



Overall Rating		
Performance Rating	ePerformance Definition	Application Guidance
Exceptional Impact	Contributions have significant and consistently exceptional impact and value to the department and/or the organization. Makes unique, often one-time achievements that measurably advance progress towards organizational goals and/or result in major improvements. Easily recognized as a role model by high-performing peers. Viewed as an excellent resource to provide expertise, guidance, advice, mentorship, or support to others. Demonstrates a range of high-level capabilities and actively takes on higher levels of responsibility.	Distinguishes performance from Full Impact with the following: <ul style="list-style-type: none"> <input type="checkbox"/> Consistently exceptional performance exhibited throughout the year <input type="checkbox"/> Considered a “distinguished” employee and a true expert in their field (i.e. everyone goes to them above all others for help) <input type="checkbox"/> Has had unique, stand-out achievements <input type="checkbox"/> Has lead a substantial initiative(s) without oversight during the past year <input type="checkbox"/> May be ready for promotion to next level
Full/Consistent Impact	Consistently demonstrates meaningful impact through accomplishments and contributions. This level of impact is reflective of a fully qualified, competent and experienced individual in this role. Viewed as someone who gets the job done and effectively prioritizes work and produces strong results. Contributes positively to the overall objectives of the department and /or the larger organization. Achieves valuable accomplishments in several important areas of the job and/or on assigned projects.	<ul style="list-style-type: none"> <input type="checkbox"/> All employees are presumed to be achieving their goals on a consistent basis and fully meeting expectations <input type="checkbox"/> Project work is accomplished on time and completely <input type="checkbox"/> Full contributor who builds good relationships, is a good team contributor, helps others, and recognized as a partner by clients <input type="checkbox"/> Important asset to the team, department, and university
Learning/Building	<p>Needs to gain proficiency and/or productivity in the position to achieve consistent impact. May achieve some, but not all, goals. Stronger or additional knowledge, skills and abilities need to be demonstrated for consistent success in the role.</p> <p>This rating is recommended for use when an employee is still coming up-to-speed with their job responsibilities based on limited tenure in the role.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Employees new to Harvard and with less than 12 months in position may still be mastering the knowledge, skills, and abilities <input type="checkbox"/> Employees promoted or transferred during the past year and continuing to learn/master skills required for the new role <input type="checkbox"/> Employees not fully meeting expectations, but a Needs Improvement rating is not right for the situation; coaching and possible documentation should have occurred
Needs Improvement	The quality of performance is below expectations for the role. Knowledge, skills, abilities and/or productivity have not been demonstrated at the appropriate levels	<ul style="list-style-type: none"> <input type="checkbox"/> Employees should have been counseled, received performance warning, or received PIP during past year