

State of Arkansas
FY26 Performance Evaluation Rating Category Matrix

Instructions: This document is to be used as a tool for rating employees and is not intended to address every aspect of the standard

	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations
Customer Service	<p>Fails to interact with customers politely and is not attentive to customer needs</p> <p>Fails to confirm or understand customer needs and does not respond or provides limited or partial service or answers</p>	<p>Inappropriately reacts to situations rather than being empathetic to the needs of the customer</p> <p>Is difficult to contact in person or over the phone</p> <p>Takes an unreasonably long time in responding to requests and issues</p>	<p>Greets customers respectfully and positively</p> <p>Remains patient, calm and polite in all situations</p> <p>Willingly provides assistance and useful information</p> <p>Takes appropriate actions to remedy customer service issues</p> <p>Listens attentively to understand the needs of the customer, client, or vendor</p>	<p>Is fully available and attentive to the customer</p> <p>Consistently exceeds customer expectations</p> <p>Anticipates customer needs and goes the extra mile</p> <p>Works to prevent future occurrence of issues</p> <p>Maintains a professional demeanor at all times</p> <p>Acts respectfully to defuse even the most difficult situations</p>
Communication	<p>Fails to communicate the agency's vision mission, and goals</p>	<p>Demonstrates an unwillingness to listen to others, does not consider others' viewpoints, or talks over others</p> <p>Develops written and/or verbal communications that are confusing, void of critical messages, misrepresent facts and fails to consider the target audience</p>	<p>Actively listens to others to gain a better understanding of their viewpoints and maintains a professional demeanor when delivering unwelcome information</p> <p>Uses appropriate grammar, punctuation, and spelling in formal communications</p> <p>Fosters dialogue by being open and respectful</p> <p>Effectively communicates verbally</p> <p>Effectively communicates the agency's vision, mission, and goals</p>	<p>Actively encourages a respectful and open exchange of ideas and viewpoints, defuses conflict, and attempts to reconcile differences</p> <p>Consistently selects the best method to deliver the message so that it is easily understood, asks questions to confirm understanding and explains in a different way if target audience has difficulty understanding the message</p> <p>Communicates the agency's vision, mission, and goals in such a way that employees, at all levels, fully understand their role in achieving agency goals</p>

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<p>Accountability</p>	<p>Fails to take ownership of personal or team performance</p> <p>Is frequently tardy or absent without approval; abuses leave</p>	<p>Does not make arrangements to ensure work responsibilities and commitments are maintained for planned absences</p> <p>Occasionally “bends the rules” when faced with pressure from customers</p>	<p>Takes ownership of successes and failures and learns from experience; makes principled decisions and addresses unethical behavior by others</p> <p>Uses resources as expected, resulting in quality work that stays within established budgets</p> <p>Adheres to the agency’s attendance requirements</p> <p>Arranges for work responsibilities and commitments during planned absences</p>	<p>Takes full responsibility for all decisions</p> <p>Seeks innovative ideas to leverage successes and anticipates and prevents failures</p> <p>Consistently maintains the highest ethical principles and assists others to do the same</p>
<p>Professionalism</p>	<p>Fails to adapt well to changing circumstances</p>	<p>Occasionally falls short of professional standards applicable to the job</p> <p>Does not maintain poise through most situations</p> <p>Demonstrates behavior that is inconsistent with ethical standards</p>	<p>Demonstrates behaviors consistent with standards for professional, organizational, and ethical conduct. Applies rules and regulations in a consistent, transparent, and unbiased manner</p> <p>Understands and works within the scope of practice defined by her/his profession, licensing body, and/or the specific position in the agency as it relates to acquired education, training, and experience</p>	<p>Demonstrates the highest level of personal integrity, even in challenging situations</p> <p>Often goes above and beyond to maintain a positive workplace environment</p> <p>Consistently models exceptional professional behavior</p> <p>Is prepared for meetings, sets the standard for punctuality and commitment to the job</p>
<p>Initiative</p>	<p>Unable to complete work on own when work should be completed independently</p> <p>Does not seek out information if unsure how to complete an assignment</p>	<p>Needs reminders to complete work assignments</p> <p>Only concerned with meeting minimum standards; rarely attempts to achieve more than the minimum required</p>	<p>Completes assignments without the need for prompting</p> <p>Successfully completes most assignments independently but may require additional support when faced with unfamiliar tasks or situations</p> <p>Seeks out information on own initiative and follows up with supervisor for guidance or direction as needed</p>	<p>Completes assignments without prompting and takes initiative to keep supervisor periodically advised of progress</p> <p>Always puts forth the effort needed to perform well even on the most difficult and challenging assignments</p> <p>Successfully completes tasks with minimal guidance</p>

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				Demonstrates the ability to complete even unfamiliar tasks by applying prior experiences and knowledge or doing research to gain necessary understanding
Job Knowledge, Skills, and Work Product	<p>Does not demonstrate the fundamental working knowledge required</p> <p>Struggles to address technical or functional issues; has difficulty communicating technical or functional issues to others</p>	<p>Limited knowledge of relevant and applicable technical or functional topics outside of immediate area of practice</p> <p>Allows professional or job-related knowledge and skills to become antiquated</p>	<p>Competently performs the job and addresses issues as they arise</p> <p>Maintains knowledge of relevant technical or functional topics</p> <p>Communicates technical or functional issues and resolutions in understandable fashion</p> <p>Engages in continuous learning opportunities of own accord without prompting</p> <p>Incorporates professional, industry or career trends in work, planning and decision making</p>	<p>Consistently applies expert knowledge and skill in all work activities</p> <p>Known and respected as an expert in a particular technical or functional field</p> <p>Maintains a thorough working knowledge of a broad range of technical or functional topics applicable and relevant to the agency including emerging issues, new technologies and discoveries</p> <p>Anticipates and creatively addresses the most difficult technical or functional issues in advance; guides customers and colleagues with expert knowledge and communication</p> <p>Seeks out continuous learning opportunities to maintain state of the art knowledge</p>
Leadership	<p>Fails to involve team in defining goals and planning the ways to achieve success</p> <p>Provides feedback to team members inconsistently or not at all</p>	<p>Avoids presenting feedback that will not be well-received</p> <p>Does not maintain an understanding of where the team is toward reaching its goals or provide reports on team progress</p>	<p>Involves team members in defining ways to achieve desired results and defining expectations about how team members will work together to accomplish goals</p> <p>Provides both positive and negative feedback to team members to keep them on track toward meeting goals</p> <p>Is available as a resource for subordinates and peers</p>	<p>Gains commitment and encourages mutual accountability among team members</p> <p>Motivates team members to perform at their highest level by example</p> <p>Consistently monitors team performance and progress toward goals</p> <p>Takes action when progress is delayed or impeded, and provides complete and informative reports on progress</p>

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			Monitors team performance and provides updates to team members and relevant stakeholders on a regular basis	Sets up methods to evaluate overall team effectiveness and individual team member contributions; identifies performance issues and addresses them with team members
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