

DESCRIPTION OF PERFORMANCE REVIEW FACTORS

PLANNING, ORGANIZING, AND GOAL SETTING:

Definition: Actively engages in planning and assessment processes based on reaching established targets, goals and objectives.

Observable Behaviors:

- Schedules time to work efficiently by prioritizing objectives and associated tasks
- Develops systematic approach in carrying out assignments and coordinating multiple activities
- Monitors activities to determine whether they conform to planned action, requesting regular feedback on results
- Develops innovative strategies/strategic alternatives to arrive at solutions
- Sets performance standards then utilizes assessment results to identify follow up action

QUANTITATIVE OBJECTIVES AND GOALS:

Definition: The ability to meet measurable objectives relative to the success of the position and measurements required for the University's success.

Observable Behaviors:

- Develops standard business process metrics for area of responsibility
- Expenditures in area of responsibility do not exceed allotted budgeted amounts
- Meets pre-established numeric goals set from prior appraisal period (quotas, etc.)
- Ability to meet accuracy percentage goals (rate of results)

KNOW HOW/PROBLEM SOLVING SKILLS:

Definition: The ability to assess and define any situation, establish solutions and decide on the effective action to be taken while demonstrating the understanding and knowledge of policy, procedures, resources, consequences and impact on the individuals within the organizational culture.

Observable Behaviors:

- Understands and applies appropriate technical/operational procedures, practices and principles
- Sharpens and updates skills; keeps informed about current developments in his/her area of expertise
- Diagnoses problem situations or conditions; obtains / verifies needed information; identifies alternatives; develops and recommends realistic solutions; implements solutions within a reasonable time
- Projects objectivity; Tackles problems with a logical and systematic approach; willing to make difficult and unpopular decisions as appropriate
- Takes responsibility when necessary to facilitate change, overcome an impasse, face issues, or ensure that decisions are made
- Acceptance of accountability for one's actions. The conscientious fulfillment of one's obligations; has demonstrated reliability and trustworthiness

FLEXIBILITY / INNOVATION:

Definition: Openness to different and new ways of doing things; willingness to consider alternative ways of doing things based on the satisfaction of students, constituents and community relations.

Observable Behaviors:

- Works cooperatively with colleagues, supervisors and subordinates, using the ability to see the merits of other perspectives in order to produce innovative solutions
- Modify strongly held position or strategy in the face of contrary evidence or lack of success
- Develops better, faster, more efficient and effective, or less expensive ways to do things
- Supports the development of new services, procedures or approaches
- Ability to respond and overcome unplanned obstacles with composure and to act rationally in stressful situations

WORKING RELATIONSHIPS:

Definition: Effective relationship building skills; Ability to collaborate with employees at all levels. Seeks to recognize, understand, and respond effectively to similarities and differences in people and makes better decisions based on that understanding.

Observable Behaviors:

- Builds rapport by demonstrating respect for the opinions, abilities and contributions of others
- Ability to be tactful, diplomatic, cooperative and open-minded, a willing and successful team member
- Understands human behavior; promotes interpersonal trust and respect
- Understands the conflicts between individual needs and the requirements of the organization
- Follows through on commitments in a timely manner
- Effectively demonstrates respect for colleagues and willingly works with a diverse community of co-workers, students and constituents

COMMUNICATION SKILLS:

Definition: Effectively communicates at all levels (verbal, written, and listening).

Observable Behaviors:

- Practices attentive and active listening
- Effectively communicates goals/objectives and interplay of ideas and concepts using active feedback
- Displays a willingness to discuss weaknesses and suggest/make improvements, expressing disagreements constructively
- Communicates appropriate information; maintains confidentiality
- Ability to express oneself, whether verbal or written, in a clear and concise manner

COMMITMENT TO ENHANCE UNIVERSITY LEARNING AND LIVING ENVIRONMENT:

Definition: Actively creates and supports programs and policies to increase satisfaction of constituents, who are defined as students, parents, colleagues and or the community at large (Alumni).

Observable Behaviors:

- Consistently demonstrates a professional, friendly, and courteous demeanor
- Ability to provide information concerning the University's products and services
- Demonstrates the ability to effectively resolve constituent related issues and concerns
- Takes the extra step to make the constituent feel welcome, and that their problems were heard and resolved
- Contributes thoughts and ideas for potential services to increase constituents satisfaction

PUNCTUALITY & ATTENDANCE:

Definition: Faithfulness in reporting to work and conforming to the University's work hours.

Observable Behaviors:

- Minimum use of sick leave (not excessive within the last 12 month period)
- Conforms to the University's work hours/schedules
- Demonstrates good work attendance (unscheduled time off is kept to a minimum)
- Provides advance notice for time off (vacation, personal, sick – doctor's appointments)

EFFECTIVE LEADERSHIP AND SUPERVISORY SKILLS: (Supervisory Employees Only)

Definition: An effective leader/supervisor recognizes the difference between managing, leading and performing tasks. Lead, guide and inspire employees to work at the appropriate level of responsibility with an effective level of knowledge and training.

Observable Behaviors:

- Delegates routine tasks to employees, recognizing the importance of developing employees and improving job satisfaction; evaluates on the basis of performance not personality
- Implements change with a positive impact by inspiring the cooperation of others
- Anticipates, addresses and resolves employee relations issues; consistently provides ongoing feedback and conducts performance reviews on time; projects objectivity and fair-mindedness
- Enforces policies, procedures, rules, laws and regulations (i.e. NCAA compliance); monitors the release of confidential information; exercises appropriate budget and cost controls
- Determines required activities and staffing needs; arrange appropriate level of training of all employees; monitors employee absenteeism