

# 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

- 5 = Exceptional** significantly and consistently exceeds expected performance level
- 4 = Highly Effective** consistently achieves and often exceeds expected performance level
- 3 = Effective** consistently achieves expected performance level
- 2 = Inconsistent** inconsistently achieves expected performance level; needs improvement
- 1 = Unsatisfactory** rarely achieves expected performance level; requires significant and immediate corrective action