

Performance Rating Options and Definitions	Examples at Performance Level
<p>Unsatisfactory: Performance consistently fails to meet the minimum requirements or expectations for the position</p>	<ul style="list-style-type: none"> • Can be either performance problem (unable to understand work tasks) or misconduct (fails to follow workplace norms such as professionalism, or tardiness or absenteeism) • Does not appear to grasp essential duties, even when given training and feedback • Inattentive or lacks understanding of – or knowingly ignores - policies and procedures • Requires constant prompting to complete routine tasks or duties • Does not follow instructions to complete tasks/duties despite receiving training and/or feedback • Does not meet deadlines or fails to complete work • Disregards supervisor’s direction or constructive feedback • Demonstrates inappropriate workplace behavior • Performance does not improve, even after repeated direction or feedback • Engages in unsafe practices • Fails to demonstrate reliability in work schedule • Has frequent disruptive or strained work relationships with peers or supervisors • Requires excessive amount of peer and/or supervisor time and attention, hindering the ability for others to complete work
<p>Inconsistent: Performance meets some, but not all, of the requirements or expectations for the position</p>	<ul style="list-style-type: none"> • Some, but not all, of basic duties are carried out in a timely and accurate manner • Does not demonstrate mastery of basic duties, even after adequate training • Does not follow all tasks to completion • Requires vigilant supervisory oversight of most work products • Ineffective or inefficient in primary responsibilities • Shows inability or disorganization in prioritizing work or completing work assignments • Fails to plan ahead or anticipate challenges that may impede work • Does not review or fact-check policies prior to providing advice • Unfamiliar with when to escalate issues • Does not communicate well – failure to return contacts, lacks clarity, fails to ask questions for understanding • Resists direction from supervisor • Inability to solve routine problems • Requires greater than usual peer and/or supervisor time and attention

<p>Proficient: Performance is consistent with the requirements or expectations for the position</p>	<ul style="list-style-type: none"> • Reliably produces work that is accurate and timely • Fully competent in all skills, tools, and equipment required for job • Solid foundational knowledge and understanding of policies and procedures required for job • Independently follows through on tasks to completion and to meet requirements • Is punctual and reliable • Prioritizes work appropriately, follows instructions, and exercises knowledge of the position • Anticipates problems and plans ahead accordingly • Communicates appropriately – timely return of contacts, asks questions or seeks assistance as needed, clear and concise
<p>Highly Effective: Performance frequently exceeds requirements/expectations</p>	<ul style="list-style-type: none"> • Thinks creatively to develop solutions to problems • Develops processes and policies to improve efficiency and effectiveness • Recognized expert sought as resource on policies and tasks essential to position • Consummate professional; handles difficult situations calmly and with tact • Always willing to help a team member; exhibits teamwork without prompting and works collaboratively with others • Clear and concise communicator; able to adapt communication style to variety of audiences • Develops supplemental best practices to be applied within the Unit • Is able to reflect on self and how their role fits into larger goals and values for the Unit; incorporates goals and values into existing role
<p>Outstanding: Performance is superior and significantly exceeds requirements/expectations</p>	<ul style="list-style-type: none"> • Develops best practices that are adopted by groups outside the work Unit • Demonstrates mastery of technical skills; recognized expert by colleagues both within and outside of Unit • Frequently presents work at high-level meetings or conferences • Chosen to serve on University-level committees or work groups because of demonstrated expertise • Proactively initiates and drives to completion implementation of new technology, processes, policies or procedures • Clear and concise communicator; effective and tactful with difficult information. Works to improve communications channels and collaboration between work units • Exhibits model behavior that exemplifies the values and objectives of the Unit, and is worthy of emulation by supervisors and staff • Skillfully resolves conflict using creative solutions • Influences others to work collaboratively and positively impacts furthering goals and objectives of the Unit

Supervision/Leadership	Development of others; delegation of responsibilities and expectation of accountability; using judgment/discretion; taking action as needed; evaluation of others' performance; building positive relationships				
	Unsatisfactory	Inconsistent	Proficient	Highly Effective	Outstanding
<p>Indicators in ADP:</p> <ul style="list-style-type: none"> - Effectively delegates responsibilities, empowers employees, and creates an environment of accountability, productivity, and results. - Sets and communicates realistic performance standards and expectations and provides honest timely, and constructive feedback. - Fosters team effort and cooperation among staff members. - Shows respect for ideas of others and encourages a climate for open discussion. - Selects, trains, and identifies opportunities for development for employees. - Maintains confidentiality, uses discretion, and takes appropriate action in employee matters. 	<p>Is inconsistent or ineffective in developing courses of action that ensure accomplishment of goals/objectives; is unaware or unable to adjust to changing conditions; does not adequately use resources or re-prioritize resources to address shortfalls; is ineffective in directing or managing the capabilities of employees or teams to achieve desired results; provides no performance feedback nor takes action to address performance problems in a timely manner</p>		<p>Organizes and maintains operations to meet stated goals; enables staff to function independently and to take appropriate risks; encourages and promotes decision-making and accountability at all levels; creates high performance work environment; communicates standards and expectations; provides productive performance feedback; initiates change/action; creates environment where differences are valued; makes technical/functional decisions based on priorities and needs; wisely uses available resources; eliminates excess when possible</p>		<p>Inspires commitment to goals and mission; anticipates needs; develops and communicates plan to meet emerging priorities; produces optimum results in exceeding objectives; discovers and develops hidden talents or latent potential in employees, teams, and others; effectively works with staff to identify and employ strengths and negate effects of deficiencies; uses state-of-the-art methods to engage support of others in planning, directing, coordinating or organizing activities; completes tasks and projects in a manner that results in reduced costs and/or time investment</p>

Professional/Technical Skill, Knowledge, and Expertise	Application of specialized and technical skills, knowledge and judgment to accomplish one's job effectively; maintained knowledge and skills of current best practices, processes, systems, or applications in professional area of practice.				
	Unsatisfactory	Inconsistent	Proficient	Highly Effective	Outstanding
<p>Indicators in ADP:</p> <ul style="list-style-type: none"> - Maintains up-to-date knowledge and skills in area of responsibility - Efficiently plans, schedules and organizes work - Keeps informed of current professional developments and best practices and applies them when appropriate - Shares knowledge/expertise with team and customers 	<p>Does not consistently demonstrate the professional or technical knowledge required for the position; often undertakes only minimal tasks, and often requires close supervision and technical direction; does not consistently apply appropriate standards, practices or procedures; is not recognized for depth of technical knowledge or experience; unable to develop practical or effective solutions necessary for the position; does not participate in identified professional growth opportunities</p>		<p>Understands and demonstrates technical knowledge necessary for position; continues to build knowledge, keeping up-to-date on the technical standards, practices, and procedures related to the job; available to others to help solve technical or procedural issues; applies technical/procedural knowledge to correctly address a situation in a timely manner, and makes recommendations for improvement; recognizes trends in theory and practice and effectively prepares for anticipated changes; participates in professional growth opportunities when provided</p>		<p>Uses resources, technology and expertise in highly effective and/or creative manner; ensures outcomes reflect advanced standards and best practices; recognized as authority/expert in technical field; sought out as mentor or advisor for employees in same technical field; emphasizes continuous improvement; develops practical, effective, and efficient solutions for complex issues; seeks out professional growth opportunities</p>

Problem Solving/Decision Making	Approach to addressing problems; ability to make timely decisions given information and resources; consideration/analysis of courses of action or alternatives; ability to effectively communicate rationale for decisions; involvement of others in processes				
	Unsatisfactory	Inconsistent	Proficient	Highly Effective	Outstanding
<p>Indicators in ADP:</p> <ul style="list-style-type: none"> - Completes appropriate level of analysis of data/situations in order to arrive at a rational, logical, timely decision – applying the amount of research, analysis that is appropriate for each situation - Creatively explores all alternatives - Can easily provide logical rationale for all decisions - Involves individuals in decision-making when appropriate - Can quickly “think on feet” making appropriate/instant decisions with limited information 	<p>Does not proactively move forward to take action on team or personal responsibilities; “jumps to conclusion” without fully analyzing and understanding problem; requires too much time in reviewing information, resulting in delays; typically follows others’ judgment without independent thought or analysis; is inconsistent or fails to predict consequences, implications, or feasibility of alternative solutions; not open to new ideas or ways to solve problems; inflexible when facing obstacles</p>		<p>Considers alternative available actions, resources, and constraints before selecting a method for accomplishing a task or project; refrains from “jumping to conclusions” based on no, or minimal, evidence; takes time to collect facts when formulating decision; considers cost and efficiency when making decisions by establishing or changing work procedures; recognizes when to escalate appropriate or specific situations to the next higher level of expertise; breaks down a complex task into manageable parts in a systematic, detailed way; anticipates and plans for potential obstacles</p>		<p>Consistently demonstrates ability to make effective decisions, even with limited time; develops highly creative and effective solutions with tight deadlines and absence of all information; focuses on continuous improvement by exploring opportunities for enhancing, revising, or modifying existing framework; develops proposals for implementing change; persistent in analyzing issues and problems to find best solutions; accurately predicts and appropriately addresses outcomes and alternative solutions; teaches others to anticipate problems and develop contingency plans to avoid or resolve issues</p>

Accuracy/Attention to Detail	Thoroughness in accomplishing a task or work product; review of details and quality of work; application of appropriate standards, policies, rules, and practices to complete work; efficiency of use of resources to complete work				
	Unsatisfactory	Inconsistent	Proficient	Highly Effective	Outstanding
<p>Indicators in ADP:</p> <ul style="list-style-type: none"> - Carefully reviews the details of work to ensure quality - Applies all appropriate policies, rules, and departmental practices to all work products 	<p>Frequent errors and inconsistency in quality of work; incomplete or incorrect work often submitted; work products or processes are not consistent with appropriate standards or procedures; work frequently is not provided in format that is requested, or in a format that is usable by customer</p>		<p>Confirms the accuracy of information and work product to provide quality and consistent work; provides information on a timely basis and in a usable form to others who need to act on it; expresses that things be done correctly, thoroughly, or precisely; verifies that work is completed according to procedures and standards</p>		<p>Establishes procedures and processes for monitoring quality of work; actively verifies information; never submits work only partially completed; comprehensively and carefully monitors the details and quality of own and others' work; develops systems to organize or track information and/or work progress</p>

Dependability & Commitment	Support to organization and its goals; ability to establish and meet realistic timelines; work attendance; responsibility for errors or problems; ability to resolve issues				
	Unsatisfactory	Inconsistent	Proficient	Highly Effective	Outstanding
<p>Indicators in ADP:</p> <ul style="list-style-type: none"> - Supports Department/Unit, College, and University goals - Commits to realistic deliverables/balances priorities to meet quality and timeliness goals and takes responsibility for work with little oversight - Arrives to work on time, absences are within guidelines, follows scheduled break-times - Present and on time for meetings - Accepts added duties and challenges beyond normal work assignments as appropriate - Takes responsibility for errors/problems, works to resolve issues and identifies ways to prevent recurrence in the future 	<p>Does not set, accept, or achieve goals; needs frequent reminders to complete tasks; fails to effectively prioritize tasks;; inconsistently reports to work on time with excessive, unapproved absences; does not take responsibility for errors or problems nor identifies meaningful way to avoid future recurrence</p>		<p>Sets, accepts, and achieves goals; supports organizational goals; commits and follows through on deliverables; balances priorities to meet goals; demonstrates clear standards for quality results in a timely manner; effectively completes tasks, with little oversight, even with obstacles; takes responsibility for errors/problems; identifies ways to prevent future recurrence; accepts added duties and challenges beyond normal work assignments as appropriate</p>		<p>Exceeds personal goals; encourages and supports others to take responsibility for results; drives organizational goals; takes calculated, acceptable risks to achieve quality results; is consistently effective with little or no oversight even when facing significant obstacles; models transparency; takes personal responsibility for both success and failure; seeks and successfully accomplishes opportunities and challenges beyond normal work; takes responsibility for errors/problems and follows through to resolution; identifies ways for self, and others, to prevent future recurrence</p>

Communication	Quality of information flow, either verbally or in writing, both individually and in group settings; ability to select and use appropriate means of communication; listening skills; contribution to positive and open communication environment				
	Unsatisfactory	Inconsistent	Proficient	Highly Effective	Outstanding
<p>Indicators in ADP:</p> <ul style="list-style-type: none"> - Expresses thoughts clearly both in writing and verbally - Applies active and empathetic listening skills – seeking to understand others - Relates positively and respectfully with all staff, clients and public, contributing to a positive work environment 	<p>Talks more than listens; written communication includes excessive errors and/or unprofessional language; formulates response before hearing other information or understanding other points of view; contributions are unclear or untimely; neglects to update or provides too frequent (and irrelevant) updates; displays overuse of singular or inappropriate form of communication for situation</p>		<p>Shares appropriate information in timely, responsible, and clear manner; possesses effective listening, writing, and speaking skills; presents facts, ideas, and concepts that are easily understood; shows respect for other’s opinions, and listens without interrupting; demonstrates appropriate nonverbal behaviors; tries to understand others before offering response; organizes and presents information in logical and timely manner; keeps team informed consistently; chooses appropriate mode of communication and exercises professionalism;</p>		<p>Demonstrates empathetic and active listening skills to achieve understanding quickly; solicits, listens to, and acts on input from others; probes for new ideas and works to break down communication barriers; is articulate, professional, and persuasive in presenting information; demonstrates expertise with multiple modes of communication and tailors as appropriate to various audiences; fosters positive working environment by modeling exemplary, unwavering, respectful and positive behavior; communicates openly, with appropriate candor</p>

Collaboration/Teamwork	Participation and cooperation within group activities; working relationships; support of group over individual efforts; value placed on diverse skills, talents, cultures, and styles				
	Unsatisfactory	Inconsistent	Proficient	Highly Effective	Outstanding
<p>Indicators in ADP:</p> <ul style="list-style-type: none"> - Builds, sustains and promotes positive, productive, collaborative relationships and work teams - Encourages and models an environment of mutual respect, cooperation, collaboration and openness - Supports others putting team success first - Values and leverages diverse individual skills, talents, approaches, styles and cultures, etc. 	<p>Creates conflict; does not work to understand others' perspective; does not understand or value team collaboration; avoids contributing to team efforts; demonstrates little respect for others with differing opinions, regardless of position; does not establish trust or credibility; is insensitive to the differing needs of diverse groups</p>		<p>Works effectively with others; cooperates with team and supports team decisions, and team vision; appreciates the value of team member trust; shares relevant information and understands the contributions of others to the team; demonstrates sensitivity to the rights and opinions of others, even if in disagreement; acknowledges conflict and works to constructively resolve</p>		<p>Collaborates to create a sense of group commitment and ownership; viewed positively by colleagues, supervisors, and subordinates alike; succeeds in building trust even in difficult situations; places a high value on improving team members' skills and abilities; continually and successfully finds common ground; consistently creates opportunities to support diversity; respects, values, and promotes the benefits of considering and addressing differing opinions</p>

Initiative & Motivation	Amount of work accomplished, ability to work independently, and drive to exceed expectations or requested tasks				
	Unsatisfactory	Inconsistent	Proficient	Highly Effective	Outstanding
Indicators in ADP: - Thinks creatively and inspires the creativity of others - Takes informed risks - Analyzes failures for possible lessons learned and creation of new ideas	Products or results are inconsistent with the Unit's mission, vision and values; engages in activities that detract from accomplishment of goals and objectives; fails to demonstrate understanding the linkage of individual work products to the Unit's goals and objectives; requires close supervision, even on routine assignments; does not help others beyond regular job responsibilities; takes little or no action when things go wrong; cannot always be trusted to follow through; is insensitive to or behaves inconsistently with organizational values.		Work is consistent with Unit's mission, vision and values; performs work independently; takes ownership and follows through; assists colleagues and customers routinely; offers to work toward solutions when things go wrong; ensures alignment of goals and work products with the organizational goals and objectives; understands the alignment of individual work to the Unit's goals and objectives; behavior is consistent with organizational values.		Enthusiastically articulates and demonstrably supports the Unit's mission, vision, and values; ideas adopted at higher organizational level; takes charge and finds solutions when things go wrong; creates opportunities or minimizes potential problems by anticipating and preparing for these in advance; goes beyond expectations without being asked; digs beneath the obvious to get at the facts; seeks out challenges and additional responsibilities; initiates new projects; behavior sets the highest standard consistent with organizational values