

## Performance Factors

### Job Knowledge and Competency

- Demonstrates an understanding of concepts, methods, techniques and principles necessary to accomplish job duties.
- Demonstrates technical skills required for the position. Understands business needs and desired outcomes.
- Possesses and continually updates requisite knowledge and understanding of assigned duties, responsibilities, policies, procedures and compliance requirements to perform the position.
- Creates effective work plans; identifies resources and processes; and sets and meets priorities.
- Takes responsibility for and maintains quality results.
- Holds self and others accountable; follows through, does not blame others.

### Leadership

- Demonstrates knowledge of the University's mission and values and their relationship to the department's work.
- Exhibits integrity and professionalism; possesses great capacity to lead; takes charge, gains support and commitment.
- Shows bias for action; anticipates future; makes it happen; tolerates change; is adaptable; accepts responsibility for results.
- If applicable, manager employee performance by recognizing and rewarding exceptional performance and takes action to improve poor performance.

### Commitment to Civility and Diversity

- Respects, values, promotes a diverse work environment, where all are treated with dignity and respect regardless of race, gender, ethnicity, socioeconomic status, nationality, religion, ability, sexual orientation, gender identity, and gender expression.
- Exhibits understanding that Diversity is about differences; Civility is about making every difference count.
- Addresses the difference between disagreement and informed debate vs demeaning, harassment, or bullying, threatening or violent behavior, either in verbal or written form that affects the ability to learn, teach, or work in the University community.
- Creates a welcoming environment with productive and positive workplace relationships.
- Builds and supports a diverse and inclusive community by demonstrating respect in the workplace. Identifies opportunities to increase awareness and hold self and others accountable for acting in a way which breaks down barriers between groups of difference.

## Communication

- Is strategic, innovative, and articulate; presents clear expectations; keeps people informed.
- Expresses self well in verbal and written communication; keeps others informed; is open, honest, and flexible.
- Is sensitive to differences in communication styles based on cultural or other factors and responds appropriately.
- Shares information as needed and in ways that promote collaboration; does not over commit and under deliver.
- Communicates effectively and respectfully verbally and in writing; follows instructions and shares information appropriately; engages in meaningful two-way conversations; listens attentively and clarifies information when necessary.
- Knows audience, adapts accordingly, listens actively before responding or deciding; accepts and offers feedback constructively.

## Relationship Building and Teamwork

- Fosters positive working relationships in a diverse workplace, respect for one's fellow workers, and cooperation with others.
- Works in a positive, supportive and respectful manner with students, staff, faculty, other departments and the public.
- Demonstrates courage of convictions; sees clearly through developing problems; shares responsibility and accountability.
- Values a fair playing field for everyone; contributes to the achievement of joint objectives; is collaborative, approachable.
- Maintains positive attitude; hold self/other accountable; brings others along; shares 'spotlight' for all; is loyal to others.

## Customer Service/Customer Satisfaction

- Exerts genuine effort to quickly establish trust and confidence with all stakeholders to provide needed support, especially during crisis.
- Receives and provides appropriate feedback, handles the unexpected, maintains calm, and is ready to assist all customers, and staff including the most difficult.
- Goes above and beyond to seek and establish effective and efficient methods to deliver service and satisfaction.
- Gets high praise by peers, managers, and other stakeholders for customer service.
- Is a positive, civil, and respectful member of the team, assisting in every way possible without showing impatience, rudeness, or bias.