Rating Scale

5 = Exceptional
   Performance: significantly and consistently exceeds goals
   Competency: consistently demonstrates exceptional behaviors; serves as a role model and mentor

4 = Highly Effective
   Performance: consistently achieves and often exceeds goals
   Competency: consistently demonstrates effective behaviors and often demonstrates exceptional behaviors

3 = Effective
   Performance: consistently achieves goals
   Competency: consistently demonstrates effective behaviors

2 = Inconsistent
   Performance: achieves some, but not all goals; needs improvement
   Competency: demonstrates some behaviors but not others, or uses behaviors inconsistently; may be appropriate for employees in new or more challenging positions, or for those who need development

1 = Unsatisfactory
   Performance: rarely achieves established goals; requires significant and immediate improvement
   Competency: rarely demonstrates competency behaviors; requires significant development
## Overall Rating Scale

<table>
<thead>
<tr>
<th>Score</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td><strong>Exceptional</strong> significantly and consistently exceeds expected performance level</td>
</tr>
<tr>
<td>4</td>
<td><strong>Highly Effective</strong> consistently achieves and often exceeds expected performance level</td>
</tr>
<tr>
<td>3</td>
<td><strong>Effective</strong> consistently achieves expected performance level</td>
</tr>
<tr>
<td>2</td>
<td><strong>Inconsistent</strong> inconsistently achieves expected performance level; needs improvement</td>
</tr>
<tr>
<td>1</td>
<td><strong>Unsatisfactory</strong> rarely achieves expected performance level; requires significant and immediate corrective action</td>
</tr>
</tbody>
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