ACADEMIC HEALTH CENTER PERFORMANCE APPRAISAL TOOL (PAT) RATING JOB AID

PAT PERFORMANCE LEVELS AND DEFINITIONS	EXAMPLES OF PERFORMANCE LEVEL Please note that these are examples only; they are provided to assist you in evaluating and providing your own specific examples of performance that appropriately reflect the definition of the performance level given in the left hand column.	
UNSATISFACTORY (U): Performance is frequently unacceptable. Coaching and training, if applicable, have not resulted in satisfactory improvement to work performance.	• Can be either performance problem (lack of understanding work tasks) or misconduct (lack of following workplace norms such as professionalism, tardiness, absenteeism) • Does not show grasp of essential duties despite training and feedback • Shows inattentiveness to or lack of understanding of policies and procedures • Requires regular prompting to complete routine duties and tasks • Does not follow instructions for task completion despite training/instruction • Does not meet deadlines or provides incomplete work products • Disregards supervisor direction or constructive recommendations	• Demonstrates inappropriate workplace behavior • Performance does not improve after repeated instruction or feedback • Engages in unsafe practices • Knowingly ignores or violates policies • Fails to demonstrate reliability in their work and/or schedule • Has frequent or disruptive strained work relationships • Requires excessive amount of peer and/or supervisor time and attention, hindering peer and/or supervisor's ability to complete work
REQUIRES IMPROVEMENT OR LEARNING ROLE (R): Performance of certain responsibilities is unacceptable and does not achieve expected results. Proficiency may be demonstrated in some areas of responsibility, but other key areas require significant improvement.	• Performance is inconsistent – some, but not all basic duties are carried out timely and accurately • Does not show mastery of all basic duties after adequate training time • Does not follow all tasks in project to completion • Requires vigilant supervisory oversight of most work products • Requires frequent revision or adjustments to work product or deadlines • Demonstrates ineffectiveness or inefficiency in core responsibilities • Shows disorganization in prioritizing work and/or carrying out assignments • Does not adequately anticipate problems or plan ahead • Answers questions without reviewing or checking facts/policy	• Does not know when to escalate issues • Does not return emails and voicemails on a timely basis • Communication lacks clarity or conciseness • Resists direction from supervisor on priorities • Does not take full responsibility for actions, behaviors, work product • Fails to ask questions of appropriate person if they don't understand a task • Does not pursue solutions to routine problems • Has strained work relationships • Requires greater than usual peer and/or supervisor time and attention
MEETS EXPECTATIONS (M): Demonstrates full competency in the majority of core job responsibilities and expectations. Achieves results as expected for this position. May occasionally produce work at an exceptional level or at a level requiring improvement.	• Reliably produces work that is accurate and timely • Is fully competent in all skills, software and equipment required by job • Has solid foundational knowledge of organization, policies and procedures needed for job • Follows through on tasks independently • Prioritizes work appropriately, following instructions and utilizing knowledge of position • Anticipates problems and plans ahead accordingly	• Asks questions and seeks assistance when needed • Is punctual and reliable • Communication is clear and concise
EXCEEDS EXPECTATIONS (E): Performance consistently exceeds established expectations and standards for quality, quantity and timeliness. Takes initiative and engages in creative problem solving, performance is beyond what is expected in most aspects of the job.	• Thinks creatively to develop solutions to problems • Develops processes and policies to improve efficiency and effectiveness of work activities or products • Expert in topics, policies and tasks critical to position – utilized as a resource within the unit • Handles difficult situations tactfully, calmly, and professionally • Always willing to help a team member; exhibits teamwork in varied settings without prompting and works collaboratively with others	• Communication is clear and concise for a broad range of audiences; shows flexibility in communication style • Develops best practices that are applied in the unit (as long as not already part of defined job responsibilities) • Ability to self reflect; understands how their role fits into the larger goals and values of their work unit; incorporates those goals and values into their existing role.
OUTSTANDING (O): Performance frequently and significantly exceeds established expectations and standards for quality, quantity and timeliness; outcomes are well above fully competent performance; elevates standards to a new level, explores and implements improved methods of accomplishing desired outcomes.	• Develops best practice that is adopted by groups outside the work unit • Shows mastery of technical skills and knowledge; recognized expert by colleagues – utilized as a resource outside of the unit • Presents work outcome at a national meeting/conference • Chosen to serve on a University-level committee or work group because of demonstrated and recognized expertise • Proactively initiates and drives to completion/implementation a new technology or training • Is significant author on a publication	• Communication is clear, concise, effective, and tactful with difficult or controversial information; works to facilitate improved communication and cooperation between work units • Exhibits model behavior that exemplifies the values and qualities of the organization and that is worthy of emulation by supervisors and staff • Skillfully resolves conflict in the midst of differing positions by creatively developing better, synergistic solutions • Demonstrably influences others to work collaboratively to bring about a positive impact while furthering the goals of the organization