

## Performance Management Process Rating Scale

EXCEPTIONAL	HIGHLY EFFECTIVE	EFFECTIVE	ACHIEVES MOST	DOES NOT MEET
<p>A. Works with a high degree of independence and accuracy.</p> <p>B. Overall performance is superior and significantly exceeds expectations, producing exceptional results and promoting a culture of collaboration</p> <p>C. Extraordinary commitment to the job and contributions are widely recognized, representing the College in a manner that reflects well internally and externally</p> <p>D. Undertakes additional responsibilities and achieves results above and beyond job expectations, and is able to drive change and inspire others</p> <p>E. Demonstrates outstanding judgment, skills, initiative and creativity, and approaches the job with passion and enthusiasm</p> <p>F. Recognized for exceptional expertise, communication skills and leadership</p> <p>G. Serves as a role model for others and exemplifies the values and qualities that distinguish the College</p>	<p>A. Requires minimal supervision</p> <p>B. Consistently surpasses job and performance expectations in many aspects of the job</p> <p>C. Demonstrates commitment to the department and the College, and promotes a positive and productive work environment</p> <p>D. Volunteers for extra work or responsibilities and is willing and able to help and support others</p> <p>E. Effectively manages multiple priorities, tasks and projects</p> <p>F. Demonstrates distinctive understanding of the aspects of the job and is able to effectively communicate and work with others</p> <p>G. Follows policies and procedures and models acceptable behaviors</p>	<p>A. Requires moderate supervision</p> <p>B. Meets and occasionally exceeds job expectations</p> <p>C. Is reliable in attaining expected results, timely and efficient</p> <p>D. Applies logic and reason successfully when making decisions</p> <p>E. Demonstrates appropriate judgment and initiative in responding to and solving problems</p> <p>F. Maintains up-to-date knowledge and expertise</p> <p>G. Adheres to policies and time and attendance rules</p>	<p>A. Requires considerable supervision</p> <p>B. Performs in an unreliable or inconsistent manner</p> <p>C. Needs to better anticipate or respond effectively to routine problems or changes in direction</p> <p>D. Must show initiative or judgment in responding to or solving problems</p> <p>E. Needs more training and close guidance/mentoring</p> <p>F. Inconsistently adheres to policies and/or time and attendance rules</p> <p>G. Insubordinate or unable to demonstrate acceptable behaviors</p>	<p>A. Requires substantial supervision</p> <p>B. Negligent in carrying out responsibilities</p> <p>C. Fails to anticipate, respond to or identify routine problems or changes in direction</p> <p>D. Needs constant re-training and guidance on basic functions</p> <p>E. Habitually fails to adhere to policies and/or time and attendance rules</p> <p>F. Purposefully insubordinate</p> <p>G. Misuses or damages College's resources</p>

### Rating Scale and Criteria

The rating scale offers a high degree of structure for appraisals. Each evaluation factor is based on the individual employee's performance towards job expectations and established goals. This table provides the criteria for the assignment of the overall performance rating, as well as guidance for differentiation between the ratings.

# PERFORMANCE PLAN

Sometimes employees need support developing skills or learning certain aspects of the job. A performance plan is a tool used to identify areas requiring improvement and to define the necessary steps to accomplish the performance goals.

If an employee receives a rating of **Achieves Most**, the supervisor is required to develop an action plan detailing expectations. The action plan should include specific and measurable objectives, and clear indicators for acceptable performance. The supervisor and the employee should meet frequently to assess improvement.

If an employee receives a rating of **Does Not Meet**, the supervisor is required to develop a detailed performance plan including areas in need of immediate, significant and consistent improvement, indicators of acceptable performance, and the necessary actions to ensure successful completion. The employee will be placed in a probationary period with periodic reviews. The plan could also include training or other activities to support the employee during this period, as well as the expectations for the periodic reviews.

**Supervisors must contact the Office of Human Resources to receive guidance in the development of these plans and the completion of the necessary forms**

## MERIT PROGRAM

Merit pay is a compensation methodology where base pay increases are discretionary and determined by individual performance. The goal is to provide financial recognition and positive reinforcement for continuous improvement. As a result, if an employee is an outstanding performer, they may receive more than the merit pool percentage. If the employee is not a good performer, they may receive less than the merit pool percentage.

**Recognizing and rewarding high performance is a priority for the College.**

During the evaluation period, a ‘base raise’ may be provided in an equal percentage for all employees performing at the “Effective” level and above. In addition, an extra pool of funds may be available for supervisors to distribute at their discretion, following certain parameters, to recognize and reward strong performance. The approval of any base percentage increases and percentages available for additional rewards will be decided/approved during our budget review process in the spring, and communicated at that time.

- Such parameters include: the impact the performance has on the department’s operation, achievement of department goals, team effectiveness, productivity, etc.
- Please note that there is no “intended distribution” or “quota” for salary increases.