

Performance Review Basic Competencies Rating Rubric

Below Expectations	Needs Improvement	Meets Expectations	Sometimes Exceeds Expectations	Exceeds Expectations
Inadequate performance that is consistently below job requirements and clearly problematic.	Sometimes adequate performance but needs improvement in order to consistently meet job requirements.	Capable, satisfactory performance that consistently meets and occasionally exceeds job requirements.	Strong performance that consistently meets and frequently exceeds job requirements.	Superior performance that consistently exceeds job requirements.

JOB KNOWLEDGE					
Attribute	Below Expectations	Needs Improvement	Meets Expectations	Sometimes Exceeds Expectations	Exceeds Expectations
Demonstrates knowledge of job requirements, skills, techniques, and principles, and applies this knowledge to successfully perform job duties.	Lacks the knowledge and skills necessary to perform the role. May have some skills, but unable to consistently apply them to complete work successfully.	May have competency in some areas but lack knowledge in others, creating uneven ability to perform job duties.	Demonstrates skills and knowledge relevant to successfully perform job duties required of their position.	Above average job knowledge results in efficient and accurate performance of job duties. Works to enhance knowledge over time. May have additional knowledge can help the department or co-workers.	Demonstrates deep expertise in skill and knowledge related to their position. Independently builds knowledge over time to benefit the department. Has broader job knowledge that can be accessed to help or substitute for others if they are absent.
Keeps current on changes in technical knowledge needed to perform the role.	Lacks interest and/or does not stay aware of major developments in specialty area. Can be resistant or overly timid to learning new ways to perform role.	May stay current in some technical knowledge, but not others. May need to be coaxed to learn new skills.	Applies current best practices to perform job. Stays aware of major developments related to the position and is able to access learning resources to keep current.	Keeps current and proactively learns new skills or technologies that can enhance their job performance well in advance. Shares new learning with others.	Independently and actively seeks to improve job performance by researching and applying new knowledge to the role. Not only improves self, but can also teach other department members new knowledge to enhance their performance as well.
Expands knowledge of the job and how it interacts with other positions, enhancing the function of the position and the department over time.	Does not expand job knowledge over time nor how it interacts with other positions. May show lack of interest or refuse to adopt new knowledge that would benefit the position or department.	May grow some job knowledge and how it interacts with other positions within the department to some degree, but this can be inconsistent. May show some lack of interest or understanding of the importance of skill.	Expands knowledge of the job and develops deeper understanding of how it interacts with other positions over time. Shows solid interest in developing this area.	Actively and independently expands knowledge of the job and how it interacts with others. Checks in on how their role optimally interacts with other positions, resulting in ongoing higher functioning of the department as a whole.	Expansion of job knowledge and how it interacts with other positions is exemplary and a model for other employees. Deep knowledge of the role and how it functions with others can result in expanding knowledge and functioning of others in the department as well.

Productivity					
Attribute	Below Expectations	Needs Improvement	Meets Expectations	Sometimes Exceeds Expectations	Exceeds Expectations
Completes assigned job duties, tasks, and projects on time.	Does not manage time and resources effectively and is therefore chronically late completing job duties, tasks and projects.	Job duties, tasks and projects can be done on time, but this can be inconsistent without manager monitoring and intervention.	Competently manages time and resources to dependably completes job duties, tasks and projects on time.	Independently tracks deadlines, troubleshoots and overcomes obstacles to complete duties, tasks, and projects on or sometimes before they are due. Is rarely late.	Superior ability to organize and troubleshoot in advance to eliminate roadblocks before they occur, effectively managing time and resources to finish duties tasks and projects on time and frequently early.
Produces an acceptable amount of work product and finds ways to work more efficiently to produce more work over time.	Consistently does not produce enough work to meet position expectations and efficiency stagnates or declines over time. Others must step in to help.	Sometimes produces an acceptable amount of work, but can be uneven. Can show moderate efficiency, but it does not increase over time.	Independently and consistently produces the expected amount of work, finding ways to become more efficient to increase work output over time.	High efficiency that increases over time allows for high level of work product submission. Will help others or find additional duties to accomplish due to ever increasing efficiency.	Highly focused to produce a very large volume of work and finds innovative ways to produce more work over time without having to work harder. Manager can rely on this worker to help out in times of need while still being able to get their job duties fulfilled.
Maintains organization of workspace and electronic files to optimize productivity.	Disorganization of work area interferes with getting work done and may pose a hazard to self and others. Electronic file storage is so disorganized that the employee spends too much time trying to find work materials.	Work area is cluttered, but worker can generally locate what is needed to complete work tasks. May alternatively have a clean desk top, but very disorganized file drawers. Electronic files are loosely organized, making it challenging at times to find needed work product quickly.	Workspace is generally neat and organized. Employee maintains electronic storage independently and efficiently to readily find work product.	Maintains very effective organization of workspace to enhance ability to quickly retrieve items. Very consistent and highly organized electronic storage effects not only the employee's ability to get work done, but can also enhance the broader department functioning.	Workspace is highly organized and optimizes employee's ability to produce work quickly. Utilizes highly effective electronic file organization that may be used to help others. Finds innovative ways to neatly store materials for self and others. May be called upon to help better organize department workspace and electronic systems.
Swiftly prioritizes and adjusts tasks to consistently meet deadlines.	Challenged to assess changing priorities to adjust what must be completed first. Becomes easily frazzled when priorities change and may overly rely on others to prioritize for them. May rigidly stick to completing a project first before moving on to another that has changed to be a higher priority.	Some ability to prioritize when volume is low and priorities do not shift often. More apt to struggle when priorities change more frequently or unexpectedly. May need help from others to decide what should be finished first more than their peers.	Competent ability to prioritize. Monitors conditions or asks timely questions to ensure priorities can be adjusted according to the latest information. Flexibility to modify work schedule or tasks as needed to provide solid results within deadlines.	Very adept at prioritizing independently. Often troubleshoots in advance to contingency plan potential priority changes before they occur. High focus and skill in this area results meeting deadlines on time with high quality.	Superior ability to independently revise priorities and adjust work tasks swiftly to focus on what is most important. Advanced ability to contingency plan in advance to address priority changes before they occur. Others may rely on this employee's problem-solving abilities to help them prioritize their own work. As a result, deadlines are consistently met on or before they are due without much manager assistance.
Achieves the appropriate balance between work quality and quantity.	High volume of work quantity, but with very poor quality so it must be sent back to be revised, or the opposite—high quality but takes far too long to produce the work and is late as a result. Or, both quantity and quality are poor.	Uneven balance between quantity and quality. Needs frequent help or monitoring from manager or others to achieve this balance. Perfectionism can diminish the ability to produce quantity even though quality is high.	Ability to adjust to achieve the right balance of quality and quantity to get work done on time with minimal manager intervention. Ability to analyze work to determine what will meet the need of the moment	Very dependably produces high quantity and quality of work. Adeptly adapts to changing situations to maintain both quantity and quality despite changing demands, but also knows when to produce work that is "good enough" when productivity demands are high.	Able produce a very high volume of work with superior quality. Stands out amongst peers in this regard. May be relied upon to help or mentor others at times when their quantity or quality of work is lagging. When demands are very high, superior ability to find efficiencies to intuitively modify balance of these aspects according to the product needs.

Quality of Work

Attribute	Below Expectations	Needs Improvement	Meets Expectations	Sometimes Exceeds Expectations	Exceeds Expectations
Produces understandable and thorough work with an appropriate amount of detail.	Produces haphazard work that is confusing with missing information. Substantial effort necessary from others to get improved quality from employee or they end up having to redo it themselves to make it acceptable.	At times, work may be hard to comprehend due to missing information, inadequate detail or poor organization. This can be more apt to occur with more complex projects. Employee may need assistance from others to produce work with consistent acceptable quality.	Consistently produces work that is clearly organized and complete. Demonstrates solid attention to detail, and understands the appropriate amount of detail to include optimize comprehensibility of work product.	Finds ways to modify work product to enhance its comprehensibility. Employee possesses the ability to include great detail in work where appropriate but can also be brief as called for. These factors result in consistent production of high-quality work.	Consistently produces thorough work. Highly perceptive to understand the right level of detail to include so that work is not missing information or conversely does not contain irrelevant detail. Skillfully modifies content to meet the needs of varied audiences. Expands expertise to produce superior quality.
Produces accurate work by asking good questions, soliciting feedback from others, and checking for errors.	Employee does not ask clarifying questions and or seek feedback from co-workers or manager where appropriate. Does not check for errors prior to submission. As a result, work quality is low.	Employee does not always ask timely and relevant questions or feedback that would enhance work quality and accuracy. Needs reminders to proofread work prior to submission.	Is skilled at asking questions and soliciting feedback from others to produce quality work. Remembers to check work for errors and employs solid proofreading skills to maintain accuracy with few errors.	Asks perceptive questions in advance and consistently solicits feedback from relevant co-workers and readily folds their suggestions into their work. Has developed effective strategies for checking for errors. As a result, work product is very accurate and rarely has errors.	Employs highly effective strategies to produce superior accuracy. Ability to spot problems or errors before they occur. Can digest and analyze large amounts of information swiftly. Adept at asking relevant and perceptive questions of others and providing them with clear criteria to produce focused feedback.
Proactively makes improvements in work product quality over time.	Work product quality remains the same, is inconsistent, or declines over time. May be resistant or lack interest in making changes to improve quality.	Makes some effort to improve work product, but is inconsistent or backtracks from initial progress made. May need more guidance from manager than peers to put effort into improving.	Independently finds ways to improve work product over time. Researches and seeks advice from others on how to improve product quality.	Actively researches and implements innovative methods to improve work product over time. Methods are efficient and can save time and money.	Constantly searches for ways to make improvements in work, finding innovative ways to do so. Shares methods learned to others to help them improve as well. Viewed as a model of continuous improvement over time.
Demonstrates appropriate level of creativity and innovation.	Work and ideas are unoriginal and lack creativity. Does not participate in brainstorming activities. May resist innovative ideas shared by others.	Work and ideas are not very creative. The approach is trite and the ideas clichéd, leading to a flat and predictable performance. May not value creativity and innovation at times.	Solidly comes up with new and innovative ideas that improve quality. Actively participates in brainstorming. Is open to creativity and innovation from others.	The work is very creative. Ideas are are imaginative and effective. Can connect seemingly unrelated thoughts and materials. Actively encourages innovation from others.	Work and ideas demonstrate superior creativity and innovation. Ideas shared are novel, striking, and highly effective. The creation shows great imagination, insight, and complex interconnection Able to facilitate and encourage innovation from others. Takes risks to share ideas.

Communication / Interpersonal Skills					
Attribute	Below Expectations	Needs Improvement	Meets Expectations	Sometimes Exceeds Expectations	Exceeds Expectations
Verbal and written communication is clear and precise.	Verbal and/or written communication is confusing, vague, terse, inaccurate or overly detailed. Communication can be disorganized and poorly sequenced. Written work has inaccurate spelling and grammar	Written and verbal communication is generally understandable, but unclear in some contexts, requiring restating or written revision to be fully comprehensible. Can write professionally, but fails to proofread work to ensure clarity and precision, requiring others to ask for frequent revisions.	Communicates with clarity and precision both verbally and in writing. Able to maintain this skill when under pressure and in various contexts. Writes with skill in assigned work tasks with minimal errors in spelling and grammar.	Highly competent in expressing challenging content verbally and in writing. Adapts communication to meets needs of audience. Finds the right balance between detail and brevity. Conveys complex information in writing utilizing a large vocabulary. Grammar and spelling errors are very rare.	Skillfully modifies verbal and written communication to meet audience needs. Superior ability to speak and write in an organized and sequential manner, with ability to distill and express complex ideas. Employs expert spelling and grammar skills. Manager may consult with this worker to proofread and revise their own material.
Listens attentively and accurately perceives what is said.	Impatient, frequently interrupting the speaker or is too focused on what they are going to say to pay attention. Misunderstands or unable to recount what was said.	Able to listen attentively at times or in certain contexts, but challenged to listen effectively in others. Limited ability to recount what others have said accurately.	Practices attentive and active listening. Has patience to hear people out. Can accurately restate what has been said.	Listens with high focus, patience and attentiveness. Perceives nuances of verbal communication and can read between the lines with accuracy. Accurately recounts complex conversations.	Highly patient, focused, empathetic, and perceptive to what others say, even in circumstances where emotions are high. Speakers feel heard and understood. Accurately recounts complex interactions with many speakers, keenly understanding meaning behind the words.
Communicates in a positive and respectful manner to and about others, easily establishing rapport and working harmoniously with others.	Unapproachable due to lack of patience, rude or argumentative responses, or isolating self from peers. Often involved in disagreements with others. May gossip and put other down. As a result, may be avoided and bring down department morale.	Can be friendly but can also sometimes be stand-offish or negative. May be involved in unnecessary conflict or gossip about others at times. May take a long time to establish rapport with co-workers.	Is friendly and approachable to others. Respects and establishes rapport with a variety of people. Patient, and allows others to make mistakes at times while able to talk directly with co-workers in a kind and professional fashion if disagreement arises.	Is very respectful and positive when talking directly to and about others, even when not reciprocated. Friendly, approachable and reliably makes others feel comfortable and included. Successfully applies humor to lighten the mood.	Friendly, respectful, and highly approachable to all workers and intuitively perceives the needs of others. Is highly perceptive to communication styles of others. A central factor in creating a harmonious work environment.
Employs sound judgment, tact, empathy and composure when engaged in challenging conversations.	Unable to maintain composure when having tough conversations, or may go to great lengths to avoid these conversations. Can have little empathy for others. Can become defensive, withdraw from or walk out of challenging conversations.	Can manage low intensity challenging conversations at times. At other times will avoid challenging conversations or may struggle to express their thoughts with empathy and respect when they do occur.	Able to conduct challenging conversations calmly with the ability to see the viewpoint of others.	Quite skilled at initiating and conducting challenging conversations, remaining composed and empathetic throughout. Able to discern the viewpoints of others and humbly accept responsibility for their own actions. Outcomes are positive and constructive.	Open and proactive communication prevents many challenging conversations from needing to happen in the first place, but when they do happen, the previous groundwork of positive communication makes the conversation go smoothly. Adeptly circles back to check in after the challenging conversation to ensure a positive ongoing experience.
Demonstrates a customer service orientation by being responsive to requests in a courteous, professional, and positive manner.	Does not respond to customer requests or responds far past when they are received. Can treat the customer as if they are a nuisance or their needs are not a priority. May be terse, rude, disrespectful, or not listen to the customer, causing complaints to be sent to their manager.	Can display professional and timely customer service, but needs reminders to respond to customers within expected time limits and/or maintain composure and politeness if the conversation becomes challenging.	Listens to customers and addresses needs and concerns in a timely manner, keeping the customer updated with status reports. Maintains professional, patient and positive demeanor.	Very responsive to customer needs, using initiative to improve outcomes and processes. Polite and dedicated attention results in rapid resolution and frequent compliments from customers. Will sometimes receive compliments from customers.	Highly responsive to customer needs. Establishes quick rapport and goes the extra mile to provide a satisfactory result. Formulates plans and alternatives to head off a negative customer experience in advance. Consistently keeps the customer updated. Often receives compliments from customers for superior service.
Takes responsibility for actions.	Refuses or avoids taking responsibility for actions taken, blames others, or makes excuses for actions. May find ways to hide actions from others so they don't have to be accountable for them.	Can accept responsibilities for actions in some areas but not in others. May become better for a while and then need coaching to meet expectations.	Consistently takes responsibility for actions. Able to accept both positive and constructive feedback regarding work behaviors.	Proactively takes responsibility for actions ahead of issues being known by others. Is open to feedback and humbly takes responsibility for actions when merited.	Proactively takes responsibilities for actions when to ensure trouble spots are remedied quickly and applies self-reflection to constantly upgrade performance.

Problem Solving

Attribute	Below Expectations	Needs Improvement	Meets Expectations	Sometimes Exceeds Expectations	Exceeds Expectations
Identifies problems accurately, troubleshoots, and develops effective solutions in a variety of situations and in advance wherever possible.	Struggles to come up with practical solutions to problems. Seldom performs well in ambiguous situations. Does not trouble shoot in advance to prevent problems from occurring. May not believe problem solving is their responsibility. Others must problem-solve on worker's behalf.	Employee has the ability to solve some problems, but may be challenged with more complex problems. May also lack self confidence to move forward with their own solutions requiring co-worker or manager assistance to a greater degree than their peers.	Confident problem solver in variety of situations. Readily accepts responsibility to independently problems solve, but will also appropriately access other stakeholders as necessary to drive to a solution.	Very skilled at problem solving, often troubleshooting and managing complex problems with ease. Predicts potential problems in advance and troubleshoots solutions before they are needed. Confident in ability to think through varied solutions and assist others as needed.	Masterfully solves complex problems as they arise and can adeptly address multiple problems at the same time. Is a source of help to others in the department for problem solving advice. Talent for spotting potential problems on the horizon and creating contingency solutions if they come to be.
Recognizes and uses the special talents of others to collaboratively solve problems.	Does not recognize talents in others and therefore does not engage them in solving problems. Or, may understand the talents of others but not include them. They can also dominate a group so the other members do not have the opportunity to offer solutions.	May only engage in collaborating with others after failing to problem solve on their own, but will do it if unavoidable. May struggle to appropriately solve problems collaboratively, either doing too much on their own or waiting for others to do the work for them.	Adeptly assesses and accesses the talents of others to solve problems. Ability to effectively organize and communicate in a group in order to solve problems together.	Has high knowledge of the skills sets of those within and outside of the department so can quickly access them as a resource. Ability to create structures to maximize group's ability to solve problems together.	High ability to assess the special talents of others to utilize their skills to problem solve collaboratively in innovative and efficient ways. Skilled in making others feel comfortable and drawing out solutions that may not have been shared otherwise.
Is able to rapidly and effectively respond to unanticipated events.	Misses incoming communications to address issues as they arrive. Challenged to reprioritize when unexpected events occur, or may be resistant to changing course to meet the most urgent need.	Shows effort to quickly respond to unanticipated events, but may become overwhelmed at times and not sure what to tackle first or how to go about addressing the unexpected. May rely on assistance from others to manage these situations.	Solid ability to monitor for, assess and respond to unanticipated events. Maintains expected work product quality despite having to change course.	Consistently addresses unanticipated events rapidly with high quality solutions. Displays flexibility to address such concerns as they arise, and can independently determine other stakeholders who need to be accessed to develop a solution quickly.	Superior ability to monitor communications so that unanticipated issues can be recognized swiftly and addressed. May put systems in place to maximize the ability of self and others to quickly respond to emergencies. Displays determination and flexibility to tackle unanticipated issues while keeping other projects from falling behind.

Performance Review Managerial Competencies Rating Rubric

Decision Making					
Attribute	Below Expectations	Needs Improvement	Meets Expectations	Sometimes Exceeds Expectations	Exceeds Expectations
Gathers pertinent facts before making decisions.	Goes with quick solutions, conclusions or statements before gathering needed facts and analyzing them. Does not weigh consequences of decisions.	Demonstrates some inconsistency to gather enough facts to make a sound decision. Does not always consider decision consequences.	Takes the time to gather the needed facts and weighs consequences in order to make a sound decision.	Demonstrates ability to make multiple decisions in dynamic environment by gathering facts in advance wherever possible. Deep level of understanding consequences for decisions made.	Expertly gathers the most important facts quickly and in advance to make informed decisions. Expertly identifies complex from simpler decisions to rapidly assess the time and resources needed to gather needed facts.
Consults with relevant stakeholders when making decisions, including those possessing special expertise, those impacted by decisions, and manager hierarchy when required.	Rarely consults with those who are impacted by decisions and makes decisions without informing manager hierarchy. Does not consider accessing those with specialized knowledge. This can lead to faulty decisions based on incomplete information.	Can involve input for those impacted by decisions, those with special expertise and manager hierarchy at times, but may fail to do so consistently. This could be unintentional at times due to not fully analyzing who the stakeholders are for a given decision.	Consistently obtains input from those impacted by decisions and those with special expertise. Involves manager hierarchy when appropriate. Is trusted to gather information from stakeholders that to aid making sound decisions.	Strong ability to obtain input from stakeholders and involve manager hierarchy when needed. Is thoughtful to select those with specialized knowledge who can assist making a decision that considers as much information as possible.	Highly skilled in involving the manager hierarchy and those impacted by decisions. Deftly obtains support of those with special expertise who may not have been considered before. Parties consulted feel included and heard.
Analyzes information gathered, considers alternatives, and uses sound judgment to evaluate potential solutions prior to delivering a final decision.	Does not analyze information gathered sufficiently or consider alternative solutions or does so in a haphazard manner. Limited time spent considering potential solutions before making decisions, which negatively impact ability to use sound judgement to choose the best path forward.	Will analyze information gathered and consider alternatives at times, but may also prematurely make decisions without this analysis. Uses sound judgement inconsistently. May be hasty to make decisions without deliberation.	Devotes appropriate time to analyze information and carefully consider alternatives, using sound judgement to evaluate potential solutions prior to delivering a decision. Approach is deliberate and methodical.	Thoroughly analyzes information and alternative solutions, perceiving nuances that others might miss. Knows when to slow down to more carefully evaluate for more complex decisions. Decisions are consistently sound and can point to how they are derived with ease.	Expertly analyzes information gathered and is creative in considering novel alternatives that others might not think about. Measured and effective evaluation of potential solutions allows for sound judgement to make the best possible decision. Expertise in this area may be tapped by supervisor.
Decisions are complete and delivered on time.	Slow to make decisions due to disorganization, being too cautious, or struggling when a decision is complex. Conversely may delivery incomplete too fast without appropriate consideration.	Able to deliver complete decisions when the decisions are less complex in nature. When complex, may make faulty decisions due to incomplete information. Can be hasty to make decisions when feeling pressure.	Delivers complete decisions in a timely manner, with ability to make a quick decision when needed.	Skilled at delivering complete decisions at or before deadlines, sometimes logically filling in gaps where information is missing. Can help others faced with similar challenges.	Makes complete decisions at, and frequently before, deadlines. Highly skilled at making sound decisions with incomplete information under tight deadlines and pressure. Expertly shifts work around to allow more time for deliberation as needed. Relied upon to aid others do the same.

Management of Human Resources					
Attribute	Below Expectations	Needs Improvement	Meets Expectations	Sometimes Exceeds Expectations	Exceeds Expectations
Leads by example by modeling the positive behavior desired of subordinates.	Leadership behaviors contradict the expectations imposed on subordinates. Manager may not see the contradiction or feel they should not be subject to the same rules as direct reports.	Inconsistent in modeling the behaviors that are expected of employees. May recognize when falling short, but is apt to not take responsibility for it.	Regularly leads by example, with behaviors reflecting what the manager expects of others. Manager recognizes when falling short, admits it to subordinates, and improves.	Strong leadership behaviors reflect expectations of others. Rarely fails to demonstrate the behaviors expected, but will recognize when that happens and admit it to subordinates.	Exemplary leadership behaviors reflect the manager's desired expectations of subordinates. Is humble and admits when wrong. Is roundly admired and respected.
Fosters trust and an open-door policy in which employees are encouraged to communicate concerns and solve problems.	Is not trusted by direct reports due to dishonesty, harshness, or general unapproachability. When a concern is expressed, may not listen, question the employee's sincerity, or dismiss the concern as too minor to address.	Though used, can be inconsistent in employing an open-door policy, or perhaps applies it to some employees but not equally to others. Trust is uneven amongst direct reports, or may be trusted in some areas but not others.	Genuinely applies an open-door policy where each employee feels comfortable communicating concerns. Keeps information shared as confidential as possible and is sincere in wishing to help. Is trusted by direct reports.	Is welcoming actively encourages employees to come and express concerns or get help solving problems. Literally keeps door open when possible to encourage conversation. Listens carefully, does not rush the employee, and devotes time to address issues while maintaining confidentiality.	Not only keeps door open and welcomes employees to drop in with their concerns and problems to solve, but also checks in outside of scheduled meetings to ensure all is well. Listens with focus and attention and sincerely helps the employee with issues. Maintains confidentiality where appropriate. Will often circle back to ensure solutions offered are helping. Very trusted by all staff.
Provides timely and gracious feedback related to staff strengths, weaknesses, contributions and achievements throughout the year, using strengths to the University's advantage while seeking to improve weaknesses.	Does not spend the time to communicate strengths, contributions or achievements of staff nor leverages their skills effectively to advantage the university. Does not wish to provide guidance to improve weaknesses. May not see the value in putting forth effort in these areas or is not in touch with team enough to know strengths and weaknesses well.	May provide some positive feedback to employees, but does so irregularly. May communicate weaknesses but put forth inadequate effort to improve them. May be perceived as out of touch or not caring about staff efforts at times as a result.	Regularly provides feedback to staff regarding strengths, contributions, and achievements as well as areas where improvement could be made. Leverages strengths to optimize individual and team contributions to the University. Works with the employee to improve weaknesses, framing them as opportunities for growth.	Strong ability to recognize and provide both positive feedback regarding strengths, and constructive feedback regarding areas to improve. Feedback is timely and kindly presented. When areas of improvement are present, remains positive and helpful. Employees feel seen and supported.	Manager is known for superior positive attitude and generous compliments to employees. Feedback is specific and meaningful and motivates employees to work hard and make improvements where needed. When weaknesses are present, devotes time and develops concrete plans to aid employee improve. Employees feel appreciated and supported.
Organizes schedule to conduct regular meetings with staff as a group and on an individual basis.	Does not meet with staff as a group and/or on an individual basis, or, may have meetings scheduled but does not show up or cancels them at the last minute so that the meetings rarely take place.	Meetings are scheduled in a predictable manner, but are often postponed or skipped. Staff may be challenged to get time with manager at times in order to discuss needed topics to get work done. May also schedule unneeded meetings without an agenda so subordinates feel their time is wasted.	Sets predictable all staff and one-on-one meetings and works hard to keep to the schedule. If a meeting needs to be cancelled or postponed on occasion, will promptly reschedule without being asked. Is respectful of others' time, so arrives and concludes meetings on time.	Sets and adheres to one-on-one meetings with staff. Meetings are meaningful, helpful, and drive the work forward. Similarly, group meetings are scheduled regularly and on an ad hoc basis to meet department needs. Meetings are organized and useful.	Sets and adheres to meeting with both individual and teams. Meetings are purposeful, organized, engaging and drive the work forward. Manager is fully focused on the workers and their needs in addition to communicating important information to them. Can serve as opportunities to educate employees to enhance their knowledge and performance.
Delegates responsibility where appropriate and encourages others to grow in responsibility.	Over delegates to the degree that staff are inappropriately completing the manager's work for them, or does not delegate, resulting in the manager being overly burdened with work that could be done by others. Staff either feels they are taking on too much responsibility or don't stretch and grow.	Is able to delegate responsibility on some tasks appropriately, but may have trouble gaging if the employee is ready for the responsibility or not. Can over/under delegate at times.	Competently delegates responsibility with the right balance to encourage others to grow in responsibility while not overburdening them with excessive work. Able to "let go" to let others gain experience, providing appropriate support while allowing them to learn independently too.	Ably delegates work appropriately and at optimal employee readiness to take on new responsibility. Encourages staff to take risks and stretch themselves while providing appropriate level of support and independence. Confident in their staff and themselves to share the work.	Deftly and strategically delegates responsibility to employees, maximizing opportunities to learn. Keen awareness of employee readiness to take on more responsibility. Provides the right amount of support and encouragement while also promoting independence. May aid other managers in development of this skill. May also lead to a high level of promotions in department.

Addresses performance problems with staff appropriately and timely.	Avoids challenging conversations regarding performance problems, allowing behavior to continue and frustrate others. May allow employee to intimidate them and bend to their will. Conversely, manager could be abrasive and uncaring when describing performance issues with the employee. May be unwilling to provide support to an employee who wants to improve but needs some help.	Delays addressing performance problems but ultimately will address the issue with the employee. Can be challenged to be appropriately assertive during the conversation or can increase tension by being aggressive. May be vague in describing what needs to improve and how to improve.	Recognizes performance issues when they arise and addresses with the employee in a timely fashion. Able to clearly communicate the issue and the steps the employee needs to take to improve offering support to help them.	Promptly addresses performance issues as they arise, and at times can perceive potential issues before they happen and converse about it before it becomes a problem. Strong ability to strike the right balance of being direct while also kind and supportive. Able to work together with employee to devise steps to improve with adequate support as needed. Employee feels respected and motivated to improve.	Addresses performance issues right away with straightforward, clear communication and a supportive tone. Works effectively with the employee to improve the performance and keeps solid record of the intervention steps along the way. An excellent track record of successfully turning an employee's performance around or guiding them to depart on their own accord if the job is not a good fit.
Completes annual performance evaluations of staff on time and with adequate detail.	Fails to complete performance reviews despite reminders or completes them. Inadequate to write complete comments and reviews may contain spelling and grammar errors. May be resistant to HR requests to make revisions needed to bring the reviews up to a minimum quality standard.	Submits incomplete reviews, but does put forth some effort to make corrections and include detail. Submission may be late and require repeated reminders to complete. Review quality may differ between employees reviewed.	Performance reviews are submitted on time with minimal reminders. Review comments provide adequate detail and examples to support the rating given. Asks for help if needed and demonstrates effort to provide quality feedback to their direct reports.	Performance reviews submitted on or near the due date with obvious effort to write a thorough review. Comments are detailed and contain concrete examples. A self-evaluation from the employee is present as are goals.	Performance reviews submitted before the due date for all direct reports. The reviews include employee self-evaluations, detailed comments with specific, relevant examples to support the ratings, and detailed attainable goals for the employee. Demonstrated engagement in the process.

Stewardship

Attribute	Below Expectations	Needs Improvement	Meets Expectations	Sometimes Exceeds Expectations	Exceeds Expectations
Is fiscally responsible and maintains control over budget by using sound judgment and consistently monitoring and adjusting expenditures to remain within budget constraints.	Budget is not monitored regularly and lacks restraint in spending over agreed upon limits. Does not reign in staff who over spend. Budget exceeds limits and at times needed expenditures are unnecessarily constrained as a result. Manager often needs to step in to assist.	Aspects of budget are managed inconsistently. Needs help to adjust budget expenditures to stay within limits. May lack tight control of spending in some areas. Non-essential expenditures may be loosely controlled.	Solidly maintains control over budget by using sound judgment and consistently monitoring and adjusting expenditures to remain within budget constraints. Notifies manager in advance if budget is falling outside of scope.	Carefully plans budget within limitations and allocates resources with precision. Perceives and proactively addresses potential budget issues in advance. Deep understanding and monitoring of expenditures keep budgets within limits consistently.	Superior use of sound judgement through all phases of budget planning, execution and monitoring. Forecasting is accurate and carefully monitors budget areas could slip due to unexpected events, reflecting a deep understanding of expenditures. Finds ways to save so budget is at and where possible below predicted expenses.
Consults appropriate stakeholders regarding decisions with significant budget impact.	Unilaterally makes decisions without consulting others. Can lead to anger and resentment from stakeholders and inaccurate budget forecasting without considering needed information.	Can consult some stakeholders but not others, or inconsistently check in with all stakeholders regarding items of significant impact. Results in uneven budget allocation, unexpected over or under spending, and challenges staying within budget.	Consistently consults appropriate stakeholders regarding budget decisions so that appropriate decisions are made and stakeholders feel heard and informed of fiscal plans. Budget accuracy increased as a result.	Often consults stakeholders regarding budget decisions in advance, clearly explaining and obtaining feedback about items that impact them, ensuring budget accuracy. Updates stakeholders when changes occur. Stakeholders feel included and have a deeper understanding of budget issues as a result.	Does an outstanding job consulting and obtaining feedback from stakeholders well in advance, explaining nuances of budget forecasting and expenditures and checking in when changes occur. Is trusted to be transparent about budget allocation. Budget plans are fully informed as a result.
Ensures ethical and appropriate use of university resources by self and subordinates.	Does not monitor subordinate use of resources, or sees inappropriate or unethical use of resources and fails to take action to correct the behavior. May fail to get involved and rely on others to ensure resources are used properly. May employ unethical allocation of resources to benefit self or others inappropriately.	Can inconsistently monitor resources used by subordinates, having solid control over many areas, but limited monitoring over others, opening the door to misuse. At times, may be wasteful and misuse resources.	Solid monitoring of subordinate of resource use, correcting unethical or inappropriate use in a timely manner. Reliably uses resources ethically and appropriately.	Sets clear expectations of ethical and appropriate use of resources to staff and adheres to the same rules expected of others. Monitors and intervenes at the first sign of unethical or inappropriate use.	Thoroughly educates employees on appropriate and ethical use of resources at the beginning of their employment. Sets up systems to monitor resource use so misuse is quickly caught and addressed. Impeccable record of managing resources appropriately and effectively.

Planning and Coordination

Attribute	Below Expectations	Needs Improvement	Meets Expectations	Sometimes Exceeds Expectations	Exceeds Expectations
Proposes plans that are detailed, innovative and flexible, with goals that are clear and realistic.	Plans are vague, lacking the detail necessary to carry them out. Plans may be rigid and not account for possible condition changes. Goals are either missing or impractical. May also avoid creating plans to address project needs.	Will devote some effort to planning but plans can have missing elements or be hard to follow. Goals are generally set, but could sometimes be improved to be clearer and practical. May keep goals in place even though conditions change that necessitate modification. May make plans and present them, but never refer back to them again.	Devotes effort to propose detailed, innovative and flexible plans. Where possible, plans are made in advance. Goals are easily understood and attainable.	Plans contain optimal level of detail and are flexible to change. Employs innovation to make them as clear as possible. Goals are realistic, detailed and achievable. Team uses plans and goals to guide their work.	Constantly develops planning and goal setting capability, applying innovative tools and techniques. Plans contain the right balance of detail and are clearly understood and flexible. Goals are specific, realistic and measurable. Team consistently utilizes plans and drives toward goals due to advanced preparation.
Plans in advance, communicates, and sustains action toward goals, allowing reasonable time for completion.	Operates in emergency mode, resulting in inability to plan in advance, communicate plans to workers, and monitor progress. Work environment can feel disorganized and chaotic. Timelines for completion are short and require workers to work extra hours to deliver them on time.	Adequately plans in advance, communicates and sustains action to completing goals when projects are routine or straightforward. Struggles to maintain competency when projects are more complex or unexpected. Expectations regarding the time it will take to complete work are not always reasonable.	Competently plans in advance, sustains communication to subordinates, and monitors and adjusts plans to ensure progress toward goals. Allows for reasonable time to complete projects and communicates if conditions change.	High skill in planning in advance and clearly communicating plans to subordinates sets up a predictable work environment and reasonable time to complete projects. Planning accounts for the unexpected provides a reasonable amount of time to complete projects.	Leverages highly developed planning and communication skills to plan projects in advance, including accurate prediction of the work involved and allocating it out over time to be reasonable and predictable. Sets up milestones for workers to monitor their own progress in addition to monitoring themselves.
Assigns tasks to maximize resources and capabilities of those involved and expects a realistic amount of work from others.	Haphazardly assigns tasks, often to those less suited to address them than others. May lack a good understanding of the capabilities on team. Expects staff to regularly work in excess to make up for poor planning, or does not notice that some staff are working much harder than others.	Can assign tasks to maximize resources and capabilities effectively at times, but could be more consistent. May not always understand individual capabilities of their workers. Does not communicate a realistic amount of work to others and/or may not always notice when a member of the team is working in excess.	Understands the capability of others to accurately assign tasks to those most adept at completing them well and on time. Expects a realistic amount of work from others and will monitor subordinates to ensure they are not working excessively, intervening to ensure burnout does not occur.	Strong ability to access the capabilities of others to assign tasks to the workers best suited to accomplish tasks. Monitors progress and adjusts resources as needed. Expects a reasonable amount of work from others and will pitch in to help if a member of the team is overburdened to ensure they feel supported.	Expertly assesses capabilities to assign work to those most able to complete assignments on time with high quality. Monitors progress and reallocates resources to ensure workers have what they need to be successful. Communicates what a reasonable amount of work is to subordinates and checks in to ensure they are keeping a reasonable work-life balance.
Monitors progress, reallocating resources and time spent by team to adapt to changing conditions to ensure projects are completed on time.	Does not monitor progress. Reallocates resources and time spent by team only when concerns are brought forward. May not recognize challenging conditions. Timely completion suffers as a result.	Inconsistently monitors progress or monitors progress for some projects but not others. May be challenged to understand how to effectively reallocate resources and time spent to adapt to changes.	Systematically monitors project progress at regular intervals, competently correcting course and reallocating resources and time spent by team to adapt to changing conditions.	Has developed reliable systems to monitor project progress to determine early if resources and team time spent to complete the project need to be adjusted. Adeptly knows the right amount of intervention needed to adapt to changing conditions and finish projects on time.	Excels at monitoring progress for multiple projects simultaneously. Able to make well timed assessments to determine if resources need to be reallocated or adjust team time spent on a project to ensure timely completion. Supportive of team throughout and jumps in to help as needed.