

GUIDE TO DEFINING PERFORMANCE RATINGS

This document is provided as a “Guide” to assist you, the performance appraiser, in determining the level of accomplishment the employee may have attained within the individual performance factors. These definitions are not absolutes. They are meant to be used as tools for you in establishing or expanding your individual department’s definitions. The design of this Guide is identical to the format of Sections 1 and 2 of the actual PMP form; therefore, it can be used as an easy reference alongside the PMP form during completion. Each level of performance within the 12 categories contained in Sections 1 and 2 is broadly defined by use of examples.

SECTION 1 – INDIVIDUAL PERFORMANCE

1. JOB KNOWLEDGE

Exceptional	Highly Effective	Effective	Improvement Required	Unsatisfactory
Consistently uses correct practices, policies and procedures and frequently makes recommendations to improve procedures. Innovatively and systematically organizes activities and information. Consistently maintains and improves working knowledge of job duties. Develops innovative applications or uses of equipment technology.	Uses correct practices, policies and procedures and occasionally makes recommendations to improve procedures. Systematically organizes activities and information. Often maintains and improves working knowledge of job duties. Uses a variety of equipment technology proficiently.	Uses correct practices, policies and procedures, and applies them in appropriate situations. Uses required equipment and technology proficiently. Demonstrates a comprehensive understanding of departmental and campus functions, activities, and specialized terminology.	Inconsistently uses correct practices, policies and procedures and appropriately and/or violates same. Inconsistently organizes activities and information. Occasionally requires guidance to perform job duties. Occasionally fails to practice basic equipment technology proficiently.	Rarely uses correct practices, policies and procedures appropriately and/or violates same. Rarely organizes activities and information. Poor overall knowledge of job duties. Frequently fails to practice basic equipment technology proficiently.

2. QUALITY OF WORK

Exceptional	Highly Effective	Effective	Improvement Required	Unsatisfactory
Consistently performs work at the highest level of accuracy with few minor errors. Consistently completes assignments on time with little or no supervision. Mistakes are extremely rare, always minor. Performs all assignments effectively regardless of distractions or pressure. Consistently demonstrates high standards of workmanship.	Often performs work at the highest level of accuracy with few errors, usually minor in nature. Frequently completes assignments on time with minimal supervision. Generally handles pressure situations and distractions without affecting performance. Often demonstrates high standards of workmanship.	Completes assignments in a timely fashion with routine supervision. The work products and services are completed according to established standards and specifications. Work is routinely performed at an acceptable level of accuracy. Handles routine pressures and distractions. Demonstrates acceptable standards of workmanship.	Occasionally work performed at unacceptable level of accuracy; some errors. Occasionally fails to complete assignments on time and/or requires close supervision. Occasionally demonstrates unacceptable standards of workmanship.	Rarely performs work at an acceptable level of accuracy; frequent errors. Rarely completes assignments on time and requires constant supervision. Does not work well under pressure or with distractions or stressful situations. Rarely demonstrates acceptable standards of workmanship.

3. QUANTITY OF WORK

Exceptional	Highly Effective	Effective	Improvement Required	Unsatisfactory
Always produces more than the required volume of work, in a timely fashion. Consistently completes special assignments and projects with little or no supervision. Anticipates developments or delays making appropriate adjustments. Consistently exercises initiative in producing higher volume of work and/or seeking additional work or special assignments.	Frequently produces more than the required volume of work, in a timely fashion. Frequently completes special assignments and projects with little or no supervision. Responds quickly and appropriately to unanticipated delays or developments. Often produces required volume of work with no supervision. Occasionally seeks additional work or special assignments.	The work products and services are completed according to established schedules. Work is routinely performed in a timely manner at an acceptable level of output. Handles routine pressures and distractions. Demonstrates acceptable standards of productivity.	Occasionally fails to perform required volume of work in a timely fashion. Completes special assignments and projects with close supervision. Occasionally produces required volume of work with regular supervision. Rarely or never seeks extra work or special assignments	Rarely performs required volume of work in a timely fashion. Rarely completes special assignments and projects. Routine developments often require supervisory guidance. Rarely produces required volume of work. Never seeks extra work or special assignments, and may refuse extra work when assigned.

4. DEPENDABILITY

Exceptional	Highly Effective	Effective	Improvement Required	Unsatisfactory
Attendance/punctuality habits significantly contribute to a higher degree of departmental or individual productivity. Can always be relied upon to complete work accurately and timely without supervisory oversight.	Attendance/punctuality habits contribute positively to a higher degree of departmental or individual productivity. With little exception, can be relied upon to complete work accurately and timely with minimal supervisory oversight.	Demonstrates reliable and predictable attendance and/or punctuality, as required for the position. Assignments are normally completed accurately and timely.	Attendance and/or punctuality habits do not meet the standard required for the position. Occasionally fails to complete assignments by assigned deadlines, and/or requires frequent reminders to meet deadlines.	Department and individual productivity is significantly disrupted by unreliable attendance and/or punctuality. Deadlines are frequently missed, and/or significant supervisory oversight is needed to complete assignments accurately and on time.

5. COMMUNICATION SKILLS – VERBAL AND WRITTEN

Exceptional	Highly Effective	Effective	Improvement Required	Unsatisfactory
Constantly facilitates clear and effective communication among involved parties, both orally and in writing. Always accurately interprets and transmits information so as to improve communication and prevent misunderstandings. Complicated or controversial subjects are always explained effectively to a variety of audiences.	Communicates clearly and concisely with a high degree of accuracy, both orally and in writing. Does not require clarification of information. With little exception, able to communicate effectively to a variety of audiences.	Oral—Communicates openly, clearly, concisely and is polite and respectful of others. Works to ensure understanding and asks for or provides clarification when needed. When necessary, demonstrates good presentation skills. Participates in team discussions. Written—Writes clearly and informatively in a concise and accurate manner using business English, spelling, punctuation, grammar and arithmetic. Varies writing style to meet needs.	Occasionally confuses listeners or readers by what or how it is said. Rarely communicates openly or participates in team discussion. Occasionally requires clarification of previously communicated information. Occasionally impolite and disrespectful.	Frequently confuses listeners or readers by what or how it is said. Communicates ineffectively and unclearly. Frequently requires clarification of information. Consistently rude and disrespectful.

6. INTERACTING WITH OTHERS – COOPERATION AND TEAMWORK

Exceptional	Highly Effective	Effective	Improvement Required	Unsatisfactory
Sets the highest example of cooperation and teamwork. Serves as the ideal standard for collaboration and cooperation by encouraging and initiating teambuilding activities and adaptation to change. May be sought out by others for leadership, counsel, information, and/or direction. Cooperates effectively in all settings and in cross-departmental activities.	Occasionally looks for ways to improve relationships within the work unit. Helps others achieve their goals through sustained support and/or assistance. Puts success of team above own interests. Accepts change and works to help others adapt to changes.	Exhibits positive attitudes during times of change and disruption. Recognizes and provides support and/or assistance to co-workers as needed. Works cooperatively in group situations. Supports team leader. Does not require reminders about cooperation and teamwork standards. Readily accepts direction from supervisors. Fosters a non-discriminatory environment.	Requires reminders about cooperation and teamwork standards. Reluctantly cooperates with others to achieve goals of the organization; reluctantly accepts direction and change from supervisors; minimally supports team leader, seldom develops and maintains cooperative working relationships with team or with others inside and outside the work unit. Occasionally impolite and disrespectful.	Requires frequent reminders about cooperation and teamwork standards. Uncooperative with others to achieve goals of the organization; resistant to direction and change from supervisors; rarely supports team leader, rarely develops and maintains cooperative working relationships with team or with others inside and outside the work unit. Consistently rude and disrespectful.

7. CUSTOMER SERVICE AND PUBLIC RELATIONS

Exceptional	Highly Effective	Effective	Improvement Required	Unsatisfactory
Consistently goes beyond the requirements to ensure that customer needs are met; consistently anticipates service needs of customers; consistently provides additional information or aid without request. Sets a higher standard for customer service with all customers at all times.	Frequently goes beyond the requirements to ensure that customer needs are met; frequently anticipates service needs of customers; frequently provides additional information or aid without request. Never requires reminders about customer service.	Courteous and congenial with external and internal customers. Provides requested assistance and information to others in a prompt and courteous manner. Communicates in a helpful and informative manner to maintain good public relations. Ensures customer satisfaction through consistent or special effort in response to customer need. Gives equal consideration and service to all people.	Marginally courteous; provides requested assistance and information to others in less than prompt or courteous manner. Occasionally deals poorly with internal and external customers. Occasionally must be reminded about customer service standards.	Frequently discourteous; occasionally does not provide assistance and information to others in prompt or courteous manner. Regularly deals poorly with internal and external customers. Frequently must be reminded about customer service standards.

SECTION 2 – MANAGERIAL/ADMINISTRATIVE/SUPERVISORY PERFORMANCE

1. PLANNING – SETTING OBJECTIVES

Exceptional	Highly Effective	Effective	Improvement Required	Unsatisfactory
Exhibits exceptional insight and thoroughness in anticipating needs. Consistently develops innovative plans to exceed goals and objectives.	Frequently develops plans that anticipate needs and usually exceeds goals and objectives.	Develops sound, realistic plans and coordinates activities to meet goals and objectives.	Inconsistent in planning and coordinating routine activities. Frequently fails to anticipate needs. Inconsistent in planning for future changes.	Generally ineffective in planning and coordinating routine activities. Rarely anticipates needs. Rarely plans for future changes.

2. ORGANIZATION AND WORK ALLOCATION - COORDINATION

Exceptional	Highly Effective	Effective	Improvement Required	Unsatisfactory
Exceptionally skilled in directing and organizing activities; empowers employees toward self direction.	Highly skilled in directing and organizing activities. Develops and uses advanced techniques to plan and organize resources.	Effectively utilizes the capabilities of people and resources to distribute, regulate and complete work. Develops strategies and establishes priorities and deadlines which accomplish organizational goals. Demonstrates strong problem-solving and decision-making skills to ensure smooth operations. Consistently exercises skill in directing and organizing activities.	Inconsistent in exercising skill in directing and organizing activities.	Ineffective in directing and organizing activities.

3. STAFFING

Exceptional	Highly Effective	Effective	Improvement Required	Unsatisfactory
Uses minimal resources to produce maximum results. Highly skilled in using and shifting staff to meet objectives; innovative in obtaining alternative resources.	Often gets more out of available staff than expected. Frequently uses and shifts staff to meet or exceed objectives.	Plans and staffs the unit with the appropriate number of employees and skills mix; selects a highly qualified and diverse work force for the unit consistent with the University's policies on equal employment and affirmative action; utilizes staff creatively to solve staffing shortages.	Inconsistent in using staff efficiently to meet work requirements. Inconsistent in using or shifting staff to meet objectives.	Utilizes staff poorly. Rarely uses or shifts staff to meet objectives.

4. LEADERSHIP AND MOTIVATION – COMMUNICATION LINK

Exceptional	Highly Effective	Effective	Improvement Required	Unsatisfactory
Provides exceptional leadership in organizing, maintaining, controlling and maximizing operations. Articulate in a wide range of communication situations within all levels of the organization. Exceptionally skilled in motivating employees. Consistently available to help team accomplish their goal.	Highly creative in decision making and providing direction. Highly competent in establishing and maintaining effective communications with all levels of the organization. Highly skilled in directing and organizing activities.	Provides a good managerial example while motivating employees to work toward departmental goals and objectives. Provides practical direction to employees and clearly communicates a shared vision. Flexible when dealing with and managing changing conditions in the organization. Presents facts, ideas, and concepts which can be easily understood; listens well and responds appropriately.	Inconsistent in providing leadership or practical direction. Inconsistent in presenting facts, ideas, concepts so that they can be clearly understood by others.	Rarely provides leadership or practical direction. Creates or causes problems as a result of poor communication.

5. PERFORMANCE REVIEW AND DEVELOPMENT PROCESS

Exceptional	Highly Effective	Effective	Improvement Required	Unsatisfactory
<p>Consistently discovers and develops hidden talents and latent potential in employees.</p>	<p>Regularly perceives need for instruction, guidance, and coaching and provides based on each employee's need, experience and job requirements. Motivates employees through effective communication and performance feedback. Makes special efforts to improve each employee's performance.</p>	<p>Attends performance appraisal training. Adheres to all established methods and procedures on conducting the performance appraisal process within the specified time frame. Clearly communicates standards and expectations while encouraging more efficient and productive performance. Uses the process to develop employee performance and potential. Assesses training needs, and seeks training opportunities. Provides recognition of team member contributions.</p>	<p>Provides little feedback or coaching. Inconsistent in assessing training needs, seeking training opportunities, or improving team members.</p>	<p>No interest in employee training or development. Places little or no value on the performance appraisal process. Does not adhere to specified time frames. Standards and expectations are unclear and/or not communicated to the employee.</p>