

General Definitions of Performance

The following definitions are provided to assist supervisors distinguish between levels of performance. Although an employee's overall job performance varies by task, time, and circumstance, overall performance may be best described by one of the following categories:

NEEDS IMPROVEMENT: *Needs improvement to achieve expectations/standards.*

- Performance often does not fully meet established expectations, requirements, or standards.
- Fails to pursue developmental opportunities and/or apply new skills to meet standards.
- Exhibits difficulty adjusting to changing situations or work assignments.
- Does not always exhibit proactive problem solving to improve and/or adjust work processes.
- Performs inconsistently, possibly leading to some inaccurate, untimely, and/or undependable results.
- At times, displays actions that are detrimental to students, faculty, and staff.
- Requires extensive guidance and follow-up to assure projects are completed in a satisfactory manner.

MEETS EXPECTATIONS: *Achieves expectations/standards.*

- Performance consistently meets established expectations, requirements, or standards.
- Effectively applies and pursues opportunities to increase job knowledge/skills to complete objectives.
- Readily adjusts to changing situations and additional work assignments.
- Demonstrates proactive problem-solving to improve and/or adjust work processes.
- Effectively meets the needs of students, faculty, and staff. Exhibits expected workplace courtesy and respect. Behavior positively influences working relationships.
- Viewed as a competent, valuable member of the university community.

EXCEEDS EXPECTATIONS: *Often exceeds expectations, requirements, or standards.*

- Performance generally exceeds established expectations, requirements, or standards.
- Customarily increases job knowledge/skills to accomplish objectives. Often seeks responsibility and achieves noteworthy success on additional duties.
- Actively supports and embraces changing situations and additional work assignments.
- Contributes to and leads innovative, workable solutions to projects/problems.
- Produces work of a superior quality; productive beyond expectations.
- Contributes significantly to the success of the unit/university, well beyond job requirements.
- Regularly seeks/implements improvements in personal and organizational relationships. Strongly exhibits positive behavior that promotes and influences cooperation from others.
- Viewed as a “star.” Dependable, effective, efficient, and innovative.