



April 2024

Performance Evaluation Series

Understanding the Rating Scale



1 – Needs Improvement

- Does not consistently meet all expectations
- Additional direction and support is required

Behaviors that might result in a 1 rating:

- Missing deadlines
- Work is not getting done
- Work quality is unacceptable
- Attendance Issues
- Creates or escalates counterproductive conflicts

Documentation and/or actions associated with a 1 rating:

- Documentation of previous conversations
- Specific examples of unacceptable behavior or work product
- PIP

1.5 – Reliably Delivers

- Consistently meets expectations
- Sometimes needs additional direction and support beyond what would be expected in the role

Behaviors that might result in a 1.5 rating:

- Work ultimately gets done but employee might not really deserve the credit
- Might get the quality to an acceptable level eventually but not on the first try and not without extra guidance
- Is not always meeting attendance expectations or requires oversight to meet attendance expectations
- Doesn't have serious conflicts with colleagues but does not have great working relationships and/or requires some level of mediation support

Documentation and/or actions associated with a 1.5 rating:

- Documentation of previous conversations
- Specific examples of below standard behavior or work product
- Specific examples of support beyond what would be expected
- Action plan
- Letter of expectation
- Additional training

2 – Reliably Delivers

- Consistently meets expectations and
- might exceed some expectations
- Requires little to no additional direction to achieve established responsibilities

Behaviors that might result in a 2 rating:

- Does everything that's asked of them, sometimes a bit more
- Work gets done on time
- Work quality is good
- No attendance issues
- Works effectively colleagues
- Requires a level of support that's appropriate for the position

Documentation and/or actions associated with a 2 rating:

- No special/additional documentation required
- Typically, this is the score for approximately 60-70% of employees

2.5 – Reliably Delivers

- Frequently delivers beyond that which would be expected in the role

Behaviors that might result in a 2.5 rating:

- Goes above and beyond what is asked
- Work quality is usually better than expected
- Work is done in less time than expected and/or is able to complete more work than expected
- Has very positive work relationships with colleagues

Documentation and/or actions associated with a 2.5 rating:

- Can provide multiple, specific examples of how work exceeds expectations from different quarters

3 – Consistently Exceeds

- Consistently exceeds or delivers beyond expectations
- Influences others to perform better

Behaviors that might result in a 3 rating:

- Work product is truly exceptional – almost always
- Has excellent work relationships with colleagues
- Positively influences and/or brings out the best in others

Documentation and/or actions associated with a 3 rating:

- Artifact documentation
- Specific examples of work that exceeds expectations from all four quarters
- Specific examples of this employee's positive effect on the team



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Case Studies

****The story, characters, performance, and incidents portrayed in this presentation are fictitious. No identification with actual persons (living or deceased), departments, or units is intended or should be inferred!*

What rating would give employee A?

Employee A is a research specialist. Employee's reports are always on your desk at or just before the deadline. However, you've noticed that the employee is not always as thorough or attentive to details as you would like. As a result, you don't have full faith in the employee's analysis and regularly spend more time reviewing the employee's work than you do with other employees' work. It's not uncommon that you find mistakes that need to be corrected. When you send the report back to the employee for correction, the employee always thanks you for pointing out the mistakes and makes the corrections without complaint, but by the time you get the corrected version, you are now behind schedule on the project.

What rating would give employee B?

Employee B is a business manager. Because of exceptional performance as business manager II, the employee was promoted to business manager I last year. There was a little bit of a learning curve at the beginning as the employee adjusted to the additional job responsibilities and new direct reports, but employee settled in quickly and is now doing very well in the new position. Employee's direct reports have expressed that employee is a great leader who has clear expectations, provides frequent, helpful, and insightful feedback to promote improvement, and is open and approachable. Under employee's leadership, multiple objective measures of team productivity have increased so that the team has been able to meet many of its goals ahead of the expected completion date.

What rating would give employee C?

Employee C is an HR partner. Unit leaders have expressed that employee is not as accessible as they would like and when they do manage to get a meeting, it's not uncommon for the employee to show up late or cancel at the last minute without explanation. You have also heard employee gossiping about confidential information to a friend in another office. However, this employee is good at process improvement and the unit has benefitted from employee's ability to find solutions to some inefficiencies. But the employee is impatient with colleagues as they get used to the new process changes and tends to be demeaning towards others when they make a mistake or do not immediately follow the new process perfectly.

What rating would give employee D?

Employee D is an administrative assistant. In employee's 15 years in this role, employee has never been late once and is always 15 minutes early. One of employee's responsibilities is greeting people as they come into the office, employee is warm and welcoming and people that come through the office occasionally comment on the positive experience they had with employee as they came in. Employee is very organized and does a solid job coordinating your often crazy calendar, and you appreciate that employee keeps you organized and on track. Employee really stepped up for a few weeks this year when one member of the unit was on leave and employee helped make sure all of work was handed off to someone so that nothing fell through the cracks. You really value this employee's stability and dependability.

What rating would give employee E?

Employee E has been one of the organization's high performers for three years and about 9 months ago, employee accepted a position as a manager of a different unit, which had a reputation for having some significant challenges in terms of team dynamics and productivity.

Employee stepped into the new unit immediately began working to better understand the unit's challenges and foster a more positive team culture. Employee was able to successfully mediate existing team conflicts and set clear expectations and norms for civility and respect in the workplace. Employee continues to seek out personal and team growth opportunities and does not shy away from candid conversations. As a result, both the quality and quantity of the unit's work has noticeably improved. Employees in the unit as well as employees from units that work closely with Employee's unit have provided extremely positive feedback on employee's leadership.

Employee has consistently taken on challenging work and new assignments throughout the year and continues to deliver and find ways in which the unit can meaningfully contribute to the mission and vision of the organization.



Up Next in this Series

Part 4 – Coaching Conversations

Wednesday, May 22, from 12 – 12:50pm CT

Part 5 – Panel Discussion

TBD | Early June

Part 6 – Continuing to Manage Performance

TBD | Late June

****HRPs are available to meet with you! Just reach out!*



All Staff Performance Appraisal Series

Part 2 – Understanding the Process

Monday, April 29 @ 12pm CT

Part 3 – Approaching Feedback

Wednesday, May 29 @ 12pm CT

Part 4 – What Now?

Thursday, June 20 @ 12pm CT

****Please encourage your reports to attend!*