# Definition of ratings – performance against goals and values

The definitions for the overall ratings against goals (‘what’) and behaviors (‘how’) are as follows:

5 – Exceeds all expectations

What:

* Securian’s work consistently sets high standards for others and advances the performance of the team and organisation.
* Performance significantly exceeds agreed goal requirements and standards. Securian may be ready for broader responsibilities.

How:

Behaviors are consistently demonstrated at levels exceeding those expected, and significantly exceed the requirements for the Securian’s level/role, resulting in exceptional contribution and impact to the team and wider organisation.

Indicators:

* Individual's performance, overall contribution, results, and behaviors stand out significantly, surpassing expectations for his/her role
* Consistently shows customer-centric thinking
* Demonstrates a sense of ownership
* Continually drives for excellence
* Contributions are impactful and likely to affect areas outside the individual’s team, resulting in exceptional team/business unit/organization results
* Actively manages risks and opportunities
* Quality work can be used to set new standards for peers
* Sees new opportunities and takes initiative to drive for and achieve high impact breakthrough results
* Establishes and maintains strong collaborative working relationships with business partners that more effectively meets customer needs
* Builds and maintains very strong working relationships with all stakeholders
* Proactively assists others in developing their skills
* Is a role model for others and is frequently asked to work on projects and help others
* Often delivers exceptional results in spite of challenging environmental circumstances (e.g. high uncertainty and change)

4 – Exceeds most expectations

What:

* Individual consistently meets all, and exceeds most expectations
* Performance exceeds the agreed goal requirements and standards

How:

* Behaviors are consistently demonstrated at levels exceeding those expected and exceed the requirements for the Securian’s level/role

Indicators:

* Securian’s performance is recognized by others as strong and is at a high level relative to the job requirements and the performance of peers
* Contribution may result in strategic improvements beyond their work
* Actively seeks to improve the customer experience and manages risks and opportunities.
* Delivers to a high quality with excellence
* Builds excellent relationships with business partners
* Proposes/accepts stretch standards and demonstrates a willingness to take on additional assignments
* Deliverables were met on or before due date and/or under budget, resulting in considerable savings
* Actively seeks ways to improve current business processes and practices, and anticipates and manages risks and opportunities
* Often outperforms others facing similar challenges
* Somebody people go to when difficult challenges arise

3 – Meets expectations

What:

* Securian meets role expectations and performance adds value
* Securian is recognized by others for doing a good job
* Performance consistently meets agreed OKRs requirements

How:

* Behaviors are consistently demonstrated and meet the requirements expected for the Securian’s level/role

Indicators:

* Meets job requirements and expectations
* Meets quality standards
* Works independently on tasks and meets deadlines
* Accepts stretch standards
* Takes responsibility for actions and results and encourages others to do so
* Builds good relationships with business partners
* Adopts changes to business processes and practices early, and accepts risks inherent in working differently
* Proactively communicates and negotiates with manager regarding any difficulties in achieving OKRs/standards
* Individual performance is fully effective and keeps pace/up to date with changes, responsibilities or technologies
* Proactively looks for improvement opportunities
* Works well with others to achieve team goals
* Has been on maternity leave during the year to be fair to the Securian

2 – Partially meets expectations

What:

* Securian meets some but not all expectations
* Performance partially meets agreed OKR requirements and standards. However, action is required to improve within an agreed time period. This has to be monitored through PIP raised and documented in the HRIS

How:

* Behaviors are not always consistently demonstrated, and partially meet the requirements expected for the Securian’s level/role; action is required to improve behaviors within an agreed time period. This has to be monitored through BIP raised and documented in the HRIS

Indicators:

* Lack of ownership means Securian’s performance and work are at times incomplete or late; lacks the thoroughness of his/her peers
* Meets partial quality standards
* Meets some but not all deadlines
* Has some difficulty accepting changes to business processes and practices, as well as the risks inherent in working differently
* May not be keeping pace/up to date with changes, responsibilities or technologies.
* Is mostly reactive in communicating and negotiating with manager regarding any difficulties in achieving goals/standards
* More management time and effort is required to get the Securian to meet the required standards relative to their peers
* Achieves required outputs at the expense of others
* May not proactively communicate with team members or has difficulties working with others to achieve team goals
* Improvement is needed in some areas during the current review period

1 – Does not meet expectations

What:

* Securian does not meet expectations. Performance consistently fails to meet agreed OKR requirements and standards
* No/little performance improvement demonstrated over the last 6 months

How:

* Behaviors are not consistently demonstrated; Securian consistently fails to meet the behaviour requirements expected for their level/role

Indicators:

* Fails to deliver on basic job requirements
* Misses a significant number of OKRs, or meets OKRs in a way that compromises other responsibilities
* Does not meet quality standards
* Minimal contribution to the success of the team/business unit/organization
* Misses agreed deadlines
* Does not communicate difficulty in achieving OKRs early enough for modifications to be made
* Does not accept changes to business processes and practices, or manage risks inherent in working differently
* Requires significant management or supervision relative to their peers
* Places personal priorities before team priorities
* Is not customer focused
* Lack of ownership
* Does not work with others to achieve team goals