**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
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