

## Non-Represented Staff Appraisal - Ratings Matrix 2017

	Exceptional	Fully Achieved Expectations	Some Expectations Met*	Expectations Not Met
Categories and High Level Definition	Performance far exceeded expectations	Fully achieved and at times may have exceeded expectations	Performance occasionally met expectations but was inconsistent	Immediate improved is needed
Detailed Definitions				
Goals/Achievements/ Job Functions	Critical goals were completed at an exceptional level and achievements clearly and consistently surpassed all job performance expectations	Critical goals were completed and achievements met and sometimes exceeded job performance expectations.	Some critical goals were completed though overall achievement was below expectations	No critical goals were achieved and/or majority of work was poorly executed
Skills	Demonstrated skills, knowledge and abilities significantly beyond the job requirements	Consistently demonstrated required skills, knowledge and abilities; some may be beyond the job requirements.	Demonstrated most required skills, knowledge and abilities but improvement/growth is needed	Did not demonstrate basic skills, knowledge or ability required to perform the majority of assigned duties
Behavior	Served as an organizational role model; was highly professional; made valuable and extensive contributions to a positive organizational culture	Behavior was consistently professional and supportive of a positive organizational culture	Behavior was not consistently professional or supportive of a positive organizational culture	Behavior was unacceptable and detrimental to a positive organizational culture
New in Position	NA	NA	* Developing appropriately; performance was good given limited time in position	NA
Examples	Exceptional	Fully Achieved Expectations	Some Expectations Met*	Expectations Not Met
Goals/Achievements/ Job Functions	Regularly undertakes additional job functions/duties, through their own initiative, that further the goals of and makes significant contributions to the unit, department, and/or organization.	Possesses full knowledge of job functions/duties on a day-to-day basis; understands related aspects of the unit, department and/or organization; at times, job performance may exceed expectations.	Sometimes does not complete assignments/tasks in an effective manner or the assignments/tasks require revision, clarification or time extensions.	Consistently does not competently complete assignments/tasks and consistently does not produce quality work products even with clarifications or time extensions.
	Consistently produces a quality and/or quantity of work that far surpasses job performance expectations.	Consistently produces high quality work and is willing to take on extra tasks if needed; May sometimes exceed expectations and role requirements.	Sometime the quality and quantity of work does not meet department goals and objectives.	Consistently produces low quality work and does not carry appropriate share of work load.

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<b>Skills</b>	Demonstrates exceptional in-depth knowledge of their job functions/duties and is highly recognized by others within the University community or within their area of expertise as an authority in their area of work.	Recognized by peers, managers, students and other personnel as someone who knows how to do their job, and gets it done; is collaborative, skilled and reliable.	Sometimes viewed by others as someone who does not exhibit full understanding of their job functions.	Does not understand job functions or does them inaccurately.
	Independently identifies programs, develops recommendation, carries out solutions.	Identifies problems, and participates in creating solutions.	Sometimes not able to identify problem areas or carry out solutions.	Routinely unable to identify problem areas or carry out solutions.
	Consistently takes initiative that has a significantly positive impact to the organization (e.g. contributes to cost savings or increased efficiency).	Takes initiative that impacts their own position/functional area.	Rarely takes initiative to complete tasks or resolve problems.	Does not take initiative to complete tasks.
<b>Behavior</b>	Exhibits model behavior that exemplifies the values and qualities of the organization and is worthy of emulation by supervisors/staff members (e.g. Principles of Community).	Understands and demonstrates the Principles of Community and other values of the organization.	Sometimes engages in behaviors that do not adhere to the Principles of Community and other values of the organization.	Violates the Principles of Community and other values of the organization.
	Exhibits teamwork or is a team player in varied settings and influences others to work collaboratively to bring about a positive impact while furthering the goals of the unit, department and/or organization.	Exhibits teamwork or is a team player in varied settings; consistently demonstrates a spirit of collaboration.	Sometimes does not collaborate effectively with co-workers and does not exhibit teamwork.	Routinely does not collaborate effectively with co-workers and is not a team player.
	Skillfully resolves conflict in the midst of differing opinions by creatively developing a compromise within competing interests.	Regularly interacts effectively with peers, managers and other University staff, public and students.	Sometimes engages in ineffective or negative interactions with peers, colleagues, management, students or other members of the University community.	Engages in unprofessional or negative interactions with others in the workplace.
	Fosters a "can do" attitude in others, builds the team up.	Willing employee, open to new ideas; has a "can do" attitude.	Occasionally a nay-sayer about new ideas.	Routinely exhibits behavior that breaks down the team.
	Creates opportunities for self and others to support the direction/mission/goals of the department/unit or organization.	Supports the direction/mission/goals of the department/unit and does nothing to undermine success of the team; encourages others to do the same.	Occasionally disagrees with the direction/mission/goals of the department/unit and undermines the success of the team.	Routinely disagrees with the direction/mission/goals of the department/unit and undermines the success of the team.