

## Rating Levels Definitions

Use the following definitions to assist you in establishing an overall rating level for each employee. To select a rating, an employee's performance should fit most closely in the category chosen. Not all items may apply to your situation. All ratings require justification/explanation in the Summary Statement in the appraisal document.

### Exemplary

#### **Supervisor/Manager**

This employee performs at a level that results in significant accomplishments that may not have been otherwise achieved; has a strong sense of mission and seeks out responsibility; shows a comprehensive understanding of the organization's goals and is exemplary in meeting them. This employee is a master of the skills and abilities required for the job; is highly knowledgeable; is sought by others for leadership, counsel, information, and/or direction. This employee may mentor or teach others; creates and maintains a motivating environment conducive to retention; is a role model for behaviors necessary for success.

This employee demonstrates excellent leadership skills; develops effective working partnerships with other managers, teams, units, agencies, and/or external customers; has a significant positive impact on the achievement of organizational goals. This employee is proactive and demonstrates foresight in correcting situations that may cause future problems; demonstrates innovation in meeting organizational challenges. This employee demonstrates behaviors that foster positive communication at multiple levels; inspires, challenges, and provides development opportunities for staff.

#### **Non-Supervisory Employee**

This employee performs at a level that results in significant accomplishments that may not otherwise have been achieved. This employee seeks out responsibility; shows a comprehensive understanding of the of the job objectives and is exemplary in meeting them. This employee is a master of the skills and abilities required for the job; is highly knowledgeable; may be sought out by others for job leadership, counsel, information, and/or direction. This employee may mentor or teach others; is a team player; creates and maintains positive working relationships; is a role model for behaviors necessary for success.

This employee may demonstrate leadership skills. Difficult assignments are handled intelligently and effectively. This employee produces an exceptional quantity of work, often ahead of schedule and with little supervision. This employee develops effective working relationships with others; improves cooperation among participants in the workplace and prevents misunderstandings. This employee is proactive and demonstrates foresight in correcting situations that may cause future problems. This employee demonstrates innovation in meeting work demands.

## **Solid Sustained**

### **Supervisor/Manager**

This employee demonstrates good solid performance in managing work expectations; exhibits sustained support of organizational goals. This employee is effective, consistent, and competent in working and communicating with staff; trains and guides staff and holds them accountable to meet job expectations and objectives; demonstrates behaviors that result in positive working relationships. This employee consistently demonstrates good knowledge, skills, and abilities required to meet job expectations.

This employee has the ability to handle a variety of interpersonal situations. This employee occasionally performs above expectations in meeting deadlines, using critical thinking skills, and creativity to accomplish tasks, projects, and objectives. This employee may seek out additional responsibility.

### **Non-Supervisory Employee**

This employee demonstrates good solid performance in critical areas and exhibits sustained support of goals; is effective, consistent and competent in meeting job expectations. This employee demonstrates behaviors that result in positive working relationships; consistently demonstrates good knowledge, skills, and abilities required to meet job expectations.

This employee has the ability to handle a variety of interpersonal situations. This employee occasionally performs above expectations in meeting deadlines, using critical thinking skills and creativity to accomplish tasks, projects, and objectives. This employee may seek out additional responsibility.

## **Achieves Performance Standards**

This employee meets job expectations. Employee may sometimes require more supervision, and work may require more revision or adjustment to meet expectations. Assignments are completed but occasionally require assistance from supervisor or peers.

**OR**

This employee is developing new skills and gaining new knowledge, leading toward performing all expectations and objectives of the job. This employee may be new to the position or job duties and may not have completed a full work cycle; this employee is still learning the job. This employee may need time to develop skills to be more proficient in the current position.

## **Does Not Achieve Performance Standards**

This employee's performance needs improvement and/or is inconsistent. This employee may fail to meet one or more core performance standards and/or key job expectations.