

Guidelines for Rating Levels

Role Model/Level 5

Performance **serves as a benchmark for other employees in the workplace**. Regarded by colleagues as a person with great depth and breadth of knowledge in area of expertise, ideas and is willing to share it with others. Contributions, initiatives, and productivity reflect the highest degree of performance.

Highly Effective Performer/Level 4

Performance **consistently exceeds expectations in most areas and meets expectations in all other areas**. Consistently adds value to the work of the agency. Demonstrates willingness to offer sound recommendations for improvement and is involved in the implementation of them.

Valued Performer/Level 3

Performance expectations **consistently meet and may occasionally exceed expectations**, and therefore, meets the minimum requirements of the position. Contributions are essential to ensuring that agency goals are met.

Marginal Performer/Level 2

Performance of **most expectations needs improvement**. Adequate performance of the expectations for the position requires further development of skills. Potential to improve is evident and demonstrates a willingness to improve skills.

Inadequate Performer/Level 1

Performance of expectations **is consistently inadequate**, and therefore fails to meet the minimum requirements of the position. Potential to improve is not evident.