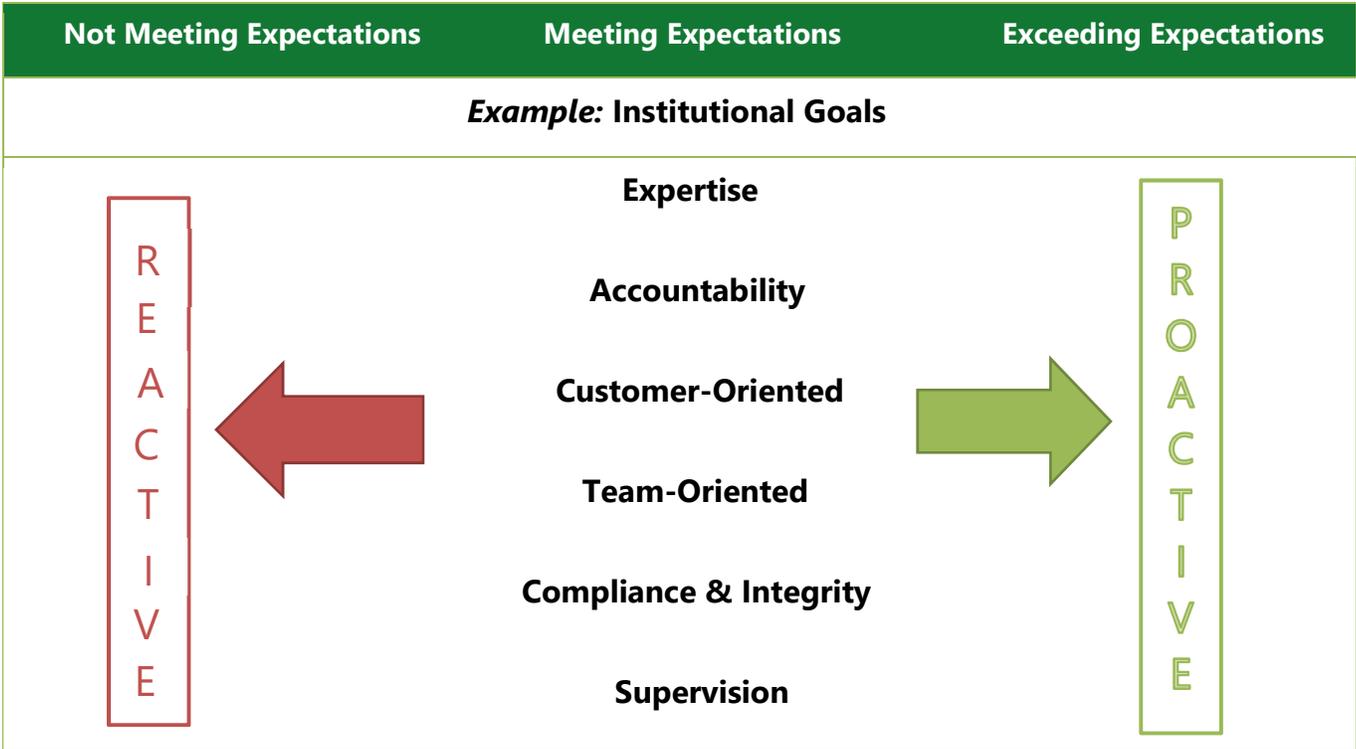


Assigning a Score

There are three rating options for SHRA employees: Meeting Expectations, Exceeding Expectations, and Not Meeting Expectations. The following table offers general guidelines on what each rating implies:

Not Meeting Expectations (D)	Meeting Expectations (A)	Exceeding Expectations (A+)
<p>Performance generally fails to meet the defined expectations or requires frequent, close supervision and/or the redoing of work. The employee is not doing the job at the level expected for employees in this position. Unsuccessful job performance is due to the employee's own lack of effort or skills.</p>	<p>Performance meets the defined job expectations. The employee generally performs according to the expectations doing a good job. The employee is doing the job at the level expected for employees in this position. The good performance is due to the employee's own effort and skills.</p>	<p>Performance is far above the defined job expectations. The employee consistently does outstanding work, regularly going far beyond what is expected of employees in this job. Performance that exceeds expectations is due to the effort and skills of the employee. Any performance not consistently exceeding expectations is minor or due to events not under the control of the employee.</p>

Another way to differentiate between not meeting, meeting, and exceeding expectations is to consider how the employee completed his or her responsibilities. An employee who is consistently proactive in achieving his or her institutional and individual goals may exceed expectations, whereas an employee who is consistently reactive may not meet expectations (see table below).



Final overall ratings should not be a surprise to an employee or the unit. Regular talent conversations and annual calibration sessions will ensure consistent and fair performance ratings for each employee.