

PERFORMANCE DEVELOPMENT & EVALUATION

APPENDIX: MID-YEAR RATING SCALE



	On track Expectations are largely on track to be met by year-end; Some to significant progress made towards achieving goals		Off track Expectations are not largely on-track to be met by year-end; Little to no progress made towards achieving goals	
What this looks like for an employee and what it likely means if employee continues on this trajectory	<ul style="list-style-type: none"> • Truly exceptional work quality • Exceeds all competency expectations • Impact of performance goals felt at both the functional and enterprise levels • Knocking it out of the park and on track to exceed expectations 	<ul style="list-style-type: none"> • Great work quality and consistent demonstration of all expected competencies • Displays strong leadership within function • No major performance areas of concern • Demonstrates very solid performance with minimal or no growth areas 	<ul style="list-style-type: none"> • Overall good performance with some competency areas needing improvement • High bar sometimes met, but not consistently • May be meeting expectations for someone new to CMSD or new to role and need additional support to fully manage as someone experienced in the role • OR As an experienced person in the role, may not consistently perform at a satisfactory level. Needs to demonstrate progress to meet year-end expectations 	<ul style="list-style-type: none"> • Substantial gaps in CMSD or functional competency areas • Demonstrates lack of skill to perform critical job functions • Performance hinders others from fulfilling their job responsibilities or hinders CMSD-wide progress • Does not demonstrate willingness or urgency to address performance issues • Not meeting goals and expectations and has significant development needs. Will likely not meet expectations if needs are not addressed immediately
Conversation starters with your employees	<ul style="list-style-type: none"> • Thanks for your hard work – how do you feel about your progress? • How sustainable is your work load? • How can we make sure you are happy here? • Are you interested in taking on more? 	<ul style="list-style-type: none"> • We appreciate your efforts thus far • Let's talk about how you can leverage your strengths to continue growth • How can I support you to take your performance to the next level? 	<ul style="list-style-type: none"> • Let's prioritize the areas in which you'll need to demonstrate marked improvement • Let's clarify your performance expectations • Let's talk about what support would be helpful as you move from being new in the role to being more experienced and taking on the increased expectations that will come with that 	<ul style="list-style-type: none"> • Let's clarify your role and responsibilities • Let's talk about the critical steps you'll need to take to get back on track • It may be helpful to have a more frequent cadence of check-ins to ensure you are getting the support you need and are making progress against your goals
What can I do to support you?				

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APPENDIX: YEAR-END RATING SCALE



	4.	3.	2.	1.
	Accomplished	Skilled	Developing	Ineffective
Rating	Makes exceptional contributions on both the functional and enterprise levels. Consistently demonstrates a high degree of skill and mastery across all competencies. Exemplar of CMSD culture, aspirational norms, and desired behaviors. Independently demonstrates cross functional leadership.	Makes significant contributions on the functional level. Consistently accomplishes goals and meets expected outcomes and may sometimes exceed.	Performance is sometimes below expectations. Key goal(s), deadline(s), or accomplishment(s) may be at risk of not being met.	Performance is often or consistently below expectations. Key goal(s), deadline(s), or accomplishment(s) missed. Immediate and significant performance improvement is required.
Manager actions	Refer to the “Differentiated Response for High Performers” guide	Reinforce positive performance and identify actions to support taking development to the next level	Work together to craft a plan of action to address gaps and/or develop necessary skills quickly and demonstrably	Refer to the “Differentiated Response for Low Performers” guide
Conversation starters with your employees	<p>Thanks for your hard work – how do you feel about your progress?</p> <p>How can we make sure you are happy here?</p> <p>Are you interested in taking on more?</p> <p>Where do you see yourself in 1-yr, 3-yrs, 5-yrs and how can I help to support you to reach those goals?</p>	<p>We appreciate your efforts thus far</p> <p>Let’s talk about how you can leverage your strengths to continue growth</p> <p>How can I support you to take your performance to the next level?</p>	<p>Let’s prioritize the areas in which you’ll need to demonstrate marked improvement</p> <p>Let’s clarify your performance expectations</p> <p>Let’s talk about what support would be helpful as you move from being new in the role to being more experienced and taking on the increased expectations that will come with that?</p>	<p>Let’s clarify your role and responsibilities?</p> <p>Let’s talk about the critical steps you’ll need to take to get back on track</p> <p>It may be helpful to have a more frequent cadence of check-ins to ensure you are getting the support you need and are making progress against your goals</p>