



DIVISION OF HUMAN RESOURCE MANAGEMENT DEVELOPING WORK PERFORMANCE STANDARDS

Work performance standards are required for all classified positions. The supervisor* is responsible for establishing the initial standards, but standards must be reviewed annually and amended, as appropriate. Employees must be given an opportunity to comment when standards are revised. (NAC 284.468)

The work performance standards form is intended to provide maximum flexibility for you to identify job elements applicable to a job. Job elements may consist of principal assignments, goals, responsibilities or related factors (e.g. customer service, teamwork, etc.). Tasks, or minor assignments and responsibilities, should, whenever possible, be included within a broader description of the principal assignments and responsibilities of the job.

Job elements can either be evaluated equally or may have a weighted value. Weighting may be based upon the percentage of time spent performing the job element, relative value of the job element to the overall job, etc. To be meaningful, individual job elements are not typically weighted less than 5%. The total weighted value of all the job elements must equal 100%.

Performance standards are typically written using one of two methods, a results standard or a behavior-oriented standard.

- Results standards focus on the manner or process in which results are accomplished. They typically include quantitative and qualitative measures of what is accomplished. For example:

Answers telephone 95% of the time within the third ring. (Focus on *what* is accomplished)

- Behavior-oriented standards focus on the manner or process in which results are accomplished.

Clearly answers the telephone following prescribed telephone procedures; demonstrates good telephone demeanor; responds to callers requests for information or transfers the call to other personnel who can provide assistance. (Focus on *how* results are to be attained)

Performance standards may also include elements of both a results standard and a behavior-oriented standard.

Answers the telephone within the third ring; demonstrates good telephone demeanor; and clearly responds to callers requests for information or transfers the call to other personnel who can provide assistance.

**NOTE: Employee work performance standards are the foundation for a sound employee appraisal process. Employees must know what is expected of them and to what degree they will be held accountable for the standards that have been established for their job. Training on the development of work performance standards is offered on-line through the Division of Human Resource Management. Supervisors are required to complete this training prior to the development of work performance standards.*