customer service by consistently meeting customer expectations. The employee also:

- Provides services that address customer needs;
- Researches and verifies facts prior to providing information to customers;
- Maintains an average monitor rating of XX-XX;
- Maintains a utilization rate of XX-XX percent.

2 = On a daily basis, the employee provides inconsistent customer service and often does not meet customer needs. The employee:

- Provides information and services that often do not fully address the customer's needs;
- Often forgets to verify facts which results in frustration to customers;
- Has an average monitoring rating of XX-XX;
- Has a utilization rate between XX-XX percent.

1 = On a daily basis, the employee provides low-quality or inconsistent customer service and struggles to meet customer expectations.

- Information and services provided does not fully address customer's issues;
- Forgets to confirm critical information, which results in frustrations and unmet customer expectations;
- Asks customer to call back to speak with someone else;
- Average monitoring rate is below XX;
- Utilization rate is lower than XX percent.

Example 2: Position title: Staff Assistant

Performance expectation description: During this rating period, the employee completes assigned administrative duties by providing necessary information to office personnel in a timely manner.

Performance ratings:

5 =

- The phone is answered by the third ring.
- The employee consistently takes accurate messages and forwards to appropriate personnel, ensuring message contains the correct caller's name and phone number. The employee captures the nature of the call in the message and identifies resources that may solve the caller's inquiry. The employee presents the options to supervisor.
- The employee takes accurate meeting notes and distributes to appropriate meeting attendees. Notes are complete and thorough such that all points brought up in the meeting are chronicled for future reference and those missing the meeting are completely filled in, as if they had attended the meeting. The employee tracks all meeting assignments for the supervisor.

4 =

- The phone is answered by the third ring.
- The employee consistently takes accurate messages and forwards to appropriate personnel, ensuring the message contains the correct caller's name and phone number. The employee captures the nature of the call in the message and identifies resources that may solve the caller's inquiry.
- The employee takes accurate meeting notes and distributes to appropriate meeting attendees. Notes are complete such that all points brought up in the meeting are chronicled for future reference.

3 =

- The phone is answered by the fourth ring.
- The employee routinely takes accurate messages and forwards to appropriate personnel, ensuring the message contains the correct caller's name and phone number.
- The employee takes accurate and complete meeting notes and distributes to appropriate meeting attendees.

2 =

- The phone is inconsistently answered by the fourth ring.
- Accuracy and routing of messages are inconsistent. The employee cannot be counted on to get all pertinent information correct.
- Meeting notes are incomplete and do not give a clear picture of the events in the meeting.

1 =

- The phone is consistently answered after the fourth ring.
- Accuracy and routing of messages are frequently incomplete. The employee cannot be counted on to get all pertinent information correct.
- Meeting notes are unacceptable, as critical information is omitted.

Example 3:

Performance expectation title: Documentation of Nutrition Care (possible for nutrition educator and public health nutritionist classes)

Performance expectation description: Documentation of direct nutrition care includes completed nutrition questionnaire and/or nutrition care plan, accurate risk determination (all applicable nutrition risks are identified) and nutrition assessment. The nutrition care plan contains at least one individualized/personalized goal, CPA signature, title, date and all pertinent/necessary medical documentation (prescription, medical diagnosis, etc.). An audit of a minimum of 20 records shows standards are followed, according to DHM 150-24.

Performance ratings:

5 = more than XX percent of the client records are appropriately documented.

4 = XX-XX percent of the client records are appropriately documented.

3 = XX-XX percent of the client records are appropriately documented.

2 = XX-XX percent of the client records are appropriately documented.

1 = less than XX percent of the client records are appropriately documented.

Example 4:

Performance expectation title: Managing Caseload (possible for records specialists)

Performance expectation description: The employee manages caseload sufficiently, as demonstrated by an adjudicator average pending caseload less than 20 percent above the statewide average.

Performance ratings:

- 5 = Average pending is more than 15 percent below the statewide average.
- 4 = Average pending is between the statewide average pending and 15 percent less than.
- 3 = Average pending exceeds the statewide average pending, but not by more than 20 percent.
- 2 = Average pending equals or exceeds 20 percent but is less than 35 percent of the statewide average.
- 1 = Average pending equals or exceeds 35 percent of the statewide average.

Example 5:

Performance expectation title: Contract document review (possible for those responsible for reviewing many agency contracts, including signatory authorities and lawyers, regardless of class title)

Performance expectation description: The employee completes review of contracts and amendments within three business days of receiving the document in the office.

Performance ratings:

- 5 = Completes review of contracts and amendments within three business days 100 percent of the time.
- 4 = Completes review of contracts and amendments within three business days XX – XX percent of the time.
- 3 = Completes review of contracts and amendments within three business days XX – XX percent of the time.
- 2 = Completes review of contracts and amendments within three business days XX – XX percent of the time.
- 1 = Completes review of contracts and amendments within three business days less than XX percent of the time.

Example 6: **Performance expectation title:** Payment transaction processing (possible for accounting classes)

Performance expectation description: The employee creates a minimum of 20 invoice reconciliations per day in MyFloridaMarketPlace and follows up on all invoices waiting for outside approval within two business days of creation.

Performance ratings:

- 5 = Creates an average of at least 25 invoice reconciliations per day and follows up on at least XX percent of invoices awaiting approval.
- 4 = Creates an average of at least 22 invoice reconciliations per day and follows up on at least XX percent of invoices awaiting approval.
- 3 = Creates an average of at least 20 invoice reconciliations per day and follows up on at least XX percent of invoices awaiting approval.
- 2 = Creates an average of at least 18 invoice reconciliations per day and follows up on at least XX percent of invoices awaiting approval.
- 1 = Creates an average of less than 18 invoice reconciliations per day and follows up less than XX percent of invoices awaiting approval.

Example 7: **Position title:** Government Operations Consultant I

Performance expectation title: MyFloridaMarketPlace (MFMP)

Performance expectation description: The employee is expected to initiate and process purchase orders in MFMP for the bureau. The employee receives and submits invoices and coordinates all entries in Ariba/MFMP for the bureau. The employee prepares, enters and manages requisitions. The employee processes specifications, bids, etc., so processing purchase orders, invoicing and entries, requisitions and bids are performed accurately within three percent of the volume at the end of each quarter.

Performance ratings:

- 5 = one percent deviation
- 4 = two percent deviation
- 3 = three percent deviation
- 2 = four percent deviation
- 1 = five percent or more deviation

Example 8:

Position title: Human Resource Manager – SES

Performance expectation description: The employee develops all new online training. The employee should update and improve content while moving to a new LMS platform. The employee should learn the new system, develop courses, and support and educate employees on the new platform.

Performance ratings:

3 = Completes contract, oversees development of DEP online content, selects and implements vendor provided courses by August 30, 2013.

4 = Completes the rating requirements for a 3, plus surveys employees who took online courses for effectiveness.

5 = Completes rating requirements for a 4, plus oversees the development of online performance management/SMART methodology training by October 31, 2013, in time for employees to use before the new performance evaluation period beginning January 1, 2014.

Example 9: Position title: Laboratory Technician IV

Performance expectation title: Maintains Cost-Effective Operations

Performance expectation description: The employee recognizes the importance of maintaining cost-effective laboratory operations and strives to reduce operational costs while maintaining analytical quality, timeliness and capacity.

Performance ratings:

3 = Satisfies all quality and productivity goals and performs all assigned duties at expected, historical resource consumption rates for the work.

4 = Achieves the requirements for a 3, plus devises methodological or operational improvements sufficient to reap a substantial, documented resource or cost savings of at least \$5,000 or 10 percent (whichever yields the greater monetary value) over previous costs for the work.

5 = Achieves the requirements for a 3, plus devises methodological or operational improvements sufficient to reap a substantial, documented resource or cost savings of at least \$20,000 or 25 percent (whichever yields the greater monetary value) over previous costs for the work.

Example 10: Position title: Park Ranger

Performance expectation title: Safety

Performance expectation description: The employee is expected to follow proper procedures for protecting park equipment, facilities, grounds, supplies and adhere to proper safety guidelines using time and resources efficiently with no more than two deviations per rating period. Examples may include, but are not limited to, failure to use proper PPEs, failure to follow established policies and procedures, etc.

Performance ratings:

5 = Exceeds level 4 with little or no supervision. Increases job knowledge and skills through advanced training. Develops innovative methods to address park protection and safety needs and reduce costs.

4 = Follows the proper procedures without fail. Conducts two safety trainings per evaluation period. Performs one scheduled Quarterly Park Safety Inspection during the evaluation period, including minor corrections of obvious deficiencies, within his/her ability.

3 = Failure to follow the proper procedures no more than two times during the evaluation period.

2 = Failure to follow the proper procedures three times during the evaluation period.

1 = Failure to follow the proper procedures four times during the evaluation period.

Example 11: Job title: AC Interviewer - Web

Performance expectation title: Policy Documents

Performance expectation description: The employee effectively adheres to interview criteria as indicated by maintaining an XX percent accuracy rate on all random call monitoring in accordance with the department's Quality Management Plan.

Performance ratings:

5 = The employee maintains an accuracy rate of XX-XXX percent on all random call monitoring for the quarter being measured.

4 = The employee maintains an accuracy rate of XX-XX percent on all random call monitoring for the quarter being measured.

3 = The employee maintains an accuracy rate of XX-XX percent on all random call monitoring for the quarter being measured.

2 = The employee maintains an accuracy rate of XX-XX percent on all random call monitoring for the quarter being measured.

1 = The employee maintains an accuracy rate of less than XX percent on all random call monitoring for the quarter being measured.

Example 12: Job title: AC Interviewer - Web

Performance expectation title: Eligibility Interviews

Performance expectation description: The employee effectively completes eligibility interviews as indicated by maintaining a 90 percent critical accuracy rate in accordance with the department's Quality Management Plan.

Performance ratings:

- 5 = The employee maintains a critical accuracy rate of XX-XXX percent for the quarter being measured.
- 4 = The employee maintains a critical accuracy rate of XX-XX percent for the quarter being measured.
- 3 = The employee maintains a critical accuracy rate of XX-XX percent for the quarter being measured.
- 2 = The employee maintains a critical accuracy rate of XX-XX percent for the quarter being measured.
- 1 = The employee maintains a critical accuracy rate of less than XX percent for the quarter being measured.

Example 13: Job title: AC Interviewer - Web

Performance expectation title: Managing Workload

Performance expectation description: The employee effectively manages interview workload, as indicated by conducting an average of 35 interviews per day.

Performance ratings:

- 5 = The employee conducts an average of more than 46 interviews per day.
- 4 = The employee conducts an average of 41-46 interviews per day.
- 3 = The employee conducts an average of 35-40 interviews per day.
- 2 = The employee conducts an average of 30-34 interviews per day.
- 1 = the employee conducts an average of less than 30 interviews per day.

Example 14: Position title: Trainer – Web

Performance expectation title: Training Website

Performance expectation description: The employee effectively manages the training website, as indicated by accuracy, currency, organization, and sufficiency of materials.

Performance ratings:

- 5 = Per the sample reviewed, users report very high levels of satisfaction with the website's timeliness, accuracy and user-friendliness. The supervisor concurs that provided information is accurate, current, sufficient and well-organized, with no exceptions. The employee continually seeks ways to improve the website, tries out new ideas and/or makes suggestions.
- 4 = Per the sample reviewed, users report very high levels of satisfaction with the website's timeliness, accuracy and user—friendliness. The supervisor concurs that information provided is accurate, current, sufficient and well-organized, with no more than one exception.
- 3 = Per the sample reviewed, users report satisfaction with the website's timeliness, accuracy and user-friendliness. The supervisor concurs that information provided is accurate, current, sufficient and well-organized, with no more than two exceptions.
- 2 = Per the sample reviewed, users report low levels of satisfaction with the website's timeliness, accuracy and user-friendliness. The supervisor concurs that information provided is accurate, current, sufficient and well-organized, with no more than three exceptions.
- 1 = Per the sample reviewed, users report complete dissatisfaction with the website's timeliness, accuracy and user-friendliness. The supervisor concurs that there are four or more exceptions to the website information's accuracy, currency, sufficiency and organization.

Example 15: Position title: Trainer – Web

Performance expectation title: Training Delivery

Performance expectation description: The employee effectively designs and delivers the required training and professional development activities, as indicated by:

Indicator 1: Evaluating training needs by analyzing relevant data and stakeholder input

Indicator 2: Ensuring materials are accurate, in compliance with program requirements, and use appropriate training delivery methods and formats

Indicator 3: Providing preparation and support to trainers

Indicator 4: Evaluation of training based on student feedback, posttests, and/or performance on established exams or CEU questions

Indicator 1 performance ratings:

5 = Per review of materials, the employee assesses training needs based on prior years' needs and input from supervisors or managers about current needs. The employee also proactively anticipates training needs by such means as analyzing performance data and evaluating the training needs of new initiatives, new systems, or new legislation, etc. The employee continually explores new ways to identify the staff's training needs and skill or knowledge deficiencies.

4 = Per review of materials, the employee assesses training needs based on prior years' needs and input from supervisors or managers about current needs. The employee also proactively anticipates training needs by such means as analyzing performance data and evaluating the training needs of new initiatives, new systems, or new legislation, etc.

3 = Per review of materials, the employee assesses training needs based on prior years' needs and input from supervisors or managers about current needs.

2 = Per review of materials, the employee does not actively assess training needs but develops training materials based on problems with performance and/or requests from management.

1 = Per review of materials, the employee develops training materials based only on requests from management.

Indicator 2 performance ratings:

5 = Per observations and/or review of materials, the employee always uses delivery methods and formats that are appropriate given the audience size, geography and the length and amount of training required. The employee also provides an explanation of how the selected delivery supports the desired level of skill or expertise to be achieved by trainees. The employee is willing to try new or innovative delivery formats including websites, social media, "flash" trainings, etc.

4 = Per observations and/or review of materials, the employee provides training that is accurate and in compliance with rules, procedures and program requirements and uses delivery methods and formats that are appropriate given the audience size, geography and the length and amount of training required, with no exceptions.

3 = Per observations and/or review of materials, the employee provides training that is accurate and in compliance with rules, procedures and program requirements and uses delivery methods and formats that are appropriate given the audience size, geography and length and amount of training required, with no more than one exception.

2 = Per observations and/or review of materials, the employee provides training that is accurate and in compliance with rules, procedures, and program requirements and uses delivery methods and formats that are appropriate given the audience size, geography and the length and amount of training required, with no more than two exceptions.

1 = Per observations and/or review of materials, the employee provides training that is accurate and in compliance with rules, procedures, and program requirements and/or does not use delivery methods and formats that are appropriate given the audience size, geography and length and amount of training required.

Indicator 3 performance ratings:

5 = Per observations and/or review of records, the employee ensures trainers are provided train-the-trainer sessions for training that is newly developed as well as regular and on-going preparation such as skill and communication refreshers. Employee continually looks for new ideas to share with trainers and acts as a resource to them.

4 = Per observations and/or review of records, the employee ensures trainers are provided train-the-trainer sessions for training that is newly developed as well as regular and on-going preparation such as skill and communication refreshers.

3 = Per observations and/or review of records, the employee ensures trainers are provided with train-the-trainer sessions for training that is newly developed, with no exceptions.

2 = Per observations and/or review of records, the employee ensures trainers are provided train-the-trainer sessions for training that is newly developed, with no more than one exception.

1 = Per observations and/or review of records, the employee ensures trainers are provided train-the-trainer sessions for training that is newly developed, with no more than two exceptions.

Indicator 4 performance ratings:

5 = Student evaluations of training average at least XX percent or higher. XX percent of trainees achieve passing scores on posttests.

4 = Student evaluations of training average at least XX percent or higher. At least XX percent of trainees achieve passing scores on posttests.

3 = Student evaluations of training average at least XX percent or higher. At least XX percent of trainees achieve passing scores on posttests.

2 = Student evaluations of training average at least XX percent or higher. At least XX percent of trainees achieve passing scores on posttests.

1 = Student evaluations of training average at least XX percent or higher. At least XX percent of trainees achieve passing scores on posttests.

Example 16: Position title: Trainer – Web

Performance expectation title: Information and Technical Assistance

Performance expectation description: The employee effectively provides information and technical assistance, as indicated by:

Indicator 1: Ensuring a clear understanding of the request

Indicator 2: Accuracy and timeliness of information and referrals provided

Indicator 1 performance ratings:

5 = Per observations and/or sample reviewed, requestors report very high levels of satisfaction with the employee's efforts to clarify problems or the purpose of requests. The employee demonstrates a high level of expertise, shown in helping requestors articulate or refine requests, interpreting requests that are vague or non-specific, or making suggestions for improvements to request.

4 = Per observations and/or sample reviewed, requestors report very high levels of satisfaction with the employee's efforts to clarify problems or the purpose of requests. The employee demonstrates the ability to help requestors articulate or refine requests.

3 = Per observations and/or sample reviewed, requestors report satisfaction with efforts made to clarify problem or purpose of request.

2 = Per observations and/or sample reviewed, requestors report low satisfaction with the employee's efforts to clarify problems or the purpose of requests. The supervisor concurs that additional clarification should have been sought.

1 = Per observations and/or sample reviewed, requestors report complete dissatisfaction with the employee's efforts to clarify problems or the purpose of requests. The supervisor concurs that request was wholly inadequate and additional clarification should have been sought.

Indicator 2 performance ratings:

5 = Per sample reviewed, requestors report very high levels of satisfaction with timeliness, accuracy and user-friendliness of assistance or information provided. The employee takes it upon him/herself to provide high quality reports by presenting information in a variety of ways, providing detailed explanations, etc. The supervisor verifies that information provided was accurate, sufficient, professionally presented, and provided within established timeframes in 100 percent of cases.

4 = Per sample reviewed, requestors report very high levels of satisfaction with timeliness, accuracy and user-friendliness of assistance or information provided. The supervisor verifies that information provided was accurate, sufficient, professionally presented, and provided within established timeframes in 100 percent of cases.

3 = Per sample reviewed, requestors report satisfaction with timeliness, accuracy and user-friendliness of assistance or information provided. The supervisor verifies that information provided was accurate, sufficient, and provided within established timeframes, with no more than one exception.

2 = Per sample reviewed, requestors report low satisfaction with timeliness, accuracy and user-friendliness of assistance or information provided and/or the supervisor verifies there are two exceptions to accuracy, sufficiency and timeliness of information.

1 = Per sample reviewed, requestors report complete dissatisfaction with timeliness, accuracy and user-friendliness of assistance or information provided and/or the supervisor verifies there are three or more exceptions to accuracy, sufficiency and timeliness of information.

Example 17: Position title: Contracts Manager - Web

Performance expectation title: Contract Files

Performance expectation description: The employee effectively prepares, collects and/or maintains contract file documents, as indicated by:

Indicator 1: Adherence to basic rules of grammar, writing, spelling and plain language usage

Indicator 2: Initiating, routing, updating and tracking all contract reviews, approvals and executions according to procedure and within required timeframes

Indicator 3: Maintains accurate information in CARS / edits per CCS request

Indicator 4: Compliance rating on Contracted Client Services annual file review (using file review checklist)

Indicator 1 performance ratings:

5 = Per the sample reviewed, the employee adheres to the basic rules of grammar, writing, spelling, and plain language usage, with no exceptions.

4 = Per the sample reviewed, the employee adheres to the basic rules of grammar, writing, spelling, and plain language usage, with no more than one exception.

3 = Per the sample reviewed, the employee adheres to the basic rules of grammar, writing, spelling, and plain language usage, with no more than two exceptions.

2 = Per the sample reviewed, the employee adheres to the basic rules of grammar, writing, spelling, and plain language usage, with no more than three exceptions.

1 = Per the sample reviewed, the employee makes three or more exceptions to adhering to basic rules of grammar, writing, spelling, and plain language usage.

Indicator 2 performance ratings:

5 = Per the sample reviewed, the employee initiates, routes, updates and tracks all contract reviews, approvals and executions according to procedure and within required timeframes, with no exceptions.

4 = Per the sample reviewed, the employee initiates, routes, updates and tracks all contract reviews, approvals and executions according to procedure and within required timeframes, with no more than one exception.

3 = Per the sample reviewed, the employee initiates, routes, updates and tracks all contract reviews, approvals and executions according to procedure and within required timeframes, with no more than two exceptions.

2 = Per the sample reviewed, the employee initiates, routes, updates and tracks all contract reviews, approvals and executions according to procedure and within required timeframes, with no more than three exceptions.

1 = Per the sample reviewed, the employee makes three or more exceptions to initiating, routing, updating and tracking all contract reviews, approvals and executions according to procedure and within required timeframes.

Indicator 3 performance ratings:

- 5 = Per the sample reviewed, the employee maintains accurate information in CARS / edits per CCS request, with no exceptions.
- 4 = Per the sample reviewed, the employee maintains accurate information in CARS / edits per CCS request, with no more than one exception.
- 3 = Per the sample reviewed, the employee maintains accurate information in CARS / edits per CCS request, with no more than two exceptions.
- 2 = Per the sample reviewed, the employee maintains accurate information in CARS / edits per CCS request, with no more than three exceptions.
- 1 = Per the sample reviewed, the employee makes three or more exceptions to maintaining accurate information in CARS / edits per CCS request.

Indicator 4 performance ratings:

- 5 = The employee has a 100 percent final compliance rating on Contracted Client Services annual file review (using file review checklist).
- 4 = At least a 95 percent final compliance rating on Contracted Client Services annual file review (using file review checklist).
- 3 = At least a 90 percent final compliance rating on Contracted Client Services annual file review (using file review checklist).
- 2 = At least a 80 percent final compliance rating on Contracted Client Services annual file review (using file review checklist).
- 1 = Less than 80 percent final compliance rating on Contracted Client Services annual file review (using file review checklist).

Example 18: Position title: Contracts Manager - Web**Performance expectation title:** Invoice Approvals

Performance expectation description: The employee effectively reviews and approves all invoices, as indicated by:

Indicator 1: Accuracy in allocation of OCAs

Indicator 2: Submitting only payable invoices and required documentation to the Administrative Support Service Center (ASSC) within required timeframes

Indicator 3: Submitting invoices to ASSC with sufficient budget, required utilization records, and no negative line items

Indicator 4: Responding in a timely manner to questions/inquiries from ASSC/DFS

Indicator 1 performance ratings:

- 5 = Per sample reviewed, the employee accurately allocates OCAs, with no exceptions.
- 4 = Per sample reviewed, the employee accurately allocates OCAs, with no more than one exception.
- 3 = Per sample reviewed, the employee accurately allocates OCAs with no more than two exceptions.
- 2 = Per sample reviewed, the employee accurately allocates OCAs with no more than three exceptions.
- 1 = Per sample reviewed, the employee makes three or more exceptions to accurately allocating OCAs.

Indicator 2 performance ratings:

- 5 = Per the sample reviewed, the employee submits only payable invoices and required documentation to the Administrative Support Service Center (ASSC) within required timeframes, with no exceptions.
- 4 = Per the sample reviewed, the employee submits only payable invoices and required documentation to the Administrative Support Service Center (ASSC) within required timeframes, with no more than one exception.
- 3 = Per the sample reviewed, the employee submits only payable invoices and required documentation to the Administrative Support Service Center (ASSC) within required timeframes, with no more than two exceptions.
- 2 = Per the sample reviewed, the employee submits only payable invoices and required documentation to the Administrative Support Service Center (ASSC) within required timeframes, with no more than three exceptions.
- 1 = Per the sample reviewed, the employee makes three or more exceptions to submitting only payable invoices and required documentation to the Administrative Support Service Center (ASSC).

Indicator 3 performance ratings:

- 5 = Per the sample reviewed, the employee submits invoices to ASSC with sufficient budget, required utilization records, and no negative line items, with no exceptions.
- 4 = Per the sample reviewed, the employee submits invoices to ASSC with sufficient budget, required utilization records, and no negative line items, with no more than one exception.
- 3 = Per the sample reviewed, the employee submits invoices to ASSC with sufficient budget, required utilization records, and no negative line items, with no more than two exceptions.
- 2 = Per the sample reviewed, the employee submits invoices to ASSC with sufficient budget, required utilization records, and no negative line items, with no more than three exceptions.
- 1 = Per the sample reviewed, the employee makes three or more exceptions to submitting invoices to ASSC with sufficient budget, required utilization records, and no negative line items.

Indicator 4 performance ratings:

- 5 = Per the sample reviewed, the employee responds within established timeframes to inquiries from ASSC/DFS, with no exceptions.
- 4 = Per the sample reviewed, the employee responds within established timeframes to inquiries from ASSC/DFS, with no more than one exception.
- 3 = Per the sample reviewed, the employee responds within established timeframes to inquiries from ASSC/DFS, with no more than two exceptions.
- 2 = Per the sample reviewed, the employee responds within established timeframes to inquiries from ASSC/DFS, with no more than three exceptions.
- 1 = Per the sample reviewed, the employee has three or more exceptions to responding within established timeframes to inquiries from ASSC/DFS.

Example 19: Position title: Contracts Manager - Web

Performance expectation title: Contract Monitoring

Performance expectation description: The employee effectively enforces the performance of contract terms and conditions, as indicated by:

Indicator 1: Documenting the time of receipt and approval of deliverables

Indicator 2: Evaluating contract deliverables and program and performance measures as required for accuracy and compliance

Indicator 3: Identifying areas of concern regarding deliverables and proposing recommendations and revisions to resolve issues

Indicator 1 performance ratings:

5 = Per the sample reviewed, the employee documents the time of receipt and approval of deliverables, with no exceptions.

4 = Per the sample reviewed, the employee documents the time of receipt and approval of deliverables, with no more than one exception.

3 = Per the sample reviewed, the employee documents the time of receipt and approval of deliverables, with no more than two exceptions.

2 = Per the sample reviewed, the employee documents the time of receipt and approval of deliverables, with no more than three exceptions.

1 = Per the sample reviewed, the employee makes three or more exceptions to documenting the time of receipt and approval of deliverables.

Indicator 2 performance ratings:

5 = Per the sample reviewed, the employee evaluates contract deliverables and program and performance measures as required for accuracy and compliance with 100 percent accuracy.

4 = Per the sample reviewed, the employee evaluates contract deliverables and program and performance measures as required for accuracy and compliance with at least XX percent accuracy.

3 = Per the sample reviewed, the employee evaluates contract deliverables and program and performance measures as required for accuracy and compliance with at least XX percent accuracy.

2 = Per the sample reviewed, the employee evaluates contract deliverables and program and performance measures as required for accuracy and compliance with at least XX percent accuracy.

1 = Per the sample reviewed, the employee evaluates contract deliverables and program and performance measures as required for accuracy and compliance with less than XX percent accuracy.

Indicator 3 performance ratings:

5 = Per the sample reviewed, the supervisor concurs that areas of concern regarding deliverables were accurately identified and recommendations and revisions proposed to resolve issues were appropriate per established policy or practice, with no exceptions.

4 = Per the sample reviewed, the supervisor concurs that areas of concern regarding deliverables were accurately identified and recommendations and revisions proposed to resolve issues were appropriate per established policy or practice, with no more than one exception.

3 = Per the sample reviewed, the supervisor concurs that areas of concern regarding deliverables were accurately identified and recommendations and revisions proposed to resolve issues were appropriate per established policy or practice, with no more than two exceptions.

2 = Per the sample reviewed, the supervisor concurs that areas of concern regarding deliverables were accurately identified and recommendations and revisions proposed to resolve issues were appropriate per established policy or practice, with no more than three exceptions.

1 = Per the sample reviewed, there were four or more exceptions to supervisor concurrence that areas of concern regarding deliverables were accurately identified and recommendations and revisions proposed to resolve issues were appropriate per established policy or practice.

Example 20: Position title: Contracts Manager - Web

Performance expectation title: Provider Liaison

Performance expectation description: The employee effectively acts as a liaison to the provider, as indicated by:

Indicator 1: Engaging in regular, required contact with the provider or conducting other provider liaison activities

Indicator 2: Providing assistance, guidance and correspondence in a timely and accurate manner

Indicator 1 performance ratings:

5 = Per the sample reviewed, the employee makes 100 percent of regular, required contacts with the provider. Where there is no established schedule of contact, the employee conducts some other provider liaison activities at least quarterly. The employee acts proactively to circumvent potential problems, keeps providers apprised of new information and anticipated changes or events that will impact them, etc.

4 = Per the sample reviewed, the employee makes 100 percent of regular, required contacts with the provider. Where there is no established schedule of contact, the employee conducts some other provider liaison activities at least quarterly.

3 = Per the sample reviewed, the employee makes at least XX percent of regular, required contacts with the provider. Where there is no established schedule of contact, the employee conducts some other provider liaison activities at least semi-annually.

2 = Per the sample reviewed, the employee makes at least XX percent of regular, required contacts with the provider. Where there is no established schedule of contact, the employee conducts some other provider liaison activities less than semi-annually.

1 = Per the sample reviewed, the employee makes less than XX percent of regular, required contacts with provider and/or where there is no established schedule of contact, conducts some other provider liaison activities less than semi-annually.

Indicator 2 performance ratings:

5 = Per the sample reviewed, the employee provides assistance, guidance and correspondence accurately and within established timeframes, with no exceptions.

4 = Per the sample reviewed, the employee provides assistance, guidance and correspondence accurately and within established timeframes, with no more than one exception.

3 = Per the sample reviewed, the employee provides assistance, guidance and correspondence accurately and within established timeframes, with no more than two exceptions.

4 = Per the sample reviewed, the employee provides assistance, guidance and correspondence accurately and within established timeframes, with no more than three exceptions.

5 = Per the sample reviewed, the employee makes four or more exceptions to providing assistance, guidance and correspondence accurately and within established timeframes.

Example 21: Position title: Contracts Manager - Web

Performance expectation title: Corrective Action Plans

Performance expectation description: The employee effectively approves and monitors corrective action plans, as indicated by:

Indicator 1: Determining and approving the need for corrective actions

Indicator 2: Updating corrective action information in the Contract Evaluations Reporting System within the required timeframe

Indicator 3: Enforcing the provider's corrective action plans

Indicator 1 performance ratings:

5 = Per the sample reviewed, the employee accurately determines the need for corrective actions and accurately approves corrective action plans within established timeframes, with no exceptions.

4 = Per the sample reviewed, the employee accurately determines the need for corrective actions and accurately approves corrective action plans within established timeframes, with no more than one exception.

3 = Per the sample reviewed, the employee accurately determines the need for corrective actions and accurately approves corrective action plans within established timeframes, with no more than two exceptions.

2 = Per the sample reviewed, the employee accurately determines the need for corrective actions and accurately approves corrective action plans within established timeframes, with no more than three exceptions.

1 = Per the sample reviewed, the employee has four or more exceptions to accurately determining the need for corrective actions and/or accurately approving corrective action plans within established timeframes.

Indicator 2 performance ratings:

5 = Per the sample reviewed, the employee accurately updates corrective action information in the Contract Evaluations Reporting System within the required timeframe, with no exceptions.

4 = Per the sample reviewed, the employee accurately updates corrective action information in the Contract Evaluations Reporting System within the required timeframe, with no more than one exception.

3 = Per the sample reviewed, the employee accurately updates corrective action information in the Contract Evaluations Reporting System within the required timeframe, with no more than two exceptions.

2 = Per the sample reviewed, the employee accurately updates corrective action information in the Contract Evaluations Reporting System within the required timeframe, with no more than three exceptions.

1 = Per the sample reviewed, the employee makes four or more exceptions to accurately updating corrective action information in the Contract Evaluations Reporting System within the required timeframe.

Indicator 3 performance ratings:

5 = Per the sample reviewed, the employee accurately identifies areas of non-compliance with corrective actions plans, implements the appropriate remedy, and follows up to enforce provider compliance with the remedy, with no exceptions.

4 = Per the sample reviewed, the employee accurately identifies areas of non-compliance with corrective actions plans, implements the appropriate remedy, and follows up to enforce provider compliance with the remedy, with no more than one exception.

3 = Per the sample reviewed, the employee accurately identifies areas of non-compliance with corrective actions plans, implements the appropriate remedy, and follows up to enforce provider compliance with the remedy, with no more than two exceptions.

2 = Per the sample reviewed, the employee accurately identifies areas of non-compliance with corrective actions plans, implements the appropriate remedy, and follows up to enforce provider compliance with the remedy, with no more than three exceptions.

1 = Per the sample reviewed, the employee makes four or more exceptions to accurately identifying areas of non-compliance with corrective actions plans and/or implementing the appropriate remedy, and/or following up to enforce provider compliance with the remedy.