

Santa Clara University Performance Rating Scale Descriptors

EE – EXCEEDS EXPECTATIONS:

The employee consistently achieves performance expectations and frequently exceeds them. Demonstrated performance is very high quality in areas of responsibility. Exceptional or unique contributions are made in the performance of the department and University objectives. Quality of performance is clearly above the norm.

- Displays a consistently high level of skills, abilities, initiative, and productivity;
- Achieves results that consistently exceed those assigned or expected in key areas of responsibility;
- Demonstrates superior judgment and an ability to solve relatively complex problems;
- Demonstrates a comprehensive knowledge in their own field and is frequently consulted by peers and colleagues;
- Is a “self starter” who requires little direction or supervision;
- Anticipates changes and readily adapts to them, occasionally creating new ways of approaching job responsibilities.

CM – CONSISTENTLY MEETS EXPECTATIONS:

The employee consistently achieves performance expectations or may occasionally exceed them. Work is of high quality in significant areas of responsibility. The employee meets required performance expectations on a day-in, day-out basis.

- Achieves results that consistently meet the requirements of the job in major areas of responsibility and occasionally may exceed them;
- Completes assignments or job duties in a timely manner with an acceptable level of direction or supervision;
- Work output achieves desired or required outcomes or expectations;
- Displays and maintains an effective and consistent level of performance;
- Demonstrates ability to solve problems, makes few errors, and seldom repeats those which have been made;
- Has extensive knowledge in their field;
- Problems or errors are quickly reported and corrected;
- Anticipates and adapts to changes in the work environment.

SM – SOMETIMES MEETS EXPECTATIONS:

The employee achieves many of the performance expectations but not all. Improvement in some performance expectations is needed. Unmet performance expectations have been discussed by supervisor and employee and, as appropriate, have discussed needed improvement.

- Achieves results that meet the minimum requirements of the job in many areas of responsibility; fails to meet minimum performance expectations in some area of responsibility
- Displays inconsistency in the performance and output at times falls below performance expectations;
- Has an appropriate working knowledge of their field;
- Generally needs little supervision but on occasion requires additional direction or supervision;
- Tasks are sometimes completed outside agreed upon time lines or are incomplete;
- Does not always anticipate changes in the work environment and could adapt to these changes more quickly.

NM – NOT MEETING EXPECTATIONS:

The employee’s performance is considerably below acceptable and agreed upon standards. Unmet performance expectations have been discussed by supervisor and employee. Improved performance has not been forthcoming and appropriate corrective action (warning letter or suspension) has been implemented. Failure to immediately improve performance will lead to termination.

- Does not achieve results that meet the requirements of the job;
- Makes errors consistently and often repeats the same mistakes, requiring repetition of duty or completion by others;
- Demonstrates an inability to perform key job functions despite repeated explanation and counseling;
- Lacks appropriate knowledge of their field;
- Requires excessive/constant direction or supervision and does not complete assigned tasks; shows an indifference to job responsibilities;
- Resists changes in the work environment and does not readily adapt to them.