

In the assessments below the following concepts are employed

A Below expectations

B Fully achieves expectations established for the role

C Exceeds expectations established for the role, an excellent achievement

Fulfilment of agreement in latest Planning and Development (PaD) discussion

	A	B	C
What the agreement was, in words	Has not executed and/or fulfilled agreement in full.	Has executed and/or fulfilled agreement.	Has fulfilled agreement far in excess of expected result

Work result

	A	B	C
Plans, organises	Has difficulty in planning and organising the work.	Plans and organises the work in an independent, skilful manner and is established firmly within the group and cross-functionally. Employs known ways of working, methods and techniques	Very skilful in planning and organising on the basis of the unit's needs as well as establishing well in the organisation
Quality	Defects in quality and deliveries	Carries out the work in a skilful manner and delivers on time	Very skilful and reliable in his/her occupational role. With watchwords, directly from me, the work is carried out with considerable accuracy and care. Always delivers on time.
Quantity	Low working rate with few deliveries	Delivers the result according to schedule	Very high rate of work with many deliveries and with staying power over the years.
Works with attention focused on decisions taken	Displays disinterest in goals and work results – seldom follows things up.	Displays a work result which, on the basis of given assumptions, corresponds to established expectations and set objectives.	Works consciously towards achieving set objectives. Follows up and assesses work results in an active manner – proves feedback on status. Displays a work result which, on the basis of given assumptions, exceeds established expectations.
Qualifications correspond to position/role	Displays gaps in the knowledge required for the position/role. Hands over to others or does not acknowledge when help should be obtained.	Possesses the knowledge required for the position/role. Converts knowledge, experience and ideas into practical action.	Is very knowledgeable within his/her work area and is very skilful in converting ideas into practical action.

Development and improvement work

	A	B	C
Positive about new ways of working, new techniques, new routines	Displays disinterest in acquiring new knowledge and ways of working	Keeps him/herself well informed about developments within the sector and is positive about new knowledge and ways of working	Keeps him/herself very well informed about developments within the sector. Is responsive to the organisation's needs and is strongly motivated towards implementing new knowledge and ways of working.
Active in improvement work	Displays neutral or negative attitudes towards improvement work. Rarely comes up with ideas and proposals	Displays a positive attitude towards, and is active in, improvement work and also comes up with ideas and proposals	Is strongly assertive in improvement work and comes up with well thought out ideas and proposals. Gets others to work actively and is keen to help others with their ideas.
Assumes responsibility for his/her own development of qualifications	Passive about/displays little interest in, extending his/her knowledge, undertaking new challenges or tasks.	Extends and/or broadens his/her knowledge and is interested in learning about more work areas	Assumes considerable responsibility for extending and/or broadening his/her qualifications. Seeks challenges or tasks that are common to Scania.

Cooperation ability

	A	B	C
Works for an efficient group/shows respect for individuals	Has a negative attitude and keeps outside of the group.	Displays respect, involvement and possesses good cooperation abilities. Contributes towards a good atmosphere in the group.	Motivates him/herself and the group towards working actively with respect for the individual.
Shares his/her knowledge, experience and information	Rarely shares his/her knowledge, experience and information.	Actively shares knowledge, experience and information.	Sees the totality and assumes considerable responsibility for the unit's result.
Solves problems, deals with conflicts, communicates	Difficulties on solving problems, dealing with conflicts. Doesn't listen to others' views and doesn't come up with own ideas.	Solves problems and deals with conflicts. Listens and takes note of others' opinions.	Gets actively involved in solving problems that arise and dealing with conflicts. Is good at communicating so that the message is understandable irrespective of the individual.

Gives and receives feedback.	Rarely provides positive or constructive feedback and/or makes judgemental statements. Rejects and defends, as well as explains away, feedback.	Provides both positive and constructive feedback and a descriptive manner. Has a goal of helping the other person. Accepts feedback by listening and trying to understand the message.	Provides both positive and constructive feedback continuously. Is specific and gives feedback in good time with an I-message. Actively looks for feedback and accepts praise, reflects on criticism and accepts responsibility for own development.
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Responsibility

	A	B	C
Work on the basis of the customer's needs	Is not aware of who the customer is, either internally or externally. Displays little interest in understanding the customer's needs	Understand how the work affects the next stage in the process – directly from me. Treats the customer in a correct manner and satisfies the customer's needs on the basis of the business's resources.	Sees the totality and requires to know the customer's needs. Is skilful at analysing, identifying and satisfying the customer's needs as well as suggesting suitable solutions to both stated and unstated needs
Works on the basis of the evaluation "Quality/elimination of waste"	Sees discrepancies but ignores them. Does not keep within time parameters	Brings discrepancies to light and rectifies them. Keeps to time parameters	Works proactively in order to improve working methods - communicates and implements them so that the discrepancies do not re-occur. Keeps to time parameters.

Flexibility

	A	B	C
Can easily adjust to different assumptions and situations	Has difficulty in adjusting to new assumptions and situations.	Easily adjusts to new assumptions and situations.	Identifies and proposes how one may quickly and easily adapt to new assumptions and situations. Then implements the changes.
Sees and understands how one's own work affects the totality	Attends only to his/her own work tasks.	Understands his/her own work input from a totality perspective and acts on that basis.	Understands and acts very flexibly from a totality perspective and acts constructively in his/her role on that basis.
Works cross-functionally	Does not recognise the need for cross-functional work.	Works cross-functionally.	Works cross-functionally and takes active initiatives aimed at improving cross-functional methods and ways of working.

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Overall performance grade

A	AB	B	BC	C
<p>Performance was consistently below expectations in most <i>essential</i> areas of responsibility, and/or progress toward important goals was not made.</p> <p>Significant improvement is needed in one or more important areas. A plan to correct performance, including timelines, must be outlined and monitored to measure progress.</p>	<p>Performance did not <i>consistently</i> meet expectations – performance failed to meet expectations in one or more <i>essential</i> areas of responsibility, and/or one or more of the most critical goals were not met.</p> <p>Improvement is needed in one or more essential areas of responsibility.</p>	<p>Performance consistently met expectations in all <i>essential</i> areas of responsibility, at times possibly exceeding expectations.</p> <p>The quality of work overall was very good. The most important goals were met.</p>	<p>Performance consistently exceeded expectations in all <i>essential</i> areas of responsibility.</p> <p>The quality of work overall was excellent and all goals were met.</p>	<p>Performance far exceeded expectations with exceptionally high quality of work performed in all <i>essential</i> areas of responsibility, and either</p> <ol style="list-style-type: none"> 1) included the completion of a major goal or project, or 2) made an exceptional or unique contribution in support of unit, department, or Scania objectives.