

## Appendix A - Rating Scale

The mid acceptable rating is where the supervisor should start the analysis and then adjust up or down based on the employee's performance



Start Here

**Outstanding:** This rating is given to an employee working consistently above and beyond all their performance expectations, leaving little or nothing to be desired or for those who have successfully completed unusually demanding special assignments in addition to performing their own duties. Any performance not consistently exceeding expectations is minor or due to events not under the control of the employee.

The contributions which result from performance at this level constitute a standard of excellence that may well serve as an example or role model. Just like an employee performing at a high-acceptable level, the supervisor should provide positive feedback.

**High Acceptable (Exceeds Expectations):** This rating is given when an employee is exceeding performance expectations, excelling in their job performance, and meeting goals. Their performance is marked by initiative, a high quality and quantity of work and they regularly make valuable contributions to the organization. Their judgment is sound and they demonstrate mastery of their position.

The supervisor should provide positive feedback to the employee performing at this level to encourage her/him to continue at this rating or use goal-setting and coaching if the employee chooses to exceed this level of performance.

**Mid Acceptable (Meets Expectations):** This rating is given when an employee is meeting all their performance expectations. The employee is not required to improve her/his performance; however, the supervisor may motivate the employee to perform duties to a higher level of performance through goal-setting and coaching.

If the employee does not meet their SMART Goals and/or Learning and Development Plan then there should be an explanation provided in the narrative for why they are still considered mid acceptable or higher.

**Low Acceptable (Does Not Meet Expectations):** This rating is given when either an employee is not meeting all performance expectations, or is meeting all performance expectations, but some piece of their job performance is unacceptable (ex. consistent bad attitude, rude to other employees constantly). It is marginal work performance and it is intended that an employee should not remain at this level indefinitely but must improve.

Management is required to provide short-term coaching efforts to the employee to improve his/her performance to a mid acceptable level. Failure to improve and sustain performance may result in extending probation or a non-retention decision for probationary employees. For permanent employees, it may result in withholding a merit increase or withdrawing a previously granted merit increase. Employees with this rating are not eligible for a pay increment.

**Unacceptable:** This rating is given when an employee is not meeting the performance expectations or requires frequent, close supervision and/or redoing of work. Employees cannot continue to perform at this level and must improve.

If the rating is due to poor performance, the supervisor typically has already contacted departmental HR staff for assistance with additional short-term coaching often in the form of a Performance Improvement Plan (PIP). If this rating is due to disciplinary action for misconduct, no PIP is needed. Failure to improve and sustain performance and/or behavior from an unacceptable rating may result in a non-retention decision for a probationary employee. For a permanent employee, it may result in disciplinary action, withholding a merit increase or withdrawing a previously granted merit increase. Employees with this rating are not eligible for a pay increment.