

Performance Management Ratings Guide



Overview

As a leader in the organization, it is your responsibility to objectively assess the performance of the employees on your staff.

- The ratings you offer should be independent of your personal bias.
- Example behaviors are relevant to the position and are intended to be a guide. They are not all inclusive.
- In addition to this document, managers may also reference the Competency Matrix as a guide to select the most appropriate ratings.

Instructions

Consider using this guide to assess each employee on your staff on their performance for the year. Suggested applications and behaviors at each level are offered with sample criteria, but consider noting any specific examples of feedback to provide in your conversation with each employee.

Rating Option	Definition	Applications / Behaviors
Learning	The employee performed well considering the length of time in the position. The employee made progress toward learning the major parts of the position during the evaluation period. Performance did not reach the level required for the position.	Learning can vary greatly based on the position. In general, this rating is appropriate for employees in a position less than 12 months; however a manager should select another rating if the employee's performance warranted it, regardless of the length of time in position.
Performance Needs Improvement	The employee performed some parts of their position well. The employee did not consistently perform other parts at a successful level during the evaluation period.	Employees performing at this level would have exhibited some of the following behaviors: <ul style="list-style-type: none">– Performed inconsistently, leading to inaccurate, untimely, and/or undependable results.– Failed to utilize different thoughts/ideas/skill sets from diverse perspectives– Needs to improve efforts, knowledge, performance, skills, and/or behaviors.– Required more supervision or work direction than should be needed.– Communications with others needed to be

		improved.
Successful	The employee consistently performed at, or sometimes above, the required level for the position. The employee performed well and competently during the evaluation period.	<p>Employees performing at this level would have exhibited some of the following behaviors.</p> <ul style="list-style-type: none"> – Consistently assessed priorities and delivered accurate, timely, and dependable results. – Achieved results consistent with the requirements of the position and within the scope of the position. – Proactively adjusted to changes in work assignments or situations. – Responded positively to feedback; identified opportunities to provide respectful and timely feedback to peers, direct reports or managers – Resolved and overcame most problems and obstacles. – Proposed new ideas; suggested and pursued improvements in processes and relationships. – Worked collaboratively and engaged others effectively.
Highly Successful	The employee consistently performed at a level higher than required in most areas of the position during the evaluation period.	<p>Employees performing at this level displayed the types of behaviors in “Successful Performance” plus some of the following behaviors:</p> <ul style="list-style-type: none"> – Consistently and proactively delivered high-quality work results in a timely manner. – Consistently anticipated needs and emerging issues, developed contingency plans, and took action to meet the needs. – Actively supported change for improved operations and company performance. – Achieved results by working collaboratively, involving all appropriate partners. – Identified or acted upon opportunities outside the normal scope of work. – Served as a resource, coach, or mentor to others outside normal position requirements. – Proactively sought out development opportunities for self and others.
Outstanding	The employee produced outstanding results. Performance was consistently above the requirements for the position. The employee demonstrated the highest level of performance and ability.	<p>Employees performing at this level would have exhibited some of the following behaviors:</p> <ul style="list-style-type: none"> – Achieved outstanding results that had a major impact on the organization. – Showed strong leadership skills in high-risk situations or those involving levels of adversity. – Contributed to or led innovative, workable solutions to projects and/or problems. – Consistently made decisions that improved work effectiveness and/or addressed work problems. – Empowered or inspired others to develop or deliver remarkable results. – Recognized broadly as the person others sought

		out for advice and coaching.
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