

## Overall Performance Categories

The annual performance evaluation provided for each employee should reflect the supervisor’s objective feedback regarding the employee’s work performance, contributions to the University, and how they demonstrate organizational competencies (found in job descriptions) for the period under review. Additionally, the review should include input from the employee and others with whom they work. Constructive feedback is also essential as opportunities for development are an important element to employee performance development and professional growth. The overall annual performance rating category reflects the employee’s overall work performance and contributions for the period being reviewed. A supervisor may consider the following examples of what each category “looks like” in regards to demonstrated actions and behaviors.

### Consistently Exceeds Expectations

- Initiates and completes work beyond the agreed upon key performance areas and job responsibilities
- The work performance adds value, is done ahead of schedule and is of excellent quality
- All competencies have been demonstrated or developed in an outstanding manner
- The employee has made a major contribution to the success of the unit (e.g. team, department, school)

### Examples

An employee given Consistently Exceeds Expectations demonstrates an exceptional level of performance and consistently exceeds overall goals and expectations. The supervisor will see many of the following behaviors demonstrated by the employee throughout the course of the year.

- Consistently exceeds goals and performance standards
- Consistently presents viable solutions to problems and the plan to execute the solutions
- Routinely demonstrates a willingness to complete work that may be out of scope of their regular responsibilities
- Consistently volunteers to take on new tasks and/or initiatives and sees through to completion without the need for direction and with little to no coaching
- Effectively handles multiple priorities
- Consistently looks for process improvements and development opportunities for him/herself, the team, and the department
- Consistently demonstrates exceptional customer service
- Is always willing to lead change, and help others through change
- Consistently seeks out constructive feedback and opportunity for improvement and development
- Consistently demonstrates leadership among peers and colleagues
- Consistently maintains a positive and professional manner when under pressure or in stressful situations.

### **Occasionally Exceeds Expectations**

- Key performance areas and job responsibilities have been satisfactorily completed and occasionally exceed expectations
- Occasionally initiates and completes work beyond the agreed upon key performance Areas and job responsibilities
- Results are significant, on time and of good quality, sometimes exceeding quality expectations
- Relevant competencies have been satisfactorily demonstrated or developed and occasionally exceed deliverable standards

### **Examples**

An employee given Meets and Occasionally Exceeds Expectations demonstrates a solid level of performance and regularly meets, and occasionally exceeds, overall goals and expectations. The supervisor will see many of the following behaviors demonstrated by the employee throughout the course of the year.

- Occasionally exceeds goals and performance standards
- Occasionally presents viable solutions to problems and the plan to execute the solutions
- Occasionally demonstrates a willingness to complete work that may be out of scope of their regular responsibilities
- Occasionally volunteers to take on new tasks and/or initiatives and sees through to completion without the need for direction and with little to no coaching
- Effectively handles multiple priorities
- Occasionally looks for process improvements and development opportunities for him/herself, the team, and the department
- Occasionally demonstrates exceptional customer service
- Is always willing to lead change, and help others through change
- Occasionally seeks out constructive feedback and opportunity for improvement and development
- Occasionally demonstrates leadership among peers and colleagues
- Occasionally maintains a positive and professional manner when under pressure or in stressful situations

### Successfully Meets Expectations

- Key performance areas and job responsibilities have been satisfactorily completed
- Results are significant, on time and of good quality
- Relevant competencies have been satisfactorily demonstrated or developed
- Employee's work has contributed to the success of the unit

### Examples

An employee given Successfully Meets Expectations demonstrates a solid level of performance and regularly meets overall goals and expectations. The supervisor will see many of the following behaviors demonstrated by the employee throughout the course of the year.

- Consistently meets goals and performance standards
- Identifies problems, and frequently presents viable solutions to problems (May require some coaching to determine the appropriate solution and the plan to execute the solutions)
- Demonstrates a willingness to complete work that may be out of scope of their regular responsibilities
- Consistently demonstrates exceptional customer service
- Is able to handle multiple priorities
- Is open to implementing process improvements and often suggests process improvements and development opportunities for him/herself, the team, and the department
- Is open to change and maintains a positive attitude through change
- Openly receives constructive feedback and opportunity for improvement and development
- Consistently receives positive feedback from customers and colleagues
- Demonstrates leadership among peers and colleagues
- Acts as a peer mentor and coach
- Maintains a positive and professional manner when under pressure or in stressful situations

### Meets Some Expectations

- Some of the key performance areas and job responsibilities have been satisfactorily completed
- Some of the results are significant, on time and of good quality
- Some of the relevant competencies have been satisfactorily demonstrated or developed
- Some of the employee's work has contributed to the success of the unit

### Examples

An employee given Meets Some Expectations demonstrates inconsistent levels of performance and may meet some goals and expectations, while not meeting other goals and expectations. Overall, employees demonstrate some willingness and the ability to improve performance. The supervisor will see many of the following behaviors demonstrated by the employee throughout the course of the year.

- Inconsistent performance and does not meet all goals and performance expectations
- Requires close supervision to achieve some work responsibilities
- Inconsistently contributes to solving problems
- Occasionally looks for reasons why work or goals cannot be accomplished rather than looking for ways to complete the work
- Inconsistently demonstrates exceptional customer service
- Occasionally has difficulty managing multiple priorities
- Occasionally has difficulty handling change and may reject ideas without due consideration
- Not always open to constructive feedback and at times may place blame elsewhere
- Infrequently receives positive feedback from customers and colleagues
- Occasionally has difficulty maintaining a positive and professional manner when under pressure or in stressful situations

<b>Does Not Meet Expectations</b>	<b>Examples</b>
<ul style="list-style-type: none"> <li>• Many of the key performance areas and job responsibilities have not been completed</li> <li>• Many of the results are not significant, not on time or of low quality</li> <li>• A number of the relevant competencies have not been demonstrated or developed</li> <li>• Overall, much of the employee’s work has not contributed to the success of the unit</li> </ul>	<p>An employee given Does Not Meet Expectations is not meeting the job expectations and consistently fails to meet goals. The employee demonstrates unwillingness or an inability to improve performance. The supervisor will see many of the following behaviors demonstrated by the employee throughout the course of the year.</p> <ul style="list-style-type: none"> <li>• Does not complete daily work responsibilities in a consistent manner</li> <li>• Requires substantial supervision to achieve any work responsibilities</li> <li>• Does not adhere to department policies and expectations</li> <li>• Is unable to recognize problems</li> <li>• Looks for reasons why work or goals cannot be accomplished rather than looking for ways to complete the work</li> <li>• Provides an inconsistent level of customer service</li> <li>• Rarely demonstrates the ability to handle multiple priorities</li> <li>• Is not open to change and often rejects ideas without due consideration</li> <li>• Reacts defensively when receiving constructive feedback and often places blame elsewhere</li> <li>• Infrequently receives positive feedback from colleagues</li> <li>• Is unable to maintain a positive and professional manner when under pressure or in stressful situations</li> </ul>

**Remember:**

A supervisor who anticipates using the “**Meets Some Expectations**” performance rating should contact Human Resources in structuring the written evaluation and to receive coaching on conducting the review meeting. If overall rating for an employee is “**Does Not Meet Expectations**”, the supervisor is required to contact Human Resources to develop a performance improvement plan.