USG Performance Factors

Job Knowledge: The extent to which employee understands their job duties and responsibilities and applies the practical and technical knowledge and skills required for the position.

Rating Scale	Employee -Behavioral Indicators	Manager -Behavioral Indicators
Exemplary Outstanding performance that consistently exceeds milestones	• Consistently exceeds expectations and handles technical challenges skillfully, thoroughly, and effectively • Shares job knowledge and expertise with team; coaches and mentors' other employees • Technical knowledge of the position contributes to improvements in processes, procedures, and operations • Recognized as the "go to" person or subject matter expert by peers and supervision	• Displays advanced technical and practical knowledge and skills to be successful in the position. • Empowers high performance by equipping team with job knowledge and expertise through coaching/mentoring and professional development • Proactively seeks out new challenges and opportunities; leads team in adapting to new challenges and opportunities • Facilitates and implements improvements in processes, procedures, and operations • Recognized as a subject matter expert and resource by employees, peers, supervision, and senior leadership
Superior Good, solid performance that fully meets milestones and on occasion exceeds milestones	• Work behavior related to this competency often exceeds expectations and consistently shows superior accomplishment. • Communicate with employee about sustainability of this work behavior and future development opportunities	• Work behavior related to this competency often exceeds expectations and consistently shows superior accomplishment. • Communicate with employee about sustainability of this work behavior and future development opportunities
Successful good solid performance that meets all milestones	• Has knowledge and skills to perform the tasks of the position • Continually learns and improves skills through self-study, webinar attendance, or other professional development • Learns and grows with the evolving requirements of the position • Easily absorbs and applies new information	• Shares knowledge and skills appropriately for team to meet department goals • Readily accepts challenges, opportunities; willing to try new processes and apply new techniques and knowledge. • Learns and grows with the evolving requirements of the position through self-study, webinar attendance, or other professional development
Partially Successful/Emerging Performance falls short of the minimum criteria and standards of milestones. Immediate and substantial improvement is needed to address this area	• Work behavior related to this competency occasionally falls below the required level for the position. • Often times this occurs for new hires or those with new responsibilities. • Improvement in specific areas is required. • Performance feedback and efforts to reinforce competency may provide the tools to achieve success	• Work behavior related to this competency occasionally falls below the required level for the position. • Often times this occurs for new hires or those with new responsibilities.
Not Successful Performance in this area is inconsistent and does not meet milestone. Performance feedback and efforts to reinforce competency may provide the tools to achieve success	• Knowledge of the position responsibilities is not at the level expected • Has not demonstrated the ability to retain key job knowledge and continues to ask the same questions of daily tasks and assignments • Fails to achieve the minimal requirements of position when it comes to job knowledge • Requires a high level of supervision for basic tasks assigned • Shows declining interest in area of expertise and has no interest in continuing education	• Lacks the knowledge of the position responsibilities to accomplish the department goals • Has not demonstrated the ability to retain key job knowledge and/or share knowledge necessary for team to be successful • Does not look for new challenges or seek development for self or team • Requires a high level of supervision and shows declining interest in area of expertise with no interest in continuing education

Quality of Work: The extent to which employee's work is consistently accurate, thorough, and is accomplished in a professional manner. Employee works efficiently and productively while effectively managing resources (labor, time, materials, etc).		
Rating Scale	**Employee -Behavioral Indicators**	**Manager -Behavioral Indicators**
Exemplary Outstanding performance that consistently exceeds milestones	• Very detail minded and work is consistently accomplished with exceptional quality; produces error free output • Continually thinks about/implements new procedures for department efficacy • Identifies and recommends appropriate policy modifications to address emerging issues that face the department • Shares/implements procedures to help mitigate future issues that may arise with current procedures	• Always exceeds standards and develops methods to improve quality; produces error free output • Recognizes and implements new procedures for department efficacy • Ensures proper implementation and adherence to procedures for self and team in accordance with risk assessment principles
Superior Good, solid performance that fully meets milestones and on occasion exceeds milestones	• Work behavior related to this competency often exceeds expectations and consistently shows superior accomplishment. • Communicate with employee about sustainability of this work behavior and future development opportunities	• Work behavior related to this competency often exceeds expectations and consistently shows superior accomplishment. • Communicate with employee about sustainability of this work behavior and future development opportunities
Successful good solid performance that meets all milestones	• Works with minimal guidance/supervision • Ensures work is accurate; can be relied on to be quality work as expected/requested • Consummate professional in the performance of duties; delivers quality work in short time frames • Makes contributions to the forward thinking necessary to move the department into the future	• Works independently; seeks guidance/supervision when appropriate • Demonstrates accuracy and quality work; can be relied on to successfully complete tasks and responsibilities • Role model of professionalism; high expectations for team to deliver quality work within given deadlines • Empowers team members, in a risk free environment, to provide contributions and ideas to successfully move the department forward
Partially Successful/Emerging Performance falls short of the minimum criteria and standards of milestones. Immediate and substantial improvement is needed to address this area	• Work behavior related to this competency occasionally falls below the required level for the position. • Often times this occurs for new hires or those with new responsibilities. • Improvement in specific areas is required. • Performance feedback and efforts to reinforce competency may provide the tools to achieve success	• Work behavior related to this competency occasionally falls below the required level for the position. • Often times this occurs for new hires or those with new responsibilities.
Not Successful Performance in this area is inconsistent and does not meet milestone. Performance feedback and efforts to reinforce competency may provide the tools to achieve success	• Work cannot be relied on and is consistently being passed back for rework • Consistently does not meet timelines or task assignment deadlines • Unacceptable level of errors • Lacks attention to details; does not spend enough time reviewing work before handing it in as complete • Overlooks key requirements given to successfully complete tasks	• Work cannot be relied on and requires continued supervision/guidance • Consistently does not meet timelines or task assignment deadlines for self and/or department • Unacceptable level of errors; seldom meets quality standards • Does not display attention to details; does not have a quality assurance process to ensure quality and accurate work from team • Overlooks key requirements given to successfully complete tasks

Communication: The extent to which the person is proficient and professional in oral and written communication.		
Rating Scale	**Employee -Behavioral Indicators**	**Manager -Behavioral Indicators**
Exemplary Outstanding performance that consistently exceeds milestones	• Speaks and writes in a compelling manner • Demonstrates an ability to flex communication style with diverse and unfamiliar audiences • Effectively delivers messages using many media streams (presentations, reports, etc.) • Is seen as a role model for effective communication by peers	• Speaks and writes in a compelling and influential manner • Coaches their team and colleagues toward better communication • Ensures that diverse voices and perspectives are heard and considered • Facilitates the sharing of information broadly across the organization
Superior Good, solid performance that fully meets milestones and on occasion exceeds milestones	• Work behavior related to this competency often exceeds expectations and consistently shows superior accomplishment. • Communicate with employee about sustainability of this work behavior and future development opportunities	• Work behavior related to this competency often exceeds expectations and consistently shows superior accomplishment. • Communicate with employee about sustainability of this work behavior and future development opportunities
Successful good solid performance that meets all milestones	• Speaks and writes in a professional, clear and concise manner • Uses active listening skills in conversation • Follows verbal and written instructions • Asks for clarity when needed • Easily flexes communication style • Exhibits appropriate body language • Shares information with colleagues and supervisor that helps them do a better job	• Effectively delivers messages using many media streams (presentations, reports, etc.) • Regularly shares relevant information with their team and colleagues • Creates and maintains a culture of open communication with their team and colleagues • Easily flexes communication style with their team and colleagues • Shares information across the organization to help improve outcomes • Understands when to appropriately share messages
Partially Successful/Emerging Performance falls short of the minimum criteria and standards of milestones. Immediate and substantial improvement is needed to address this area	• Work behavior related to this competency occasionally falls below the required level for the position. • Often times this occurs for new hires or those with new responsibilities. • Improvement in specific areas is required. • Performance feedback and efforts to reinforce competency may provide the tools to achieve success	• Work behavior related to this competency occasionally falls below the required level for the position. • Often times this occurs for new hires or those with new responsibilities.
Not Successful Performance in this area is inconsistent and does not meet milestone. Performance feedback and efforts to reinforce competency may provide the tools to achieve success	• Written and/or spoken communication is often unclear to others • Shows little interest in what others have to say • Exhibits body language that interferes with the message • Misunderstands the messages of others without asking for clarity • Keeps information that may help others to themselves	• Shares messages inappropriately • Keeps information to themselves that would help the organization improve • Doesn't share relevant information with their team and colleagues • Creates a culture of gossip and here-say

Critical Thinking: The extent to which the person demonstrates proper judgment in decision-making and displays effective problem-solving skills.		
Rating Scale	**Employee -Behavioral Indicators**	**Manager -Behavioral Indicators**
Exemplary Outstanding performance that consistently exceeds milestones	• Independently correlates ideas or data against relevant criteria and identifies a logical conclusion. • Consistently and thoroughly analyzes information, is inquisitive, questions assumptions, evaluates situations from different perspectives, and focuses on the best possible outcome. • Proactively seeks information and ideas from colleagues and peers to obtain different points of view. • Demonstrates the ability to be creative and open-minded to consider alternative solutions to solve problems.	• Displays advanced ability to skillfully conceptualize, analyze, and evaluate information to solve a problem. • Demonstrates the ability to manage ambiguity and is flexible with shifting operational changes. • Objectively gathers data or information and transforms it into achievable strategies. • Identifies innovative and forward thinking ideas or new approaches. • Encourages and seeks information from other colleagues and/or departments to ensure diverse perspectives are provided prior to decision making.
Superior Good, solid performance that fully meets milestones and on occasion exceeds milestones	• Work behavior related to this competency often exceeds expectations and consistently shows superior accomplishment. • Communicate with employee about sustainability of this work behavior and future development opportunities	• Work behavior related to this competency often exceeds expectations and consistently shows superior accomplishment. • Communicate with employee about sustainability of this work behavior and future development opportunities
Successful good solid performance that meets all milestones	• Understands what data is needed to make an informed decision • Draws appropriate conclusions from relevant data • Solves short-and long-term problems by generating alternative solutions • Appropriately assesses risk and develops contingency plans • Seeks multiple points of view before arriving at a conclusion • Includes continuous improvement as a standard part of work	• Understands what data is needed to make an informed decision • Draws appropriate conclusions from relevant data • Solves short-and long-term problems by generating alternative solutions • Appropriately assesses risk and develops contingency plans • Seeks multiple points of view before arriving at a conclusion • Includes continuous improvement as a standard part of work
Partially Successful/Emerging Performance falls short of the minimum criteria and standards of milestones. Immediate and substantial improvement is needed to address this area	• Work behavior related to this competency occasionally falls below the required level for the position. • Often times this occurs for new hires or those with new responsibilities. • Improvement in specific areas is required. • Performance feedback and efforts to reinforce competency may provide the tools to achieve success	• Work behavior related to this competency occasionally falls below the required level for the position. • Often times this occurs for new hires or those with new responsibilities.
Not Successful Performance in this area is inconsistent and does not meet milestone. Performance feedback and efforts to reinforce competency may provide the tools to achieve success	• Draws conclusions prematurely • Doesn't understand relevancy of data • Doesn't appropriately assess risks • Doesn't generate alternative solutions to short- and long-term problems	• Draws conclusions prematurely • Doesn't understand relevancy of data • Doesn't appropriately assess risks • Doesn't generate alternative solutions to short- and long-term problems

Initiative: The extent to which employee is a self-starter, shares new ideas for doing things, and is willing to assume additional duties when necessary. Displays positive attitude and willingness to improve both personally and professionally in a constantly changing environment.		
Rating Scale	**Employee -Behavioral Indicators**	**Manager -Behavioral Indicators**
Exemplary Outstanding performance that consistently exceeds milestones	• Consistently exceeds expectations to identify areas of improvement for operational efficiencies. • Continuously shares information, displays critical thinking skills, and independent judgement. • Proactively volunteers for projects to improve departmental and/or organizational processes and procedures. • Readily accepts additional assignments and often identifies solutions to improve processes and procedures. • Anticipates individual and team professional development opportunities.	• Exceeds expectations to identify areas of improvement and takes the lead on developing strategies and delegating tasks accordingly for operational efficiencies. • Thinks outside of the box and demonstrates advanced critical thinking skills to address complexities in the work environment. • Ability to work with a group to set objectives and agenda, generate allegiance to those objectives and guide and motivate their achievement. Articulates the end results needed and allows people to exercise initiative and discretion without micromanaging. Enforces standards/rules fairly and consistently and leads with courage.
Superior Good, solid performance that fully meets milestones and on occasion exceeds milestones	• Work behavior related to this competency often exceeds expectations and consistently shows superior accomplishment. • Communicate with employee about sustainability of this work behavior and future development opportunities	• Work behavior related to this competency often exceeds expectations and consistently shows superior accomplishment. • Communicate with employee about sustainability of this work behavior and future development opportunities
Successful good solid performance that meets all milestones	• Consistently achieves expectations to identify areas of improvement for operational efficiencies. • Shares information regularly and demonstrates initiative to assist others. • Willingly accepts additional assignments, takes accountability for successful project completion, and prioritizes tasks. • Demonstrates an eagerness to enhance skill set regularly and operational efficiencies. • Contributes to overall team's success.	• Continuously achieves expectations to identify areas of improvement for operational efficiencies. • Proactively shares information, displays subject matter expertise, and coaches and mentors staff. • Demonstrates a high sense of urgency to achieve results, delegates accordingly, and ensures task are thoroughly completed. • Commits to goals, displays competence, prioritizes deadlines, and leads by example. • Willingly accepts additional assignments and identifies ways to stretch staff member's abilities by identifying complex assignments.
Partially Successful/Emerging Performance falls short of the minimum criteria and standards of milestones. Immediate and substantial improvement is needed to address this area	• Work behavior related to this competency occasionally falls below the required level for the position. • Often times this occurs for new hires or those with new responsibilities. • Improvement in specific areas is required. • Performance feedback and efforts to reinforce competency may provide the tools to achieve success	• Work behavior related to this competency occasionally falls below the required level for the position. • Often times this occurs for new hires or those with new responsibilities.
Not Successful Performance in this area is inconsistent and does not meet milestone. Performance feedback and efforts to reinforce competency may provide the tools to achieve success	• Fails to achieve expectations to identify areas of improvement for operational efficiencies. • Has not demonstrated the ability to assume additional assignments or projects. • Does not take accountability for performance deficiencies and blames others. • Fails to provide input on individual and/or departmental objectives. • Does not prioritize tasks and is not flexible or adaptable to change.	• Fails to achieve expectations to identify areas of improvement for operational efficiencies. • Has not demonstrated the ability to assume additional assignments or projects, delegate's tasks without oversight, guidance or direction. • Does not prioritize team goals with organizational goals and does not hold staff accountable. • Does not take accountability for individual or team performance deficiencies and blames others. • Fails to provide strategic input for individual and/or departmental objectives.

Reliability/Attendance: The extent to which an employee can be relied upon regarding task completion and follow-up. The employee meets deadlines with accuracy and customer satisfaction. Employee has an acceptable overall punctuality and attendance record.		
Rating Scale	**Employee -Behavioral Indicators**	**Manager -Behavioral Indicators**
Exemplary Outstanding performance that consistently exceeds milestones	• Consistently exceeds expectations in demonstrating ability to prioritize multiple tasks and meets deadlines without direction or guidance. • Constantly displays thoroughness, attention to detail, ability to manage tasks independently without direction or guidance. • Acts as a subject matter expert/coach/mentor to others and leads by example. • Dependable and flexible when priorities shift. • Follows up on requests timely and provides updates accordingly.	• Consistently exceeds expectations in developing strategies to execute, prioritize, and assign tasks to meet departmental and organizational objectives. • Created departmental expectations to ensure consistency in practices and procedures and workarounds when an employee is unexpectedly out of the office. • Ensures that all staff members are regularly trained on departmental and organizational expectations and holds staff accountable accordingly. • Displays ability to make competent decisions in the absence of next level leadership. • Constantly displays thoroughness, attention to detail, and oversight for complex tasks.
Superior Good, solid performance that fully meets milestones and on occasion exceeds milestones	• Work behavior related to this competency often exceeds expectations and consistently shows superior accomplishment. • Communicate with employee about sustainability of this work behavior and future development opportunities	• Work behavior related to this competency often exceeds expectations and consistently shows superior accomplishment. • Communicate with employee about sustainability of this work behavior and future development opportunities
Successful good solid performance that meets all milestones	• Achieves expectations in demonstrating ability to prioritize multiple tasks and meets deadlines. • Willingly ensures productivity, and thoroughness for assigned tasks. • Dependable, meets assigned deadlines, and assists others as needed. • Commits to leading by example by not demonstrating a pattern of absences or late arrivals.	• Achieves expectations in developing strategies to execute, prioritize, and assign tasks to meet departmental and organizational objectives. • Demonstrates ability to manage tasks independently, provides coaching and mentoring as needed. • Provides input on departmental expectations to ensure consistency in practices and procedures. • Readily adapts to shifting priorities and delegates accordingly. • Dependable and leads by example.
Partially Successful/Emerging Performance falls short of the minimum criteria and standards of milestones. Immediate and substantial improvement is needed to address this area	• Work behavior related to this competency occasionally falls below the required level for the position. • Often times this occurs for new hires or those with new responsibilities. • Improvement in specific areas is required. • Performance feedback and efforts to reinforce competency may provide the tools to achieve success	• Work behavior related to this competency occasionally falls below the required level for the position. • Often times this occurs for new hires or those with new responsibilities.
Not Successful Performance in this area is inconsistent and does not meet milestone. Performance feedback and efforts to reinforce competency may provide the tools to achieve success	• Does not achieve expectations in completing tasks. • Fails to follow instructions, prioritize tasks, or meet deadlines. • Fails to consistently adhere to operational procedures. • Does not adhere to regular scheduled shift and is often late or absent. • Does not take accountability for actions.	• Does not achieve expectations in developing strategies to execute, prioritize, and assign tasks to meet departmental and organizational objectives. • Does not display a willingness to adhere to operational procedures and has not identified training or development opportunities to improve work quality. • Fails to ensure that staff are trained, coached or mentored or held accountable. • Consistently fails to complete assigned task deadlines. • Regularly has unscheduled or unplanned absences.

Adherence to Policies: The extent to which the person follows system, college/university and department-specific policies and procedures (dress guidelines, professionalism, administrative policies & procedures)		
Rating Scale	**Employee -Behavioral Indicators**	**Manager -Behavioral Indicators**
Exemplary Outstanding performance that consistently exceeds milestones	• Follows system, college/university policies and procedures and holds others accountable to them • Seeks to understand policies and procedures and serves as a resource to others for policy interpretation • Is constantly looking to improve policies and procedures in the best interest of the university/system	• Seeks to understand policies and procedures and serves as a resource to others for policy interpretation • Holds staff accountable to system, college/university and department policies and procedures and applies them consistently • Is a policy "champion" and provides staff with appropriate education on policies and procedures
Superior Good, solid performance that fully meets milestones and on occasion exceeds milestones	• Work behavior related to this competency often exceeds expectations and consistently shows superior accomplishment. • Communicate with employee about sustainability of this work behavior and future development opportunities	• Work behavior related to this competency often exceeds expectations and consistently shows superior accomplishment. • Communicate with employee about sustainability of this work behavior and future development opportunities
Successful good solid performance that meets all milestones	• Follows system, college/university and department policies and procedures • Maintains support of policies and procedures in public spaces	• Follows system, college/university and department policies and procedures • Holds staff accountable to system, college/university and department policies and procedures and applies them consistently • Maintains support of policies and procedures in public spaces
Partially Successful/Emerging Performance falls short of the minimum criteria and standards of milestones. Immediate and substantial improvement is needed to address this area	• Work behavior related to this competency occasionally falls below the required level for the position. • Often times this occurs for new hires or those with new responsibilities. • Improvement in specific areas is required. • Performance feedback and efforts to reinforce competency may provide the tools to achieve success	• Work behavior related to this competency occasionally falls below the required level for the position. • Often times this occurs for new hires or those with new responsibilities.
Not Successful Performance in this area is inconsistent and does not meet milestone. Performance feedback and efforts to reinforce competency may provide the tools to achieve success	• Fails to follow system, college/university and department policies and procedures	• Fails to follow system, college/university and department policies and procedures • Does not hold staff accountable to policies and procedures or applies them inconsistently. • Does not support system, college/university, and department policies and procedures publicly or with staff

Interpersonal Relationships: The extent to which employee cooperates, works and communicates with internal and external customers such as clients, patients, coworkers, supervisors, direct reports, faculty, and students. The employee has the ability and willingness to work effectively within a team and support others as well as accept support and feedback when needed to accomplish task or mission.		
Rating Scale	**Employee -Behavioral Indicators**	**Manager -Behavioral Indicators**
Exemplary Outstanding performance that consistently exceeds milestones	• Is seen as a credible and trusted resource • Treats all stakeholders with dignity and respect • Demonstrates approachability and openness • Manages internal and external relationships in ways that promote the best interests of the stakeholders and college/university • Is constantly establishing relationships with personnel. • Continually seeks out customers in the workplace through the use of rapport building.	• Fosters effective teambuilding within department/division • Fosters effective teambuilding within department/division • Fosters a culture that supports relationship building across campus • Serves as an advocate for staff • Promotes successful relationships with all stakeholders
Superior Good, solid performance that fully meets milestones and on occasion exceeds milestones	• Work behavior related to this competency often exceeds expectations and consistently shows superior accomplishment. • Communicate with employee about sustainability of this work behavior and future development opportunities	• Work behavior related to this competency often exceeds expectations and consistently shows superior accomplishment. • Communicate with employee about sustainability of this work behavior and future development opportunities
Successful good solid performance that meets all milestones	• Is seen as someone who is credible by some peers • Interpersonal interactions are appropriate for the role • Responds to requests when asked • Has good relationships with internal and external customers • Establishes a customer rapport and maintains the customer relationship.	• Manages team with an overall best interest of the department in mind • Encourages staff to work with teams outside of the department • Ensures team members have relationships with key people on campus • Support staff as needed • Staff are encouraged to work with others on campus • Actively seeks new relationships and listens for customer needs
Partially Successful/Emerging Performance falls short of the minimum criteria and standards of milestones. Immediate and substantial improvement is needed to address this area	• Work behavior related to this competency occasionally falls below the required level for the position. • Often times this occurs for new hires or those with new responsibilities. • Improvement in specific areas is required. • Performance feedback and efforts to reinforce competency may provide the tools to achieve success	• Work behavior related to this competency occasionally falls below the required level for the position. • Often times this occurs for new hires or those with new responsibilities.
Not Successful Performance in this area is inconsistent and does not meet milestone. Performance feedback and efforts to reinforce competency may provide the tools to achieve success	• Is not seen as credible or trustworthy • Interpersonal interactions are offensive or rude • Is not seen as approachable. People are hesitant to reach out to the employee • Does not attempt to build strong relationships, or builds relationships with a view of "what can they do for me • Does not create customer relationships or establish rapport with the customer • Does not maintain an open line of communication with customers	• Allows for silo' d department members • Does not provide opportunities for staff to meet other campus stakeholders • Manages department in a way that keeps the department focused on internal needs • Staff do not feel supported or that leader "has their back" • Staff are seen as unapproachable and not team players • Does not create customer relationships or establish rapport with the customer

Customer Service: The extent to which the employee provides a customer friendly environment and superior service to our clients, patients, coworkers, supervisors, direct reports, faculty and students. The employee resolves customer needs with confirmed satisfaction, responsiveness and outcomes.		
Rating Scale	**Employee -Behavioral Indicators**	**Manager -Behavioral Indicators**
Exemplary Outstanding performance that consistently exceeds milestones	- Ask probing questions to establish customer's needs that the customer may not have originally considered. - Fulfills customers' needs before deadlines have passed. Put in extra times during crisis situations. - Consistently exceeds the quality expectations of the customer. Is willing to go the extra mile to "wow" customers. - Actively seeks feedback from customers during progress updates. - Follows up after progress completion to ensure satisfaction.	- Uses data to find trends in negative customer interactions and develops alternatives. Uses qualitative data to identify common problems in the delivery of service. - Fulfills customers' needs before deadlines have passed. Put in extra time during crisis situations. - Has established a quality guideline above the minimum that would be expected from customers. Constantly delivers beyond this quality guideline and the team consistently performs at a high quality. - Encourages others to serve customers with new and creative solutions. Can make appropriate risk calculations when supporting new and innovative strategies. - Listens to employees to understand what barriers are in their way. Works to remove employee barriers. Encourages staff to action to deliver high customer service.
Superior Good, solid performance that fully meets milestones and on occasion exceeds milestones	- Work behavior related to this competency often exceeds expectations and consistently shows superior accomplishment. - Communicate with employee about sustainability of this work behavior and future development opportunities	- Work behavior related to this competency often exceeds expectations and consistently shows superior accomplishment. - Communicate with employee about sustainability of this work behavior and future development opportunities
Successful good solid performance that meets all milestones	- Asks questions to clarify the customer's needs. - Meets established deadlines. - Meets the quality expectations for the deliverables to customers. - Actively works to improve outcomes for customers. - Informs the customer of progress through the use of formal progress updates.	- Finds ways to solicit the feedback of customers in an ongoing manner. Develops alternatives when customers identify a problem. - Completes service commitments on time. Is present during crisis situations. - Has established a minimum quality guideline for employees. Consistently meets the minimum quality guideline. - Promotes a customer centric environment with direct reports.
Partially Successful/Emerging Performance falls short of the minimum criteria and standards of milestones. Immediate and substantial improvement is needed to address this area	- Work behavior related to this competency occasionally falls below the required level for the position. - Often times this occurs for new hires or those with new responsibilities. - Improvement in specific areas is required. - Performance feedback and efforts to reinforce competency may provide the tools to achieve success	- Work behavior related to this competency occasionally falls below the required level for the position. - Often times this occurs for new hires or those with new responsibilities.
Not Successful Performance in this area is inconsistent and does not meet milestone. Performance feedback and efforts to reinforce competency may provide the tools to achieve success	- Fails to ask clarifying questions in customer service exchanges. - Fails to meet the quality expectations for deliverables to customers.	- Fails to recognize negative customer reactions. Does not actively seek the opinion and feedback of customers. - Is absent during most crisis situations. Relies on others to meet goals. - Does not establish quality work guidelines for employees. Fails to deliver quality deliverables to customers. - Does not create customer relationships or establish rapport with the customer. Does not pursue opportunities to grow customer base. - Does not promote a customer centric environment with direct reports.

Innovation: The extent to which the person is receptive to new ideas and has the ability to adjust to change with minimum disruption to productivity. Contributes useful ideas for improved performance.		
Rating Scale	**Employee -Behavioral Indicators**	**Manager -Behavioral Indicators**
Exemplary Outstanding performance that consistently exceeds milestones	• Takes initiative to look at outcomes and variables previously overlooked • Identifies areas where change will lead to quality and efficiency improvements. • Makes recommendations on change implementation. • Is a role model for championing change (i.e. encourages others to adopt change; makes a good faith effort to implement change solutions) • Establishes channels for colleagues to discuss desired change • Encourages peers to share ideas with management and colleagues • Sees innovative change as a catalyst for improving performance • Actively engages in change initiatives	• Actively works to ensure that unit is change-ready. • Encourages employees to leverage change for further innovation • Formally establishes channels for direct reports and stakeholders to discuss change. • Encourages direct reports to share ideas and devise action plans on those ideas. • Encourages employees to take risk, and develops a culture where failed attempts at innovation are learning opportunities • Actively engages resistors in change
Superior Good, solid performance that fully meets milestones and on occasion exceeds milestones	• Work behavior related to this competency often exceeds expectations and consistently shows superior accomplishment. • Communicate with employee about sustainability of this work behavior and future development opportunities	• Work behavior related to this competency often exceeds expectations and consistently shows superior accomplishment. • Communicate with employee about sustainability of this work behavior and future development opportunities
Successful good solid performance that meets all milestones	• Identifies critical areas of their job that require change • Willing to hear out peers on change solutions. • Provides constructive criticisms to make sure change solutions are vetted for success • Invites peers to discuss ideas on how to innovate processes • Supports change initiatives • Productivity suffers few and minor disruptions	• Identifies critical areas of their unit that require change • Willing to listen to feedback from resisters on change solutions. • Provides constructive criticisms to make sure change solutions are vetted for success • Invites employees to discuss ideas on how to innovate processes • Maintains a culture of approachability and openness to encourage new ideas to come to the forefront. • Communicates changes that will affect the team and encourages employees to approach change with a positive attitude
Partially Successful/Emerging Performance falls short of the minimum criteria and standards of milestones. Immediate and substantial improvement is needed to address this area	• Work behavior related to this competency occasionally falls below the required level for the position. • Often times this occurs for new hires or those with new responsibilities. • Improvement in specific areas is required. • Performance feedback and efforts to reinforce competency may provide the tools to achieve success	• Work behavior related to this competency occasionally falls below the required level for the position. • Often times this occurs for new hires or those with new responsibilities.
Not Successful Performance in this area is inconsistent and does not meet milestone. Performance feedback and efforts to reinforce competency may provide the tools to achieve success	• Avoids making changes to the status quo • Rejects ideas from peers to make changes • Attempts to undermine any attempts to make changes • Does not engage in idea sharing • Does not adapt well in changing circumstances • Productivity suffers from steep decline during times of change • Actively attempts to resist change	• Avoids making changes to the status quo • Works to maintain the culture they established as a dominate and unyielding force • Rejects ideas from direct reports to make changes. Attempts to undermine any attempts to make changes • Stifles creativity within the work unit and does not promote the sharing and adoption of new ideas • Does not communicate change initiatives to employees. • Fails to make an active effort to be a role model for handling change initiatives. • Severe productivity loss during change