UNSW does not have ratings as part of the myCareer process. UNSW wants its managers and employees to focus on having a great conversation and agree standard, stretch / ambitious and development goals that enable employees to work at their very best. Managers should tailor their commentary in each conversation to the individual and lead a positive, future focused conversation. Any questions about how to do this – check with the HR team who can assist.

**Outstanding – General guide:** Achieved development goals, and proactively seeks and finds further opportunities to develop. Significantly exceeded standard goals agreed in their myCareer plan, achieved stretch goals and / or undertook work beyond their current level*. Demonstrated all 5 behaviours and exceeded expectations (e.g. demonstrated behaviours beyond their current level*) in most UNSW Behaviours.

**Outstanding – Commentary advice:** At the outset confirm with the individual they are an outstanding performer and the conversation will be very positive. Focus on what is working well, any support needed and career aspirations. These are critical people for UNSW to retain.

**Exceeds Expectations – General guide:** Achieved development goals. Achieved all and exceeded some standard goals agreed in their myCareer plan, achieved a stretch goal and / or undertook work beyond their current level*. Demonstrated all 5 behaviours and exceeded expectations (e.g. demonstrated behaviours beyond their current level*) in one or two UNSW Behaviours.

**Exceeds Expectations – Commentary advice:** At the outset advise the individual they have exceeded expectations and the conversation will be positive. Focus on what is working well, building on strengths and career aspirations. UNSW wishes to retain these people.

**Meets Expectations – General guide:** Made steps towards achieving development goals. Met standard goals agreed in their myCareer plan. Did not achieve any stretch / ambitious goals. Demonstrated all 5 UNSW Behaviours at the expected level.

**Meets Expectations – Commentary advice:** At the outset advise the individual they have met expectations and are performing well. Focus on what is working well and how they can build on strengths and further enhance performance. These are good performers for UNSW.

**At risk – General guide:** *All or some of the following may apply.* Did not achieve development goals but there is some evidence they have taken steps towards meeting at least one of those goals. Met some but not all of the standard goals agreed in their myCareer plan. May be quite a good performer in one or more areas but needs improvement in another one or more key areas of the role. Did not meet expected UNSW Behaviours in one or more areas.

**At risk – Commentary advice:** At the outset advise the individual they have met or exceeded some expectations but have not met all expectations of the role and need improvement. Focus on what is working well but also create a clear, constructive, future focused plan to improve performance.

**Unsatisfactory – General guide:** Did not achieve development goals and there is no evidence that they have taken any steps towards them. Did not meet some or all the goals agreed in their myCareer plan. Did not meet expected UNSW Behaviours in one or more areas.

**Unsatisfactory – Commentary advice:** Reflect on how you will advise the individual of their unsatisfactory performance and put a clear, constructive, future focused plan in place to improve performance. Contact your HR team prior to the conversation for advice on how to ensure a fair and reasonable approach.

* Expected levels are described in the Expectations Frameworks (Academic & Behavioural available, Professional in development.)