

Rating Scale and Definitions

EP	Exceptional Performance (requires written supporting rationale) – Performance consistently and significantly exceeds departmental and position expectations
PW+	Performing Well Plus (requires written supporting rationale) – Performs well in all aspects of the job, exceeds expectations in a few areas
PW	Performing Well – no written rationale required – Performance consistently meets expectations and job requirements
NI	Needs Improvement (requires written supporting rationale) – Performance consistently does not meet expectations and improvement is required
DNM	Does Not Meet Expectations (requires written supporting rationale) – Performance does not meet expectations
N/A	Not Applicable – no written rationale required

Rating Scale with sample behavioral descriptions:

EP	Exceptional Performance (requires written supporting rationale) <ul style="list-style-type: none">· Exceeded requirements even on the most difficult and complex aspects of the job· Accomplished far more than expected· Initiated new projects and solutions. Was able to take on additional assignments without affecting other work· Put students' needs first and worked to overcome obstacles to serve students' needs· Completed projects thoroughly, completely and ahead of schedule· Required little or no supervision and follow-up· Did advance planning, anticipated problems and took appropriate action· Exhibited exceptional leadership ability and was a role model for others· Demonstrated an exemplary commitment towards the team, department, institutional goals and SJU Mission and Values at Work· "XXX has not only performed all of her responsibilities, but has also incorporated her talents and experience to the enhancement of the department as a whole. She has gone above and beyond meeting her job expectations, and has taken on additional responsibilities throughout the year. She is a quick and enthusiastic learner who works positively and productively with her colleagues and supervisor. She strives to deliver accurate and prompt service to our students, and is helpful and knowledgeable when interacting with family and staff. She has been an asset to the department."
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Rating Scale with sample behavioral descriptions:

PW+ **Performing Well Plus** (requires written supporting rationale)

- Met expectations in all areas and exceeded expectations in some
- Demonstrated leadership on xxxx initiative and led the effort that resulted in a successful outcome
- Assumed additional responsibility on xxxx initiative while balancing the regular workload
- Consistently completed regular work and projects on schedule and exceeded expectations in xxxx project(s).
- Demonstrated exemplary behaviors on xxxx project that support requirements of the job and the SJU Mission and Values at Work
- Was a good team player and had a positive influence on others
- "XXX has continued to meet all expectations and has exceeded in several. She is a diligent and competent manager. This past year, she stepped up to the plate and successfully delivered several projects and helped move our department agenda forward. She is able to stay focused and deliver projects as planned. She is dedicated and organized which shines through in her delivery on projects."

PW **Performing Well (no written rationale required)**

- Met expectations in all areas
- Consistently completed regular work and projects on schedule
- Consistently put students' needs first and worked to overcome obstacles to serve students' needs
- Made few errors and seldom repeated them
- Took initiative and occasionally asked for additional responsibility
- Was a good team player and had a positive influence on others
- Consistently demonstrated behaviors that support requirements of the job and the SJU Mission and Values at Work
- "XXX continues to meet expectations. He has shown his willingness to accurately complete projects and tasks in a timely manner. Areas of improvement include attention to detail. As part of the staff development process, it is expected that XXX will attend at least two professional development programs in the coming year."

NI **Needs Improvement** (requires written supporting rationale)

- Performed some of the job requirements, but needs improvement to meet manager's expectations
- Needed to show better quality of work, increased production, or attention to details and deadlines
- Did not always put students' needs first
- Held up others' work or department outputs
- On occasion, exhibited periodic lack of teamwork
- May have caused a morale problem on the team because he or she did not carry his or her load of work
- Seldom demonstrated behaviors that support the SJU Mission and Values at Work
- Must have intervention to improve: re-clarification of expectations, increased training, coaching, experience, etc.
- Should be on a documented corrective action plan
- "I would like to see XXX take a more proactive approach in identifying areas of need at the YYY and attend to those constructively."
- "XXX needs to work on the competency of Attention to Detail."
- "XXX met expectations in some areas but needs to improve in one or more areas. His communication on emails and phone calls need consistency."

Rating Scale with sample behavioral descriptions:

DNM Does Not Meet Expectations (requires written supporting rationale)

- Failed to meet expectations in xxxx objective/competency
- Failed to complete the assigned projects
- Despite coaching and counseling, showed no improvement during the reporting period
- Failed to implement the suggestions offered by manager to improve performance
- “XXX had a difficult time managing the players. The behavior of the players was unacceptable. Going forward, I expect XXX to have better control of the team and demonstrate a stronger commitment to conducting disciplined practice sessions.”
- “XXX has not met the established performance standards that were set for him.”

N/A Not Applicable – Does not apply (no written rationale required)