

### InterVarsity Performance Review Rating Scale \*

1 – Does Not Meet Expectations	2 – Partially Meets Expectations	3 – Fully Meets Expectations	4 – Above Expectations	5 – Significantly Above Expectations
<p>Staff with this rating:</p> <ul style="list-style-type: none"> <li>• Have regularly failed to meet most or all of the performance objectives and/or defined standards.</li> <li>• Do not achieve or poorly accomplish assigned goals.</li> <li>• Are not performing at the level expected for this position.</li> <li>• Demonstrate unsuccessful and unacceptable job performance due to the Staff’s own lack of effort, knowledge, and/or skill.</li> <li>• Frequently behave and/or perform in a manner that is detrimental to coworkers and create barriers to work progress.</li> <li>• Require their managers discuss areas of concern on regular basis.</li> </ul>	<p>Staff with this rating:</p> <ul style="list-style-type: none"> <li>• Are usually able to meet the performance objectives and/or defined standards, but do not do so consistently.</li> <li>• Require manager engagement due to performance concerns.</li> <li>• Need development to bring their performance up to consistently acceptable standards.</li> <li>• May be new (one year or less) in the role.</li> </ul>	<p>Staff with this rating:</p> <ul style="list-style-type: none"> <li>• Consistently meet performance objectives and/or defined standards.</li> <li>• Occasionally perform above expectations.</li> <li>• Demonstrate proficient and capable performance due to the Staff’s own effort, knowledge, and skills.</li> </ul>	<p>Staff with this rating:</p> <ul style="list-style-type: none"> <li>• Consistently exceed on most performance objectives and/or defined standards.</li> <li>• Go above and beyond what is expected of them, with input and guidance only as required.</li> <li>• Are valuable team players who are always one step ahead, taking the initiative, producing consistent results that reflect both high quality and quantity.</li> <li>• Show initiative in improving the position and taking on responsibilities outside of their defined roles.</li> </ul>	<p>Staff with this rating:</p> <ul style="list-style-type: none"> <li>• Significantly exceed all of the performance objectives and/or defined standards.</li> <li>• Work independently and are performing at the highest level for this position.</li> <li>• Function as a trusted partner to the immediate supervisor in their leadership of the team.</li> <li>• Demonstrate initiative in creating influential relationships beyond their own team and/or department.</li> <li>• Are recognized as role-models for the organization.</li> </ul>

\*Note: 3’s are great! Many of us are more used to feedback that is shifted up towards “great”, with anything that looks like “ok” actually meaning “poor”. This is **not** a measure of effort invested or exerted but of competency exhibited. As we shift to 1-5 rating system, a “3” suggests a completely acceptable, proficient performance at the respective level. Getting a “5” should only be for the most exceptional behavior, **very** rare. And a “4” would be performance significantly above expected. This is particularly helpful for us to identify people’s needed development or exceptional performance. In the future, this document will also be used for peer reviews.