

Rating Scale

Targets & Behaviors

	Ratings	Characteristics
Targets	Exceeded expectations	Consistently exceeded expectations of the position and met even ambitious targets
	Successfully met expectations	Consistently fulfilled expectations of the position and met all important targets
	Partially met expectations	Partially fulfills expectations of the position or met not all important targets
	Did not meet expectations	Inadequately fulfilled the expectations of the position or failed to meet targets sufficiently

	Ratings	Characteristics
Behaviors	Outstanding	Demonstrated outstanding High Performance Behavior compared to peer group
	Successful	Successfully demonstrated High Performance Behavior
	Partially successful	Demonstrated High Performance Behavior, but partially needs improvement
	Insufficient	Insufficiently demonstrated High Performance Behavior

When should a target or behavior be classified as “Unable to rate”?

Individual target: No possibility to work sufficiently on the target (Status “on hold” or “cancelled”)

Overall rating: Hiring date was later than March 31 or employee was continuously absent during the FY (e.g. illness, parental leave, assignment)