

Staff Performance Levels: General Definitions

	Fails to Achieve Expectations / Standards	Needs Improvement to Fully Achieve Expectations / Standards	Fully Achieves Expectations / Standards	Consistently Surpasses Expectations / Standards
Performance	Performance is consistently below established expectations, requirements or standards.	Performance does not fully meet established expectations, requirements or standards.	Performance consistently meets established expectations, requirements or standards.	Performance consistently surpasses established expectations, requirements or standards.
Work Quality	Delivers inaccurate and generally undependable results.	Performs inconsistently, possibly leading to some inaccurate, untimely and/or undependable results.	Produces dependable, timely and accurate results.	Contributes and leads innovative, workable solutions to projects/problems. Accomplishes high work quality and productivity, even amidst obstacles.
Job Knowledge	Ineffectively applies or lacks job knowledge / skills to meet standards.	May fail to pursue developmental opportunities and / or apply new skills to meet standards.	Effectively applies and pursues opportunities to increase job knowledge/skills to complete objectives.	Continually applies ever-increasing job knowledge/skills to address challenges and or lead new initiatives.
Flexibility	Demonstrates failure to initiate improvement to complete objectives.	Exhibits difficulty adjusting to changing situations or work assignments.	Readily adjusts to changing situations and additional work assignments.	Anticipates and proactively responds to changing situations and additional work assignments. Encourages in others a supportive response to change.
Problem Solving	Does not exhibit proactive problem solving to improve and / or adjust work process.	May not exhibit proactive problem solving to improve and / or adjust work process.	Demonstrates proactive problem solving to improve and / or adjust work process.	Consistently initiates creative problem solving techniques to improve and/or adjust work process.
Behavior	Displays behaviors and actions which are detrimental to coworkers and teamwork.	At times, displays actions, which are detrimental in customer service relationships. May behave in a manner which is detrimental to the work group.	Effectively meets the needs of customer-service relationships. Exhibits expected workplace courtesy and respect. Behavior positively influences working relationships.	Demonstrates constant commitment to continuous improvement in customer-service relationships. Exhibits leadership behavior which enhances co-workers' / team's performance.
Attendance	May have poor attendance, which hinders workflow and departmental objectives.	May display irregular attendance that impacts workflow and organizational needs.	Displays regular attendance to meet organizations needs.	