

Type of Example → Rating ↓	Quarterly and Annual Performance Objectives	Problem Solving and Delivery	Job Knowledge	Quality	Quantity
9 - 10 Outstanding	<ul style="list-style-type: none"> <li>Continually exceeds quarterly and annual performance expectations.</li> </ul>	<ul style="list-style-type: none"> <li>Handles the most complex projects and assignments routinely; consistently delivers on schedule.</li> <li>Demonstrates outstanding comprehension, problem solving, decision making and analytical skills.</li> <li>Always approaches assignments and produces recommendations with a "big picture" view.</li> </ul>	<ul style="list-style-type: none"> <li>Continuously strives to learn and advance knowledge base.</li> <li>Stays abreast and informs others of latest trends and developments (regulations, laws, policies, tools, etc.)</li> <li>Respected as a thought leader; possesses either broad knowledge/experience or deep specialized skills.</li> </ul>	<ul style="list-style-type: none"> <li>Continually produces high quality work.</li> <li>Demonstrates high level of independence, accountability, timeliness and is committed to getting it right the first time.</li> </ul>	<ul style="list-style-type: none"> <li>Effectively leads the prioritization of and completes multiple projects / assignments with varying complexity and size to ensure deadlines are met.</li> <li>Excels in a fast paced environment with multiple priorities.</li> </ul>
6-8 Consistently Exceeds Standards	<ul style="list-style-type: none"> <li>Often exceeds quarterly and annual performance expectations and objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Achieves desired results and fulfill commitments with accuracy, meeting established schedules/deadlines.</li> <li>Makes sound recommendations &amp; understands importance of thinking globally.</li> <li>Able to define and analyze a complex problem and distinguish relevant information.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently shares knowledge with relevant and/or impacted staff.</li> <li>Continually strives to learn more and seeks out opportunities to improve job skills.</li> <li>Relevant knowledge/ experience and strong technical skills.</li> </ul>	<ul style="list-style-type: none"> <li>Produces high quality work consistently and is able to work independently without much guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Well organized and can keep up with workload expectations of multiple priorities and projects in a fast paced environment.</li> </ul>
4-5 Meets Standards	<ul style="list-style-type: none"> <li>Usually meets performance expectations and achieves annual and quarterly objectives, however can be inconsistent in the delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Fulfills commitments and usually meets established schedules and deadlines.</li> <li>Can solve problems and deliver on assignments with direction and management.</li> <li>Can produce routine analysis to support decision making</li> </ul>	<ul style="list-style-type: none"> <li>Is open to learning and seeks out knowledge when directly impacted and/or instructed to do so.</li> <li>Possesses technical expertise, industry knowledge or specialized skills sufficient to achieve objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Can produce quality work – some edits, revisions, or guidance needed.</li> <li>Can act independently and deliver on schedule with some direction and management.</li> </ul>	<ul style="list-style-type: none"> <li>Well organized and can deliver a single project at a time.</li> <li>Can balance multiple projects if they are not overly complex.</li> <li>Can function in a fast paced environment.</li> </ul>
1-3 Does Not Fully Meet Standards	<ul style="list-style-type: none"> <li>Does not meet performance expectations for annual and quarterly initiatives, objective and goals.</li> </ul>	<ul style="list-style-type: none"> <li>Struggles with complex tasks or production of relevant recommendations.</li> <li>Requires active management to solve problems or deliver on assignments.</li> <li>Cannot produce relevant analysis to support decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Rarely seeks out learning opportunities.</li> <li>Requires additional technical expertise, industry knowledge or skills development to achieve objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Needs continuous guidance, editing, and instruction to produce quality work.</li> </ul>	<ul style="list-style-type: none"> <li>Cannot multi-task successfully.</li> <li>Needs more organizational skills and assistance to help prioritize workload.</li> </ul>

Type of Example → Rating ↓	Leadership and Decision Making	Communication and Collaboration	CalPERS Core Values • Quality * Openness • Respect * Accountability • Integrity * Balance	Personal and Professional Growth	Adaptability
9 - 10 Outstanding	<ul style="list-style-type: none"> <li>Is an exceptional project or program leader/mentor to peers.</li> <li>Regularly influences or impacts decisions that have a significant contribution to the fund.</li> <li>Solves problems and diffuses conflicts regularly.</li> <li>Capable of making difficult decisions in the best interest of CalPERS, weighing all impacts.</li> </ul>	<ul style="list-style-type: none"> <li>Initiates and develops positive, collaborative relationships with peers and team members.</li> <li>Seeks out collaborative projects and assignments and maintains communication throughout.</li> </ul>	<ul style="list-style-type: none"> <li>Employee always represents CalPERS Core Values and emphasizes them with their peers and team members.</li> <li>Employee acts as role model for others within the enterprise and program area.</li> <li>Understands intentions and multiple perspectives, and role models core value behaviors.</li> </ul>	<ul style="list-style-type: none"> <li>Seeks out challenging opportunities to improve and diversify skills.</li> <li>Continuously sharpens and updates skills.</li> <li>Openly solicits and responds favorably to suggestions for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Able to effectively change to meet new job responsibilities, industry standards and unexpected needs with ingenuity and enthusiasm.</li> <li>Displays and promotes positive attitude regarding changes.</li> <li>Regards change as an opportunity for development.</li> </ul>
6 - 8 Consistently Exceeds Standards	<ul style="list-style-type: none"> <li>Works harmoniously with staff and acts as the lead in many projects or team assignments</li> <li>Develops credibility and establishes rapport and trust.</li> <li>Contributes to and influences decisions that have a significant impact.</li> </ul>	<ul style="list-style-type: none"> <li>Displays ability to relate to different personalities and/or communication styles.</li> <li>Strives to participate and contributes well in group projects or assignments.</li> </ul>	<ul style="list-style-type: none"> <li>Employee consistently demonstrates CalPERS Core Values.</li> <li>Employee can act as a role model for others.</li> </ul>	<ul style="list-style-type: none"> <li>Develops individual strengths.</li> <li>Responds favorably to suggestions for improvement</li> <li>Views challenging assignments as an opportunity for growth.</li> </ul>	<ul style="list-style-type: none"> <li>Is receptive to change and willingly accepts or seeks out new or unexpected assignments.</li> <li>Often maintains a positive outlook and sees the benefits of change.</li> </ul>
4-5 Meets Standards	<ul style="list-style-type: none"> <li>Can lead/mentor peers and solve problems.</li> <li>Can act independently in making decisions and leading projects and assignments.</li> <li>Understands the importance of and can think big picture with guidance.</li> <li>Can develop credibility, rapport and trust.</li> </ul>	<ul style="list-style-type: none"> <li>Can communicate with staff, peers and team members.</li> <li>Can maintain collaborative relationships and contribute to projects and assignments with other staff.</li> </ul>	<ul style="list-style-type: none"> <li>Employee strives to demonstrate CalPERS Core Values.</li> <li>Employee sometimes acts as a role model for others.</li> </ul>	<ul style="list-style-type: none"> <li>Can devote time and effort to the development of professional and technical expertise.</li> <li>Sometimes accepts increased responsibility.</li> <li>Can be responsive to constructive feedback.</li> </ul>	<ul style="list-style-type: none"> <li>Can take on new assignments.</li> <li>Open to change; is able to adjust with guidance.</li> </ul>
1-3 Does Not Fully Meet Standards	<ul style="list-style-type: none"> <li>Unapproachable or uncooperative.</li> <li>Does not take responsibility for decisions made.</li> <li>Unable to influence decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Rarely contributes effectively to group projects.</li> <li>Communicates poorly or aggressively at times.</li> </ul>	<ul style="list-style-type: none"> <li>Employee does not represent all of CalPERS Core Values.</li> <li>Employee rarely acts as a role model for others.</li> </ul>	<ul style="list-style-type: none"> <li>Does not respond well to increased responsibility or suggestions for improvement.</li> <li>Does not devote time and effort to development of professional and technical expertise.</li> </ul>	<ul style="list-style-type: none"> <li>Does not respond well to change or unexpected assignments; requires significant guidance to adjust/cope.</li> </ul>