

## Performance Rating Guidelines

Far Exceeds  
Expectations  
5

Performance is consistently far beyond expectations for the position. Established objectives are consistently exceeded. Technical job knowledge is beyond question; the individual is clearly a leader in his/her area of expertise. Additional responsibilities are sought continually and the individual is willing to "do whatever it takes" to get the job done. New and creative ideas are generated that provide innovative solutions to the long-standing problems. Communication skills are superior including the ability to write clearly and persuasively, and listen effectively to what is said and is not said. Anticipates key issues and responds quickly and appropriately. The individual is perceived as an unquestioned leader and role model by superiors, peers and subordinates and works equally well as either an individual contributor or as a team member.

Exceeds  
Expectations  
4

Performance regularly exceeds the expectations for the position. Established objectives are met and, in many cases, exceeded. Has mastered the technical aspects of the job beyond what is normally expected for someone in the position. The individual seeks out additional responsibilities and willingly takes on new challenges. Develops innovative ideas with direction. Communication skills are well above average, including the ability to write and speak clearly and to listen thoroughly to understand others. Analyses problems, evaluates alternatives and anticipates consequences. Develops and maintains positive, cooperative relationships with superiors, peers and subordinates and is often seen as a leader. Is equally comfortable in both individual and team situations.

Achieves  
Expectations  
3

Performance meets the expectations for the position. Established objectives are met and occasionally exceeded. Individual applies the technical knowledge and skills required for competent performance. Additional responsibilities and challenges are occasionally sought out. Work is usually performed systematically and the individual is well organized. Communication skills are acceptable with an ability to write clearly with appropriate grammar and spelling, speak effectively in both one-on-one and group situations, and listens attentively. Decisions are made in a timely, well-reasoned manner based on available information. Good relationships are maintained with superiors, peers and subordinates. The individual is able to perform acceptably in both individual and team situations.

Is Below  
Expectations  
2

Performance falls below the overall expectations for the position. While most objectives are achieved, some are not. Most but not all technical aspects of the job have been mastered. Individual usually needs close supervision and direction in order to meet all expectations. Additional responsibilities are generally not sought; the individual does not usually look to go beyond the position requirements. Written communication may occasionally be unclear with some errors of contents and grammar. The individual may also be somewhat unclear when attempting to get his/her point across. Relationships with superiors, peers, and subordinates while usually acceptable, may become strained. Time could be better utilized; deadlines are sometimes missed. Attendance and punctuality may be a problem.

Needs  
Significant  
Improvement  
1

Performance needs significant improvement in order to meet minimally acceptable expectations for the position. Many established objectives are not met; the individual has not mastered even the most basic of technical job skills. Lack of job knowledge prevents the individual from assuming any new responsibilities. Communication skills need substantial improvement. Relationships are not well developed; the individual may be isolated or have only one or two positive working relationships. Continual monitoring of the individual is necessary to ensure even the minimum performance standard is met. Attendance and punctuality is a regular problem.