



**SHRA Performance Appraisal Policy
Distinctions within Rating Scale**

The following descriptions provide some general guidance in making distinctions among the three performance rating levels. Contact Human Resources for additional assistance.

NOT MEETING EXPECTATIONS	MEETING EXPECTATIONS	EXCEEDING EXPECTATIONS
Performance has not consistently met documented expectations and measurements in this area, or the employee has demonstrated significant performance deficiencies in this area.	Performance consistently meets documented expectations and measurements in this area.	Performance consistently exceeds documented expectations and measurements in this area.
The employee often does not perform the job at the level expected for this position or has demonstrated significant performance deficiencies in terms of quantity, quality, timeliness, cost, and customer satisfaction due to the employee's lack of effort and/or skills.	The employee regularly does work at the level expected for this position and consistently meets what is expected in terms of quantity, quality, timeliness, cost, and customer satisfaction due to the employee's own effort and skills.	The employee consistently does work going far beyond the level that is expected for this position in terms of quantity, quality, timeliness, cost, and customer satisfaction due to the employee's own effort and skills.
An employee performing at this level does not demonstrate sufficient knowledge of the duties and responsibilities or sufficient ability to sustain a level or work to meet the business needs of the organization.	An employee performing at this level possesses strong core knowledge of the duties and responsibilities and demonstrates general proficiency in the work in order to meet the business needs of the organization.	An employee performing at this level demonstrates a mastery of the duties and responsibilities and repeatedly makes exceptional or unique contributions to the organization beyond what is necessary to meet the business needs of the organization.
<p>Supervisor frequently finds it necessary to continue to address performance issues with an employee, often requiring additional resources (time, additional staff, etc.) to be allocated in order to meet business needs.</p> <p>Supervisory attempts to encourage performance improvement have been unsuccessful and may have resulted in disciplinary action.</p>	The employee is responsive to guidance and feedback from the supervisor such that only moderate oversight is required to ensure sufficient work is being accomplished.	The employee's work performance is consistently characterized by exceptionally high quality work that leaves little or nothing to be desired. The supervisor has confidence that work will be accomplished exceptionally well with minimal oversight.

<p>An employee performing at this level may be readily recognized by the organization as struggling or failing to contribute effectively to the organization's mission.</p>	<p>An employee performing at this level should be readily recognized by the organization as generally dependable and making an effective contribution to the organization's mission.</p>	<p>An employee performing at this level is readily recognized by the organization as an outstanding contributor to the organization's mission.</p>
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