

# Performance Level Guidelines

The following definitions are provided to help define the five rating levels in the Lane Managers Performance Review Instrument.

## Exceeds Expectations

Leadership behaviors are strategic and visionary, going beyond on-going responsibilities to further the Lane Strategic Directions. Examples of behaviors that significantly exceed expectations include, but are not limited to...

- Demonstrates exceptional leadership that has resulted in new, or revised practices that have significantly impacted two of the three Strategic Directions for Lane
- Communicates the overall vision of the project/task to provide the “why’s,” not just the “how’s”
- Demonstrates exceptional project management skills in managing one-time project(s) in addition to excellent performance of on-going responsibilities
- Recognized as an expert in his/her job area
- Positively influences others to think beyond the details of the job and work toward overall goals of the division/department, and the College
- Demonstrates flexibility in managing change and building shared ownership in the division/department for the change
- Unusual demonstrations of initiative that have resulted in process improvements, cost reductions, or enhanced work climate
- Demonstrates skill in managing democratic approach to consensus building

## Meets Expectations

Behaviors demonstrate skills in meeting assigned responsibilities. Examples of behaviors that meet expectations include, but are not limited to...

- Performs assigned responsibilities consistently well
- Demonstrates good work habits, following established work schedule and completing projects and tasks thoroughly
- Meets deadlines and produces consistently acceptable levels of productivity
- Provides reliable input and recommendations
- Is a solid member of the division/department team, learning from mistakes and contributing in a positive way to the overall work climate in the division/department
- Demonstrates interest in developing knowledge and skills
- Makes progress toward identified goals in previous performance review

## Partially Meets Expectations

Behaviors are inconsistent in meeting assigned responsibilities; knowledge and skills are evident, work ethic or confidence may prevent full use of the knowledge and skills. Examples of behaviors that partially meet expectations include, but are not limited to...

- May have knowledge, but is inconsistent in performance of assigned responsibilities
- Has the potential for high levels of productivity, but is inconsistent
- Is organized, but tenuous in asking others for help
- Tends to make decisions that are sound, communicating them **to** employees, building dependence, rather than shared ownership
- Inconsistent in communicating essential information to employees involved in projects
- Inconsistent in keeping up with changes in technology and cutting edge research in their field
- May be present and punctual and demonstrate good interpersonal skills, but technical abilities are inconsistent
- Need for improvement and development has been periodically communicated to the manager, a plan of action has been put in place to correct deficiencies, and the supervisor seems progress in the employee correcting the identified performance

## **Needs Improvement**

Behaviors are unsatisfactory, manager has not responded to constructive feedback, and performance needs to improve. Examples of behaviors that do not meet expectations include, but are not limited to...

- Specific, repeated behaviors that do not meet expectations communicated to the manager by the supervisor, both verbally, and in writing, along with suggestions for improvement
- Performance cited may include work habits, behaviors that impact customers, co-workers, or the general work environment