

# Performance Review Category Definitions

Performance Review Category	Demonstrated Actions and Behaviors
<p><b>Exceeds Expectations</b></p> <p>Initiates and completes work beyond the agreed upon job duties and responsibilities</p> <p>The work performance adds value, is done ahead of schedule and is of excellent quality</p> <p>All competencies have been demonstrated or developed in an outstanding manner</p> <p>The employee has made a major contribution to the success of the unit (e.g. team, department, school)</p>	<p>An employee given <b>Exceeds Expectations</b> demonstrates an exceptional level of performance and consistently exceeds expectations. The manager/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>- Consistently presents viable solutions to problems and the plan to execute the solutions</li> <li>- Routinely demonstrates a willingness to complete work that may be out of scope of their regular responsibilities</li> <li>- 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</li> <li>- Effectively handles multiple priorities</li> <li>- Consistently looks for process improvements and development opportunities for him/herself, the team, and the department</li> <li>- Consistently demonstrates exceptional customer service</li> <li>- Is always willing to lead change, and help others through change</li> <li>- Consistently seeks out constructive feedback and opportunity for improvement and development</li> <li>- Consistently demonstrates leadership among peers and colleagues</li> <li>- Consistently maintains a positive and professional manner when under pressure or in stressful situations</li> </ul>
<p><b>Meets Expectations</b></p> <p>Job duties and responsibilities have been satisfactorily completed</p> <p>Results are significant, on time and of good quality</p> <p>All competencies have been satisfactorily demonstrated or developed</p> <p>Employee work has contributed to the success of the unit</p>	<p>An employee given <b>Meets Expectations</b> demonstrates a solid level of performance and regularly meets, and occasionally exceeds, expectations. The manager/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>- 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)</li> <li>- Often demonstrates a willingness to complete work that may be out of scope of their regular responsibilities</li> <li>- Consistently demonstrates exceptional customer service</li> <li>- Is able to handle multiple priorities</li> <li>- Is open to implementing process improvements and often suggests process improvements and development opportunities for him/herself, the team, and the department</li> <li>- Is open to change and maintains a positive attitude through change</li> <li>- Openly receives constructive feedback and opportunity for improvement and development</li> <li>- Consistently receives positive feedback from customers and colleagues</li> <li>- Often demonstrates leadership among peers and colleagues</li> <li>- Often acts as a peer mentor and coach</li> <li>- Maintains a positive and professional manner when under pressure or in stressful situations</li> </ul>

<p><b>Meets Some Expectations</b></p> <p>Some of the job duties and responsibilities have been satisfactorily completed</p> <p>Some of the results are significant, on time and of good quality</p> <p>Some of the relevant competencies have been satisfactorily demonstrated or developed</p> <p>Overall, some of the employee's work has contributed to the success of the unit</p>	<p>An employee given <b>Meets Some Expectations</b> demonstrates inconsistent levels of performance and may meet some job duties and responsibilities, while not meeting other goals and expectations. Overall, employees demonstrate some willingness and the ability to improve performance. The manager/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>- Inconsistent performance and does not meet all performance expectations</li> <li>- Requires close supervision to achieve some work responsibilities</li> <li>- Inconsistently contributes to solving problems</li> <li>- Occasionally looks for reasons why work or goals cannot be accomplished rather than looking for ways to complete the work</li> <li>- Inconsistently demonstrates exceptional customer service</li> <li>- Occasionally has difficulty managing multiple priorities</li> <li>- Occasionally has difficulty handling change and may reject ideas without due consideration</li> <li>- Not always open to constructive feedback and at times may place blame elsewhere</li> <li>- Infrequently receives positive feedback from customers and colleagues</li> <li>- Occasionally has difficulty maintaining a positive and professional manner when under pressure or in stressful situations</li> </ul>
<p><b>Does Not Meet Expectations</b></p> <p>Many of the job duties and responsibilities have not been completed</p> <p>Many of the results are not significant, not on time or of low quality</p> <p>A number of the relevant competencies have not been demonstrated or developed</p> <p>Overall, much of the employee's work has not contributed to the success of the unit</p>	<p>An employee given <b>Does Not Meet Expectations</b> is not meeting the job expectations and consistently fails to meet goals. The employee demonstrates unwillingness or an inability to improve performance. The manager/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 customers and colleagues</li> <li>- Is unable to maintain a positive and professional manner when under pressure or in stressful situations</li> </ul> <p><b>A manager/supervisor who anticipates using the "Does Not Meet Expectations" performance rating should contact the HR Office for help structuring the written review and coaching on conducting the review meeting. If an employee "Does Not Meet Expectations", the manager/supervisor should plan a follow-up meeting with the employee to develop a performance improvement plan. This shouldn't be the first time the employee is hearing that they don't meet expectations. Ongoing feedback and coaching should be occurring in a timely manner so the employee is aware of any concerns about meeting expectations.</b></p>