

## PERFORMANCE RATING GUIDELINES

**Rating:** Levels that are maintained *consistently* in the time period of your review.

It is the supervisor's responsibility to clearly state the expectations of the position as well as the behavioral expectations (e.g., attendance and leave, interpersonal skills, etc.). The supervisor is then responsible for providing feedback to the employee. If the employee does not improve, then supervisor should hold the employee accountable through discipline and/or the performance evaluation.

Supervisors have different expectations. The below definitions should be used as guidelines for supervisors.

- **Below Standards: "Ds and Fs"**– You are not doing the basics of what your position requires. Performance against accountabilities is generally below expectations and shows a need for improvement. You consistently perform below the minimum requirements for the position. It is expected that you will improve with developmental opportunities and/or close coaching.
  - **For example:**
    - Little or no contribution to organizational goals
    - Failure to meet work objectives
    - Inattention to organizational priorities and administrative requirements
    - Poor work habits resulting in missed deadlines
    - Incomplete work products
    - Strained work relationships
    - Failure to respond to customer needs
    - Lack of response to supervisors corrective efforts.

**Note:** A below performance evaluation only covers the past 60 days and not the entire rating period AND a Performance Improvement Plan (PIP) must accompany a below performance evaluation. The supervisor must contact Employee and Labor Relations to complete the PIP.

- **Meets Standards (You Know Your Business): “Bs and Cs”** – Performance against accountabilities which meets the requirements of the position. Your performance consistently fluctuates between commendable and adequate. Performance level meets adequate targets and requirements for the position but not approaching higher levels of the standard set. You understand your position and continuously carry out the duties assigned to you. If you are new in a position or have new duties assigned to you and you are learning-the expectations of you in meeting standards would be different than the expectations of you after 2-3 years in the same position. Your performance lacks outstanding qualities but generally meets the basic job requirements and expectations of the position.
  - **For Example:** I return my calls in 4hrs, I do the cable repairs and clear them in 24 hrs, I completed 50 orders and have none that are overdue, I designed a new web page people love, I answer every question that customers ask, I do everything my supervisor asks me to do.

THAT IS your job – you are meeting the standards and expectations of your position, which is very good. If you did not do the above, then you would be below standards.

- **Above Standards: “As and Bs”** – Performance against accountabilities which always meets and sometimes exceeds the requirements of the position. Approaching the highest levels of standards set: you know your business, you know your coworkers business and you help them when they need you. You volunteer, show initiative and consistently follow through. You are a team player and the type of employee who will always go above and beyond. You identify problems and not only recommend solutions, but work to implement them. You require minimal supervision and seek out challenges and go beyond the indicated criteria for the job. You typically independently demonstrate fully proficient knowledge, skills and abilities for the required work.
- **Superior Performance: “A+ Only AND Extra Credit”** – Performance against accountabilities which consistently exceeds the requirements of the position. Your work is characterized by a constant high level of accomplishment; meeting and far exceeding the performance goals of the job. Your work serves as an example for others.

You not only know your business, you know the department’s business, AND you generate or change our business. You have mastered Above Standards and it is second nature. You try to set an example for others, or are a role model to others as you help them learn to excel.