

South Carolina Budget and Control EPMS Performance Characteristics

The following menu of performance factors serves as a guideline or sample for developing performance factors for use with the Employee Performance Management System. Because the first three factors align with the Boards' Mission Statement, we suggest that these three be included for all Board employees. The rest of the factors should be chosen based on the duties and responsibilities of the job. **Note:** all managers and supervisors must be rated on Promoting Equal Opportunity.

Human Relations

Perceives and reacts sensitively to the needs of others; recognizes and responds thoughtfully to the opinions and input of others; shows sensitivity to cultural differences; treats others with respect regardless of position, gender, race, etc. Understands and supports the Board's commitment to treating all employees' with respect and dignity.

Customer Service Orientation

Anticipates and responds to customer needs and requests quickly and efficiently. Provides polite, accurate and timely services/information to internal and external customers. Understands the customer's point of view and facilitates positive interactions even when giving bad news; deals with angry or non-cooperative people without becoming angry or defensive.

Quality Focus

Follows processes and procedures to ensure that he/she provides consistent, high quality products or services. When there are problems with processes, looks for innovative or unique ways to solve problems and or improve processes. Recognizes and responds to improvement opportunities and is responsive and open to change.

Adaptability

Adapts readily to job or organizational changes. Willingly accepts new responsibilities and assignments. Maintains normal work flows and timeframes during times of change. Accepts assignments that require flexibility.

Communicates with Impact

Expresses thoughts, feelings, and ideas effectively; Uses flexible communication methods and interaction styles, ensuring that communications are clear and concise. Targets communication to the appropriate level and checks for understanding by questioning, summarizing, reflecting, etc. Shares information with others.

Concentration/Focus

Puts aside distractions and stays with a job until complete. "Sticks to" assignments and achieves results in spite of difficulties.

Conflict Management

Recognizes potential problems and resolves personal conflicts, leading to improved work environment. Resolves conflicts in a manner that leads to improvements in personal relationships of those involved. Brings issues and problems out into the open and uses positive

interpersonal skills and a respectful approach to help resolve the conflict.

Creativity

Conceives and develops unique or innovative ideas or approaches to work or problems. Approaches situations as an opportunity to develop new processes or techniques even when things are going well. Works through barriers and carries ideas through to implementation. Encourages and acknowledges ideas from employees, co-workers and other sources.

Decision-Making

Makes realistic and rational decisions. Bases decisions on logical assumptions, relevant facts and accurate data. Develops and analyzes alternative courses of action. Seeks advice and input of superiors, employees and other appropriate sources.

Decisiveness

Makes decisions, judgments and commitments when needed. Seeks necessary information and advice. When possible, allows ample time for fact-finding and deliberation. Makes decisions within the time limits required by the situation. Rejects tendencies to make premature decisions.

Dependability/Reliability

Meets work schedules, fulfills job responsibilities and commitments, and follows through on projects or commitments. Requires minimum supervision to complete assignments on time and accurately.

Initiative

Starts assignments without prompting and independently contributes ideas and projects. Sees and acts upon new opportunities. Thinks and acts independently and promptly addresses problems. Accepts new challenges with enthusiasm.

Judgment

Reasons, compares, understands, and thinks rationally when evaluating information. Considers environment and other contributing factors when looking at a situation. Makes quality work-related decisions based on sound conclusions/data. Separates facts from opinions. Seeks advice and input where appropriate.

Leadership

Guides others in the accomplishment of objectives/responsibilities. Promotes teamwork and helps resolve problems. Sets clear goals and provides others with information or resources needed to achieve success.

Listening Skills

Demonstrates that he/she is listening by maintaining eye contact, paraphrasing, asking questions, and summarizing information. Uses open-ended questions to gain additional information and solicit input. Refrains from interrupting others.

Problem Analysis

Identifies problems and relevant issues and breaks problem into components. Sees relationships

and alternative solutions and arrives at sound conclusions through a logical and methodical process.

Safety

Follows established safety practices and corrects unsafe work practices on the job. Responds immediately and appropriately when safety issues are identified. Uses safety or protective equipment correctly and whenever needed.

Self Control

Maintains composure under provocative circumstances. Responds constructively to challenges and criticism. Maintains professional demeanor while dealing with difficult situations.

Self Development

Demonstrates a desire to improve professional and personal skills and abilities in order to increase job performance and enhance growth potential. Seeks out professional development opportunities and shows initiative in learning new skills.

Self-Management

Works with minimal supervision, manages own time effectively, maintains control over all current projects/responsibilities. Follows up on relevant issues. Recognizes situations where approval is needed and seeks it out.

Stress Tolerance

Performs well under pressure. Maintains composure, good judgment and adequate performance level under pressure caused by deadlines, work load, opposition, and other causes.

Teamwork/Working Relationships with Others

Works effectively with others toward a common goal, promoting a cooperative work environment through trustworthiness and positive relationships. Recognizes and values the different perspectives and individual differences that members bring to the team. Is an active participant in team/department activities and meetings, providing good input and helping to address problems/issues. Takes on a fair share of the work and helps others to complete assignments

Technical Competence

Possesses necessary knowledge to effectively perform job and complete tasks accurately. Applies what he/she has learned about his/her job. Acquires new knowledge or skills when job requires.

Tenacity

Overcomes obstacles to the attainment of a goal through sound problem solving techniques. Pursues goals until they are achieved or their attainment is no longer reasonable.

Time Management

Employee is prompt in reporting for work and effectively and efficiently uses his/her time to accomplish his/her job tasks.

Versatility

Well-informed about a broad range of job-related interests. Keeps informed about other parts of the agency. Is aware of changes in the agency. Readily embraces appropriate changes to agency processes and systems.

Management Skills

Applies Board Policies and Procedures

Applies Board policies in a fair, equitable, and consistent manner while meeting objectives. Applies policies and procedures in a manner that positively impacts employee morale and results in effective use of staff and/or resources.

Controls Costs

Controls, makes, or authorizes expenditures consistent with established budgets. Meets budget objectives. Seeks methods to control costs by developing and utilizing effective monitoring and reporting systems.

Delegates Authority

Allocates responsibilities to employees to help develop their career potential. Uses staff members effectively by allocating decisions and other responsibilities to the appropriate employees. Provides clear instructions and leadership so delegated tasks are properly completed. Empowers others, where appropriate, to improve work systems and processes.

Develops Employees

Develops a learning environment for both employee and supervisor by continuing education and training to stay abreast of the current state of the art in one's field. Makes training projections based on current trends and future goals. Determines learning and training needs. Allocates resources to provide necessary training. Selects appropriate learning activities and coaches employees in the use of new skills.

Monitors Work of others

Monitors, regulates and facilitates employee's activities. Establishes and maintains effective procedures to monitor and control activities within the employee's responsibility. Monitors the progress and results of delegated assignments and keeps informed of developments in area of responsibility.

Motivates Staff

Creates an environment or climate in which employees can perform to the best of their ability. Establishes employee motivation by giving employees timely and regular recognition and feedback for work performed. Ensures that employee is aware of the possibility of advancement and growth. Develops a sense of trust, respect and responsibility.

Organizational Skills

Organizes department's work to meet the agency mission. Establishes a course of action for meeting an objective. Allocates resources and personnel for best effect within budget limits. Develops schedules for activities and projects. Sets and observes priorities in order to avoid

backlogged work. Effectively matches short-term goals to contribute toward longer-range plans.

Promotes Equal Opportunity

Promoting agency affirmative action goals in such areas as hiring, promotion, or placement; level of personal and organizational commitment to equal opportunity; progress toward achieving a fully integrated and representative work force; and contribution toward minority programs and other social economic equal opportunity goals. ***All management/supervisory employees are required to be rated on this characteristic.**