**Definitions – Administrative Performance Rating Guidelines**

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| **Exceptional Performance** | **Above Performance Expectations** | **Fully Successful Performance** | **Partially Successful Performance** | **Unsatisfactory**  **Performance** |
| * Core duties were performed at a level significantly higher than expected * In addition to consistently high performance for the year, performance substantially went beyond what was expected in the stated objectives even on the most difficult and complex objectives * Performance results made an exceptional impact either within the area or within the College in general * Continued to demonstrate leadership behaviours and emotional balance even in the most difficult circumstances * Demonstrated the leadership behaviours identified in “grid” training – candour, critique, conflict resolution * Contributed in a significant way to improving the working environment | * Core duties were performed in a manner that went beyond expectations * In addition to consistently high performance for the year, performance went beyond the stated objective, even those that were the most challenging * Worked with the team to develop solutions that contributed to an improved working environment * Performance results made a very strong contribution to the Department achieving results that went beyond their objectives * Required minimal direction in demonstrating this level of performance * Demonstrates the leadership behaviours identified in “grid” training – candour, critique, conflict resolution * Identified and communicated solutions, ideas and improvements within and across departments | * Core duties were performed fully successfully * Anticipated roadblocks and developed creative solutions * Consistently demonstrated the behaviours valued by the organization * Results were consistently of solid quality including those related to improving our work place * Performance results made a solid impact to either the Department or to the organization * New employees to the position successfully achieved the development objectives established for the first year * Successfully fulfilled all core duties of the position | * Some core duties were performed partially successfully * Objectives were **not consistently met** during this performance year * Further development is needed to ensure consistent quality or work * Performance demonstrated difficulty in the planning needed towards the achievement of objectives and there was some negative impact to either the Department or organization * Demonstrated some of the behaviours valued by the organization during the performance year * Required close direction and follow-up during the performance year on some objectives * A performance development plan is required | * Some or all core duties were performed unsatisfactorily * Performance has **not met** expected performance objectives and significant improvement is needed to address minimum expectations * Quality of work was consistently below expectations in most areas and there was an negative impact to either the Department or College * If this performance continues major problems in completing key objectives will result * Required very close supervision, step-by-step instructions and frequent feedback * Performance demonstrated minimal behaviours valued by the organization * A performance development plan is required |