



## Performance Review Reference Guide #2: *Example Feedback Comments*

This guide was created to assist supervisors with understanding how to identify the best rating and example feedback statements for each competency measured in Workday's electronic performance review process. There are only 5 standard competencies required for each position which are **Service, Teamwork/Collaboration, Diversity & Respect, Initiative, and Accountability**. If the employee is responsible for supervising other staff members then there are two (2) additional competencies for **Supervision** and **Organizational Leadership**. Feedback comments are required for Level 1, 2 and 5 ratings, however, feedback is highly encouraged for each performance competency. Our hope is that the guide will provide ideas on how to articulate performance details that the supervisor wants and/or needs to communicate to the employee.

### Performance Review Expectation Ratings with Definitions:

#### RATING

##### **\*DOES NOT MEET (1)**

Performance is substandard and work requires a high degree of supervision, correction and direction. Needs improvement to continue position and/or employment. Immediate action required. *\*(This rating requires specific examples)*

##### **\*PARTIALLY MEETS (2)**

Performance is below expectations and work requires guidance and monitoring. *\*(This rating requires specific examples)*

##### **MEETS (3)**

Performance is consistently acceptable and meets expectations. Good performance allowing core position requirements to be successfully fulfilled.

##### **EXCEEDS (4)**

Performance is above expected level or requirement. Exceeds satisfactory in some core functions or has shown aptitude outside of core area. Consistently generates results above those expected of the position. Contributes in a superior manner to innovations both technical and functional.

##### **\*SIGNIFICANTLY EXCEEDS (5)**

Far exceeds the normal expectations for the criteria. Truly outstanding performance that results in extraordinary and exceptional accomplishments with significant contributions to objectives of the department, division or University. *\*(This rating requires specific examples)*

## **STANDARD Examples of Feedback Comments based on Competencies and Ratings:**

### **SERVICE**

Definition: Promotes a culture of service.

#### **DOES NOT MEET EXPECTATIONS:**

- Frequently rude and impolite.
- Demonstrates poor customer relations skills.
- Frequently carries on personal conversations in person or on the phone while clients and customers wait.

#### **PARTIALLY MEETS EXPECTATIONS:**

- Gets annoyed with clients who ask too many questions.
- Frequently forgets to follow through on customer requests.

#### **MEETS EXPECTATIONS:**

- Usually maintains a competent and professional demeanor in dealing with clients and the public.
- Courteous and knowledgeable.
- Tries to be helpful.

#### **EXCEEDS EXPECTATIONS:**

- Answers all questions promptly and accurately.
- Forwards any complaints or problems to supervisor immediately.

#### **SIGNIFICANTLY EXCEEDS EXPECTATIONS:**

- Always follows through and finds the answers to any questions and reports back to the customer promptly.
- Employee has received numerous letters of commendation for excellent customer service.

### **TEAMWORK / COLLABORATION**

Definition: Promotes cooperation and effective relationships.

#### **DOES NOT MEET EXPECTATIONS:**

- Projects an attitude of superiority that turns off other employees.
- Not cooperative and frequently criticizes others.
- Displays excessive negativity when working with others.

#### **PARTIALLY MEETS EXPECTATIONS:**

- Displays occasional negativity when working with others.
- Rarely offers to assist others in the office.
- Makes negative comments that affect working relationships with others.

#### **MEETS EXPECTATIONS:**

- Is usually able to answer customer questions.
- Maintains good working relationships with coworkers.
- Actively seeks out and values opinions and efforts of others.

#### **EXCEEDS EXPECTATIONS:**

- Always demonstrates “team player” attitude behavior views individual success as imperative to group success.
- Direct, straightforward, honest and polite.

#### **SIGNIFICANTLY EXCEEDS EXPECTATIONS:**

- Always cordial and willing to help coworkers, students, and clients.
- Enthusiastic, energetic and displays positive behavior.

## DIVERSITY & RESPECT

Definition: Promotes an inclusive, welcoming and diverse climate.

### DOES NOT MEET EXPECTATIONS:

- Talks down to and belittles individuals.
- Makes decisions that intentionally impact diverse individuals or groups of people in a negative manner.
- Interpersonal relationships are counter-productive to work unit or team functions.

### PARTIALLY MEETS EXPECTATIONS:

- Gets flustered in unusual situations.
- Often has difficulty getting along with others. Allows personal bias to affect job responsibilities.
- Requires reminders regarding needs and sensitivities of others.
- Inconsistently adheres to EEO/diversity standards of the University.

### MEETS EXPECTATIONS:

- Demonstrates respect for people of diverse backgrounds, viewpoints, needs and experiences.
- Maintains good customer service relations, even under stress.
- Resolves interpersonal conflicts constructively. Is careful to ensure all sides are heard before reaching a conclusion.

### EXCEEDS EXPECTATIONS:

- Reminds other colleagues to involve internal and external members in planning and decision making concerns.
- Treats internal staff and all external customers with respect regardless of position type, level, educational background, age, race, gender or any other factor.

### SIGNIFICANTLY EXCEEDS EXPECTATIONS:

- Leads team with demonstrating awareness of respect of cultural and individual values. Serves as an excellent example for colleagues.
- Consistently promotes and maintains a harmonious / productive work environment.

## INITIATIVE

Definition: Exhibits resourcefulness, independent action and professional judgment that are position appropriate.

### DOES NOT MEET EXPECTATIONS:

- Deadlines aren't being met on a consistent basis.
- Creates additional work and stress for others by not meeting deadlines as it causes others to have less time to complete their task.
- Initiates tasks or projects but does not follow up, or see them through to completion on a consistent basis.

### PARTIALLY MEETS EXPECTATIONS:

- Has energy, drive and performance levels that are inconsistent and unpredictable.
- Must be reminded about tasks more than once (for same task) on a consistent basis.

### MEETS EXPECTATIONS:

- Can be counted upon for steady performance and deliverables.
- Handles tasks and projects conscientiously from start to finish.
- Achieves results with appropriate level of guidance.
- Takes steps to resolve problems and makes constructive recommendations.

### EXCEEDS EXPECTATIONS:

- Keeps commitments and works with fellow employees to help others keep theirs as well.
- Automatically works hours necessary to get the job done right and on time.

### SIGNIFICANTLY EXCEEDS EXPECTATIONS:

- Constantly exhibits resourcefulness
- Regardless of situation, will do everything possible to make sure that performance is steady and strong.
- Unstopped by obstacles, pressures, and demands that would justifiably derail others.

## ACCOUNTABILITY

Definition: Acts responsibly and takes ownership of own behavior, actions and decisions.

### **DOES NOT MEET EXPECTATIONS:**

- Has made frequent errors that are harmful to business operations.
- The supervisor/department head has received numerous complaints about the quality of work.
- The quality of work produced is unacceptable.
- Does not complete required paperwork.

### **PARTIALLY MEETS EXPECTATIONS:**

- Is not as careful in checking work product for errors as he/she could be.
- Tends to miss small errors in work product.
- Required paperwork is completed late or is only partially complete.

### **MEETS EXPECTATIONS:**

- Does not require constant supervision.
- Error rate is acceptable, and all work is completed timely.
- Forms and required paperwork are completed on time with minimal errors.

### **EXCEEDS EXPECTATIONS:**

- Managers and co-workers have commented on high levels of accuracy and work productivity.
- Takes pride in work and strives to improve work performance.
- All memos, reports, forms and correspondence are completed on time with no errors.

### **SIGNIFICANTLY EXCEEDS EXPECTATIONS:**

- Has less than a 1% error rate on work product.
- Accuracy is excellent.
- Quantity of work produced is outstanding.

## SUPERVISORY Examples of Feedback Comments based on Competencies and Ratings:

### SUPERVISION

Definition: Acts responsibly and takes ownership of own behavior, actions and decisions.

#### UNSATISFACTORY:

- Dictates to others rather than involving them in the decision making.
- Has reduced subordinates to tears.
- Yells and screams at subordinates.

#### NEEDS IMPROVEMENT:

- Assumes others should know what to do and how to do it with little or no training.
- Frequently becomes impatient when things aren't done their way.

#### SATISFACTORY:

- Draws on the knowledge and skills of others.
- Available when needed and has an open door policy for subordinates.
- Assigns work fairly and resolves disputes and grievances of subordinates fairly.

#### COMMENDABLE:

- Very supportive of coworkers and subordinates attempts at improvement.
- Sets an example for subordinates in following departmental and university policy and procedures.

#### DISTINGUISHED:

- Outstanding ability to explain and teach.
- Inspires others to do better.

### ORGANIZATIONAL LEADERSHIP

#### UNSATISFACTORY:

- Frequently comes to the wrong conclusions and assumes things.
- Did not make sure that all subordinates were productive at all times, which is a daily requirement of this job.

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#### MARGINAL – NEEDS IMPROVEMENT:

- Needs to develop analytical skills necessary to weigh options and choose the best way to deal with situations.
- Spends too much time focusing on less important aspects of daily job.

#### SATISFACTORY:

- Often offers workable solutions to problems.
- Uses good judgment in solving problems and working with others.
- Uses PPR ratings in making decisions related to new hires, promotions and merit increases.

#### COMMENDABLE:

- Can zero in on the cause of problems and offer creative solutions.
- Displays strong analytical skills.

#### DISTINGUISHED:

- Always offers ideas to solve problems based on good information and sound judgment.
- Displays initiative and enthusiasm during every day work.
- Conducts research or seeks counsel of experts to gather information needed in making actual decisions.
- guidance.