

Instructions for using the Staff Performance Rating Guide:

- The Staff Performance Rating Guide should be utilized as a rubric, which is a guide to aid in the evaluation of an employee’s performance.
- The performance indicators from the performance evaluation form are listed in the column on the left. The five ratings for each performance indicator are listed in the columns to the right: Exemplary, Commendable, Achieves, Needs Improvement, and Unsatisfactory. Only **one** rating may be selected for each performance indicator.
- Each rating column provides specific criteria for that particular rating as related to the performance indicator. In order to score within the rating level (i.e. Exemplary) **all** criteria in the rating, as well as the lower ratings, must be met. For example, to earn the Exemplary rating, **all** of the criteria for Exemplary and the lower ratings of Commendable and Achieves must have also been met. To earn the Commendable rating, **all** of the criteria for Commendable and the lower rating of Achieves must have also been met.

Example: In order for an employee to earn the rating of Exemplary for this specific performance indicator, *Productivity*, his/her performance would need to have met the criteria of:

- Completes all tasks on time with outstanding results;
- Proactively seeks new projects and job assignments, and assists others without being asked;
- Forward thinking and identifies projects and assignments that will assist with USF and the department’s strategic goals.

While also having met the criteria for Commendable:

- Frequently tracks down problems that interfere with productivity and helps others improve productivity
- Completes all assignments accurately;
- Effectively sets and manages priorities, so that tasks are often completed ahead of schedule;
- Seeks out and accepts training opportunities and additional job assignments.

And the criteria for Achieves:

- Accurate & diligent worker;
- Consistently completes job assignments on time and accurately, effectively sets and manages priorities;
- Consistently accepts training and new job assignments when offered, assists with other tasks and assignments.

Performance indicator(s)	Exemplary	Commendable	Achieves	Needs Improvement	Unsatisfactory
Productivity: Meets established deadlines and effectively uses work time to achieve goals and objectives; work effort results in the desired outcomes to include quality, quantity, and timeliness.	<p>Completes all tasks on time with outstanding results.</p> <p>Proactively seeks new projects and job assignments, and assists others without being asked.</p> <p>Forward thinking and identifies projects and assignments that will assist with USF and the department’s strategic goals.</p>	<p>Frequently tracks down problems that interfere with productivity and helps others improve productivity.</p> <p>Completes all assignments accurately. Effectively sets and manages priorities, so that tasks are often completed ahead of schedule.</p> <p>Seeks out and accepts training opportunities and additional job assignment.</p>	<p>Accurate & diligent worker.</p> <p>Consistently completes job assignments on time and accurately. Effectively sets and manages priorities.</p> <p>Consistently accepts training and new job assignments when offered. Assists with other tasks and assignments.</p>	<p>Distracted by trivial, unessential issues which affect job assignments.</p> <p>Makes routine mistakes.</p> <p>Does not always complete job assignments or manage priorities effectively.</p> <p>May make some effort to improve when prompted, but does not actively work towards becoming productive.</p>	<p>Does not complete job assignments or completes assignments incorrectly. Does not make any effort to improve and resists any assistance with completing assignments.</p>

Performance Indicator(s)	Exemplary	Commendable	Achieves	Needs Improvement	Unsatisfactory
<p>Job Knowledge: Demonstrates sufficient knowledge, competency, and understanding to perform all aspects of the job efficiently, effectively, and safely.</p>	<p>Subject matter expert in all job facets.</p> <p>Has skills and knowledge far above.</p> <p>Has skills and knowledge far above current assignment's core competencies. Proactively identifies and recommends solutions to department and others with problems and issues.</p> <p>Actively seeks out projects, assignments, and/or training in an effort to enhance professional development.</p> <p>Understands and is instrumental in achieving USF and the department's strategic goals.</p>	<p>Knowledge frequently exceeds what is required to perform well.</p> <p>Has skills and knowledge to perform job assignment and frequently seeks out training to improve.</p> <p>Frequently assists others with job assignments and helps train others in the department.</p> <p>Understands their role in achieving USF and the department's strategic goals.</p> <p>Frequently seeks out ways to help achieve strategic goals.</p>	<p>Employee has knowledge thorough enough to consistently perform job duties at a satisfactory level based on productivity and quality, as determined by supervisory expectations and job description.</p> <p>Understands and has the skills to consistently complete job assignments.</p> <p>Accepts training when offered. Understands and contributes to USF and the department's strategic goals.</p>	<p>Often runs into situations where he/she doesn't know what to do.</p> <p>Employee has knowledge enough to perform duties but still needs assistance frequently.</p> <p>Has little interest in training or professional development unless directed.</p> <p>Has basic knowledge and skills for position, but needs constant supervision and/or direction.</p>	<p>Employee requires considerable assistance (after initial training) to perform common job tasks.</p> <p>Has no interest and or refuses training or professional development.</p> <p>Is familiar with USF and the department's strategic goals but has little interest in understanding their role in achieving these goals.</p>

Performance Indicator(s)	Exemplary	Commendable	Achieves	Needs Improvement	Unsatisfactory
<p>Productivity: Meets established deadlines and effectively uses work time to achieve goals and objectives; work effort results in the desired outcomes to include quality, quantity, and timeliness.</p>	<p>Completes all tasks on time with outstanding results.</p> <p>Proactively seeks new projects and job assignments, and assists others without being asked.</p> <p>Forward thinking and identifies projects and assignments that will assist with USF and the department's strategic goals.</p>	<p>Frequently tracks down problems that interfere with productivity and helps others improve productivity.</p> <p>Completes all assignments accurately. Effectively sets and manages priorities, so that tasks are often completed ahead of schedule.</p> <p>Seeks out and accepts training opportunities and additional job assignment.</p>	<p>Accurate & diligent worker.</p> <p>Consistently completes job assignments on time and accurately. Effectively sets and manages priorities.</p> <p>Consistently accepts training and new job assignments when offered. Assists with other tasks and assignments.</p>	<p>Distracted by trivial, unessential issues which affect job assignments.</p> <p>Makes routine mistakes.</p> <p>Does not always complete job assignments or manage priorities effectively.</p> <p>May make some effort to improve when prompted, but does not actively work towards becoming productive.</p>	<p>Does not complete job assignments or completes assignments incorrectly. Does not make any effort to improve and resists any assistance with completing assignments.</p>

Performance Indicator(s)	Exemplary	Commendable	Achieves	Needs Improvement	Unsatisfactory
<p>Quality of Work: Produces work that is comprehensive in scope, complete in detail, and accurate in content</p>	<p>Completes all assignments and projects accurately and ahead of schedule.</p> <p>Proactively assists others with challenges or problems without being asked.</p> <p>Independently makes corrections.</p> <p>Other employees use his/her work as model.</p> <p>Frequently receives praise or commendations from customers for work quality.</p>	<p>Completes all assignments accurately.</p> <p>Seeks out training to assist with work quality. Rarely makes the same mistake twice.</p> <p>Receives praise or commendations from customers for work quality.</p>	<p>Locates identifies and corrects errors.</p> <p>Provides suggestions for quality improvement.</p> <p>Consistently applies process improvement techniques.</p> <p>Completes job assignments on time and accurately.</p> <p>Consistently strives to improve accuracy and minimize mistakes.</p> <p>Locates and identifies error and reports them to supervisor.</p>	<p>Makes routine mistakes. May make some effort to improve when prompted, but does not actively work towards accuracy and or quality.</p> <p>Needs to focus on reducing errors.</p> <p>Needs to apply training received to improve quality of work.</p>	<p>Employee's work is consistently below minimum standards, and is unacceptable.</p> <p>Does not complete job assignments accurately or on time.</p> <p>Consistently makes errors and makes no effort to improve.</p>

Performance Indicator(s)	Exemplary	Commendable	Achieves	Needs Improvement	Unsatisfactory
<p>Communications: Shares information effectively both verbally and in writing (including formal presentations) with various types of audiences; listens attentively and openly to the ideas, concerns, and suggestions of others.</p>	<p>Is an articulate spokesperson for the dept.'s views, processes, etc.</p> <p>Thoughtful & responsive to employees at all levels.</p> <p>Communicates with supervisor and coworkers. Responds to e-mails and phone calls in a timely manner.</p> <p>Has excellent written and verbal skills.</p> <p>Is able to change a negative interaction into a positive interaction.</p> <p>Proactively assists with developing departmental communications as well as assisting others with communication issues.</p>	<p>Adept at technical explanations.</p> <p>Responds to needs of customers and to follow through with supervisor.</p> <p>Communicates with supervisor and coworkers. Responds to e-mails and phone calls in a timely manner.</p> <p>Has superior written and verbal skills and continually makes efforts to improve.</p> <p>Rarely has negative interaction with customers and coworkers and is often able to change a negative interaction into a positive interaction.</p>	<p>Explains complicated procedures well.</p> <p>Well-organized speaker.</p> <p>Demonstrates active listening skills.</p> <p>Routinely communicates with supervisor and coworkers.</p> <p>Responds to e-mails and phone calls.</p> <p>Has good written and verbal skills, and makes efforts to improve.</p> <p>Rarely has negative interaction with customers and coworkers.</p>	<p>Reads script, has little contact with audience and doesn't meet presentation/delivery standard.</p> <p>May not always communicate with supervisor and coworkers.</p> <p>Occasionally ignores e-mails and phone calls.</p> <p>Has poor writing and verbal skills but makes some effort to improve.</p> <p>Occasionally has negative interaction with customers and coworkers.</p>	<p>Does not build rapport when speaking with others.</p> <p>Often misunderstands what others are saying, and/or provides incorrect information.</p> <p>Does not communicate with supervisor and/or coworkers.</p> <p>Consistently ignores e-mails and phone calls.</p> <p>Has poor written and verbal skills and makes no effort to improve.</p> <p>Often has negative interaction with customers and coworkers.</p>

Performance Indicator(s)	Exemplary	Commendable	Achieves	Needs Improvement	Unsatisfactory
<p>Standards of Service: Demonstrates a commitment to the university's established standards of service; interacts professionally and effectively with various customers in both routine and nonroutine situations; establishes and develops collaborative relationships with others in the community</p>	<p>A premier example of meeting USF and the department's standards of service.</p> <p>Far exceeds standards without supervision.</p> <p>Surpasses internal and external customer expectations, and service commitments.</p> <p>Builds excellent relationships and constantly addresses customer concerns and issues.</p> <p>Is able to convey these standards to coworkers and assist the department with exceeding expectations.</p> <p>Far exceeds expectations & creates wow factor.</p>	<p>Exceeds USF and the department's standards of service without supervision.</p> <p>Exceeds internal and external customer needs and service commitments. Builds good relationships and frequently addresses customer concerns and issues.</p> <p>Assists co-workers with providing service to customers.</p> <p>Patient, competent and professional with customers.</p> <p>Represents USF and the department in a professional manner.</p>	<p>Consistently meets USF and the department's standards of service without supervision.</p> <p>Satisfies internal and external customer needs, and service commitments.</p> <p>Builds good relationships and routinely addresses customer concerns and issues.</p> <p>Competent & professional with customers.</p>	<p>Is aware of USF and the department's standards of service, but does not consistently meet these standards without intervention of direct supervision.</p> <p>Occasionally does not meet internal or external customer needs and service commitments.</p> <p>Occasionally does not act in a professional manner.</p>	<p>Does not meet internal or external customer needs and service commitments.</p> <p>Poor customer service skills.</p> <p>Fails to act in a professional manner.</p>

Performance Indicator(s)	Exemplary	Commendable	Achieves	Needs Improvement	Unsatisfactory
<p>Teamwork: Participates in achieving organizational unit goals and objectives and works effectively with other colleagues at the university.</p>	<p>Drives others to excel.</p> <p>Works within & between teams knowledgeably & capably.</p> <p>Works as a team member and goes above and beyond to help others with meeting customer's needs.</p> <p>Proactively helps others in the department and seeks out team projects without being prompted.</p> <p>Independently seeks out opportunities for cross training and volunteers as backup support for other team members.</p>	<p>Performs team assigned work on time & effectively</p> <p>Creates & maintains strong team work outcomes.</p> <p>Works as an effective team member and helps others with meeting customer's needs.</p> <p>Frequently helps others in the department and seeks out team projects without being prompted.</p> <p>Requests cross training and backup support.</p>	<p>Dedicated to team goals.</p> <p>Communicates well with other teams.</p> <p>Consistently works as a team member and helps others with meeting customer needs.</p> <p>Helps others in the department and willingly accepts team projects.</p> <p>Accepts cross training and backup support.</p>	<p>Motivated more for own goals than those of the team.</p> <p>Inconsistently contributes as a team member and is sometimes disruptive to team efforts.</p> <p>Is resistant to develop team skills and avoids opportunities at team building unless directed.</p>	<p>Doesn't contribute to dept./team goals.</p> <p>Does not communicate project status to affected groups when responsible for doing so.</p> <p>Does not work as a team member and actions are frequently disruptive to team efforts.</p> <p>Is not willing to develop team skills and avoids opportunities at team building.</p>

Performance Indicator(s)	Exemplary	Commendable	Achieves	Needs Improvement	Unsatisfactory
<p>Initiative: Accepts and carries out current and new responsibilities through resourcefulness and self-reliance.</p>	<p>Identifies projects, issues, or process improvements within the department.</p> <p>Assumes the lead role in developing and implementing new ideas and solutions.</p> <p>Proactively works with others to encourage acceptance of new ideas and solutions.</p> <p>Develops and implements new ideas and solutions for improvements.</p>	<p>Does not shy away from taking appropriate risks.</p> <p>Develops and assists with the implementation of new ideas and solutions for improvements.</p> <p>Frequently makes contributions beyond current assigned responsibilities.</p> <p>Initiates innovation and leads projects that address issues or process improvements within the department.</p> <p>Actively works with others to develop new ideas and solutions.</p>	<p>Takes initiative when appropriate.</p> <p>Informs supervisor of persistent issues to prevent future problems.</p> <p>Offers new ideas and solutions for improvements.</p> <p>Makes contributions beyond current assigned responsibilities.</p> <p>Accepts innovation and helps to identify projects, issues, or process improvements within the department.</p>	<p>Fails to solve customer problems.</p> <p>Rarely makes effort to do anything beyond what is asked.</p> <p>Makes no contributions beyond minimal job requirements.</p> <p>Is resistant or slow to accept innovation and does not offer new ideas and solutions for improvements.</p>	<p>Waits until directed to act.</p> <p>Delays work tasks or decisions until it's too late.</p> <p>Makes no effort to do anything beyond what is asked and avoids any work beyond the minimal job requirements.</p> <p>Creates obstacles to innovation and responds negatively to new ideas and solutions for improvements.</p>

Performance Indicator(s)	Exemplary	Commendable	Achieves	Needs Improvement	Unsatisfactory
<p>Problem Solving: Develops sound, timely, and practical solutions to daily challenges and unique conflicts.</p>	<p>Highly proficient & creative at solving problems.</p> <p>Analyzes problems thoroughly & takes appropriate action.</p> <p>Resolves issues and problems without being asked.</p> <p>Proactively provides recommendations, creates implementation plans and takes the lead in executing solutions.</p>	<p>Thorough in analyzing facts & developing solutions.</p> <p>Frequently identifies and resolve issues or problems of greater complexity.</p> <p>Provides recommendations and assists with implementing solutions.</p> <p>Seeks assignments that involve problem solving.</p>	<p>Analyzes facts, information, and evidence logically and provide solutions to problems that go beyond surface cause.</p> <p>Uses good judgment & information in recognizing, reporting, and re- solving problems and/or trends.</p> <p>Comfortable making decisions to solve customers' problems.</p> <p>Identifies issues and problems with systems and processes. Consistently helps to resolve issues and problems. Accepts assignments that involve problem solving.</p>	<p>Fails to identify underlying or systemic problems.</p> <p>Finds issues and problems, but makes no effort to resolve them.</p> <p>Generates ideas that don't always solve problems.</p> <p>Not yet confident to make decisions.</p> <p>Routinely avoids any assignments that involve problem solving.</p>	<p>Has insufficient problem-solving skills.</p> <p>Let's others find & fix problems.</p> <p>Consistently avoids any assignments that involve problem solving.</p>

Ratings:

Exemplary

Performance far exceeds all standards/expectations. Exceptional results are *consistently* produced.

Commendable

Performance frequently exceeds standards/expectations.

Achieves

Performance consistently meets standards/expectations. Requisite competencies and knowledge are demonstrated.

Needs Improvement

Performance does not consistently meet standards/expectations. Some requisite competencies and knowledge are demonstrated. Individual may still be learning the job and/or functions and requires additional time to develop.

Unsatisfactory

Performance does not meet standards/expectations. Major deficiencies require immediate attention and improvement