

## **GUIDE TO OPERATIONAL PROBATIONARY AND PERFORMANCE REVIEW QUALIFICATIONS**

Examples are provided below to aid in the selection of a rating on a 5-point rating scale for each Qualification. Ratings are assigned as:

1. Does Not Meet Expectations; 2. Developing to Meet Expectations; 3. Meets Expectations; 4. Exceeds Expectations; 5. Far Exceeds Expectations.

### **1. Job Knowledge**

<b>INDICATORS</b>	<b>1. Does Not Meet Expectations</b>	<b>2. Developing to Meet Expectations</b>	<b>3. Meets Expectations</b>	<b>4. Exceeds Expectations</b>	<b>5. Far Exceeds Expectations</b>
• Is knowledgeable of the requirements, regulations, policies, procedures and other factors related to the job.	Limited job knowledge, needs to clearly identify and address areas to be developed to achieve the required standard	Sufficient job knowledge to carry out most of the duties and responsibilities, some areas have been identified as requiring improvement	Full knowledge of duties and responsibilities evidenced, actively seeks to maintain and update job knowledge and all aspects pertaining to position	Developed to the extent that knowledge is used to support and develop new initiatives and support team and department ongoing development	Utilizes knowledge self-driven to exceed position demands, identifies areas for improvement to achieve efficient and effective use of
• Maintains an awareness of changing trends and professional development in particular field.	Does not actively pursue opportunities to self-develop and limited awareness of profession trends	Makes self-aware of changes ongoing, maintains a sufficient level of development, though areas for improvement	Identifies and pursues the necessary professional development required to achieve the required standard in the field of expertise	Seeks opportunities to share knowledge gained from professional development, contributes to team awareness of professional trends	Demonstrates awareness of the overall aim, purpose and direction of position and team continuously seeks opportunities to develop others expertise and discipline initiatives
• Demonstrates a willingness to learn and apply new methods and procedures.	Makes self-aware of new initiatives, but only when prompted by others	Makes self-aware and gives support to new initiatives	Demonstrates awareness of and consistently achieves a high standard of learning and applying new initiatives	Seeks opportunities to develop initiatives to improve overall contribution to team goals	Actively seeks to share new learning with team and supports the ongoing development of new initiatives

## **2. Judgment**

<b>INDICATORS</b>	<b>1. Does Not Meet Expectations</b>	<b>2. Developing to Meet Expectations</b>	<b>3. Meets Expectations</b>	<b>4. Exceeds Expectations</b>	<b>5. Far Exceeds Expectations</b>
<ul style="list-style-type: none"> <li>Identifies and evaluates workable alternatives to solve problems.</li> </ul>	Can contribute to solutions though often through being directed versus self-direction	Seeks feedback to identify solutions to problems of team deliverables, still working towards developing own ideas	Demonstrates a commitment to achieving the required standard of delivery through effective problem solving consistently	Pro-actively seeks opportunities to identify issues and resolve to exceed achievement of objectives	Independently identifies and resolves issues, which may prevent achievement of objectives for self and team in support divisional goals
<ul style="list-style-type: none"> <li>Seeks good work practices.</li> </ul>	When directed adheres to set work practices	Does not initiate, but will work collaboratively on opportunities to improve practice and delivery	Contributes to the effective delivery of position within the team by pro-actively identifying improvements to work practices	Demonstrates a proactive approach to delivery of objectives through effective development of work practices	Creates opportunities to review and develop work practices for the benefit of position, team and division, evidenced in achievements

## **3. Collaboration**

<b>INDICATORS</b>	<b>1. Does Not Meet Expectations</b>	<b>2. Developing to Meet Expectations</b>	<b>3. Meets Expectations</b>	<b>4. Exceeds Expectations</b>	<b>5. Far Exceeds Expectations</b>
<ul style="list-style-type: none"> <li>Builds positive relationships, utilizing accepted lines of communication within a diverse organization.</li> </ul>	Demonstrates awareness of priorities for own role, at times does not collaborate where appropriate	Works with others to minimize the impact of setbacks in communicating among one another	Achieves standards of performance through effective working relationships considers the views of others on what needs to be achieved	Supports others in the team and works with them to deal effectively to meet operational and delivery requirements	Pro-actively seeks opportunities to minimize the impact of potential challenges to delivery, adapts effectively to changing organizational priorities and structures

<ul style="list-style-type: none"> <li>Is effective in dealing with supervisors, fellow employees, clients and the public at large</li> </ul>	Focus on task in hand, shares knowledge when prompted	Seeks and provides feedback where appropriate	Uses formal and informal opportunities to seek and provide feedback, Demonstrates an understanding of others	Acknowledges differences and encourages others to approach them with an open mind	Consistent and genuine in words and actions consistently demonstrates encouragement of others to be themselves
<ul style="list-style-type: none"> <li>Demonstrates an ability to work closely with other employees in a team situation.</li> </ul>	Helps colleagues; but usually only when asked	Shares knowledge with colleagues	Supports others through encouragement and shows appreciation for the contribution of others	Approachable so that others find it easy to share ideas, to encourage collaborative teamwork	Gives feedback to address issues as soon as they arise, helps others to arrive at their own solutions

#### 4. Dependability

INDICATORS	1. Does Not Meet Expectations	2. Developing to Meet Expectations	3. Meets Expectations	4. Exceeds Expectations	5. Far Exceeds Expectations
<ul style="list-style-type: none"> <li>Effectively plans work to meet agreed deadlines.</li> </ul>	Concentrates on deliverables for today; still working at longer range planning	Manages own workload and highlights issues in advance of deadlines	Collaborates with colleagues to meet operational delivery requirements	Put in place plans to minimize the impact of potential challenges to delivery	Personally effective and efficient delivers service and quality over and above expectations
<ul style="list-style-type: none"> <li>Is capable of adjusting priorities as required by the unit / department.</li> </ul>	Completes routine tasks easily; needs support around changes in priorities	Adjusts to new responsibilities and activities	Consistently completes work to the required standards, achieving delivery against changing priorities	Constructively challenges activities which fall outside agreed priorities, maintains/ achieves control	Adapts plans in response to change, continues to exceed expectations, achieving delivery against ever changing priorities

## **5. Initiative & Quality of Work**

<b>INDICATORS</b>	<b>1. Does Not Meet Expectations</b>	<b>2. Developing to Meet Expectations</b>	<b>3. Meets Expectations</b>	<b>4. Exceeds Expectations</b>	<b>5. Far Exceeds Expectations</b>
<ul style="list-style-type: none"> <li>• Anticipates customers' needs and evaluates decisions from an internal and external customer perspective.</li> </ul>	Still working towards understanding the objectives/targets for the role	Contributes to the design of the objectives of the position	Demonstrates a consistent awareness of the overall aim and purpose of the position and team in service delivery	Pro-actively seeks feedback to ensure all activities are customer focused and issues addressed promptly	Makes suggestions to influence and develop service delivery, each process starts with the customer (end user) in mind

## **6. Communication & Interpersonal Skills**

<b>INDICATORS</b>	<b>1. Does Not Meet Expectations</b>	<b>2. Developing to Meet Expectations</b>	<b>3. Meets Expectations</b>	<b>4. Exceeds Expectations</b>	<b>5. Far Exceeds Expectations</b>
<ul style="list-style-type: none"> <li>• Communication with team members is clear, concise and timely.</li> </ul>	When prompted will share knowledge with colleagues	Seeks and provides feedback	Takes personal responsibility for the words and actions used in all interactions	Use of informal and formal feedback to develop own skills	Give feedback when appropriate and involve others in issues that impact them
<ul style="list-style-type: none"> <li>• Treats all others with respect at all times.</li> </ul>	On some occasions has not considered the views of others	Seeks the contribution of others and considers the views of others	Applies appropriate and consistent approach to all team members	Helps others to arrive at their own solutions	Challenges behavior that undermines diversity and equality
<ul style="list-style-type: none"> <li>• Deals with difficult interpersonal situations with tact and diplomacy.</li> </ul>	May need some direction at handling difficult interpersonal situations	Awareness of the need to maintain a professional approach in all interactions	Consistently achieves good inter personal relations dealing with issues as they arise	Encourages others to respond positively to difficult situations	Sensitively uses feedback to address issues when they arise