

02/10/2026

Rating	Fails to be Successful	Variable	Successful	Exceptional
Definition	Does not fulfill position requirements, unsuccessful in demonstrating expected behaviors and results.	Inconsistently meeting one or more of the significant position requirements, overall variability in behaviors and results.	Reliably performs position duties and responsibilities. Fulfills position requirements, established goals and expectations. Overall successful behaviors and results with occasional variable and/or exceptional performance.	Consistently performs beyond expectations in a majority of position duties and responsibilities. Proactively meets and predominantly exceeds position expectations, making a significant contribution to the overall achievement of unit/department goals.
Behaviors	<ul style="list-style-type: none"> • Does not demonstrate Skills for Success/Leadership Skills for Success • Exhibits negative or disruptive behaviors • Lacks understanding or acceptance of others • Creates an uncomfortable environment for others • Rarely asks for input; may become defensive or dismissive when offered constructive feedback • Has a negative impact on team morale or productivity 	<ul style="list-style-type: none"> • Variable demonstration of the Skills for Success/Leadership Skills for Success • Difficulty engaging with others or accepting and acting on feedback. • Create friction, which may negatively impact the team • See strong results as a trade-off for poor behaviors • Inconsistently communicates information impacting others' work • Alternates between taking initiative and requiring explicit direction 	<ul style="list-style-type: none"> • Successfully demonstrates the Skills for Success/Leadership skills for Success • Engages with others to build solid relationships • Creates a welcoming environment • Flexible, open, and receptive to new information, ideas, and approaches • Effectively addresses work problems and demonstrates proactive problem-solving 	<ul style="list-style-type: none"> • Role model for skills for success/leadership skills for success • Elevate the performance of those around them • Innovative, mentor others, and act as leaders regardless of their official title • Change adept, able to work in uncertain environments • Often contributes creative ideas to improve the work • Anticipates needs and figures out new ways to meet them
Results	<ul style="list-style-type: none"> • Does not meet job requirements or expectations. • Ineffective learning or improving as required • Fails to take the initiative to make changes to improve as required • Usually turns to others to solve problems • Is reluctant to take on new assignments • Does not demonstrate technical skills and requires significant guidance. • Struggles to meet basic expectations of the role. 	<ul style="list-style-type: none"> • Performance has flaws that prevent it from being reliably successful • At times prioritizes speed over thoroughness and does not consistently communicate. • Tends to prioritize relationships and likability over fully meeting job expectations. • Inconsistently manages projects and proactively moving them forward. • Demonstrates technical skills but is inconsistent in their application • Produces inconsistent quality and unreliable achievement of deliverables, requiring close supervision to ensure deliverables are met. 	<ul style="list-style-type: none"> • Consistently meets goals and expectations • Continuously improving, problem solver • Provides support to colleagues and contributes to the development of others through knowledge sharing and guidance. • Flexible, adapts to change, and helps others adapt. • Produces dependable, accurate and timely results 	<ul style="list-style-type: none"> • Results-driven, consistently delivering far more than is asked of them • Work has a major impact on the department's success • Show a strong aptitude and desire for growth and are ready for new challenges • Anticipates and proactively responds to changing situations to achieve work results • Generates new ideas, information, and explores new possibilities.