

2020 Key Elements Guide

The UT Performance Evaluation Tool is designed to provide feedback to staff regarding their performance for the calendar year. There are five key elements to be evaluated during this process. Examples of performance standards for each category are listed below. While these are not exhaustive, they provide concepts and ideas that support the designated ratings.

ACCOMPLISHMENTS - the extent to which the employee meets expectations in performing the job functions of his/her position as defined in documentation such as the Position Description (PD), goals, work plan, etc.

Consistently Exceeds Expectations	<ul style="list-style-type: none">• Achieved goals that others have failed• Achieves goals, then looks for more• Consistently beats deadlines for their own work and stay abreast of deadlines for their department• Consistently proactive and anticipates the needs of the department prior to potential problems arising and brings to supervisor for approval. For example: Always monitors and forecast supplies for ebbs and flows to ensure the department always has an adequate amount of supplies on hand without creating a surplus• Work reflects maximum innovative use of time and resources to consistently surpass expectations and improve operations
Fully Achieves and Occasionally Exceeds Expectations	<ul style="list-style-type: none">• Overcomes frustrating circumstances to achieve goals• Juggles various goals and achieves most of them• Does not get thrown by tough situations• Does not let everyday problems deflect focus from goals• Occasionally beats deadlines for their own work and stays abreast of deadlines for their department• Occasionally proactive and anticipates the needs of the department prior to potential problems arising and bring to supervisor for approval• Frequently plans/organizes work to timely and effectively accomplish job duties with appropriate use of resources

Fully Achieves Expectations	<ul style="list-style-type: none"> • Meets deadlines for their own work • Takes responsibility for goal achievement • Comfortable with being held accountable for achievement • Informs others when problems occur • Helps teammates achieve goals • Responds to departmental needs in a timely manner based on direction of supervisor or co-workers Example: orders supplies when requested • Work is planned to meet routine volume and timeliness and usually fulfills operational and customer service needs
Sometimes Achieves Expectations	<ul style="list-style-type: none"> • Goal achievement suffers under pressure • Lack of confidence sometimes interfered with achievement • Needs to work on achieving several goals at once • Occasionally misses deadlines for their own work • Sometimes responds to departmental needs in a timely manner based on direction of supervisor or co-workers, and needs reminders of supervisor or co-workers • Frequently lacks organization and planning of work and does not adequately use available resources
Unsatisfactory/Rarely Achieves Expectations	<ul style="list-style-type: none"> • Denies failure to achieve goals • Does not seem to care about reaching goals • Makes excuses when goals not attained • Blames others • Often misses deadlines for their own work and co-workers are relied upon to help to complete tasks • Consistently fails to meet expected standards due to lack of effective organization, use of equipment/resources, or inattention to customer service needs

SERVICE & RELATIONSHIPS - the extent to which the employee's behaviors are directed toward fostering positive working relationships in a civil workplace, respect for one's fellow workers, and cooperation with students, customers, and visitors.

<p>Consistently Exceeds Expectations</p>	<ul style="list-style-type: none"> • Relates to customers exceedingly well • Has developed an incredibly loyal customer base • Always delivers on promises • Consistently promotes and maintains a harmonious/productive work environment • Is respected and trusted and often viewed as a role model • Often requested as a work partner • Excellent conflict management skills • Managers call this person a breeze to work with • Effective interacting with people no matter their status • Genuinely interested in performance
<p>Fully Achieves and Occasionally Exceeds Expectations</p>	<ul style="list-style-type: none"> • Has won the organization customer loyalty many times • Graceful and tactful under pressure from customers • Always patient, competent, and professional with customers • Solves customer problems with speed and accuracy • Frequently fosters teamwork, cooperation, and positive work relationships • Handles conflict constructively and professionally • Seeks first to understand • Corrects others without being offensive • Assertive, but does not offend • Open to improving interpersonal skills

<p>Fully Achieves Expectations</p>	<ul style="list-style-type: none"> • Usually interacts in a cooperative manner • Avoids disruptive behavior; Deals with conflict, frustration appropriately • Usually competent and professional with customers • Courteous and knowledgeable • Manages all but the most challenging customer situations • Sense of humor appropriate • Gets along OK in most situations • Communicates well with others • A little awkward in some social situations • Manages own anger well
<p>Sometimes Achieves Expectations</p>	<ul style="list-style-type: none"> • Gets annoyed by customers with a lot of questions • Sometimes gets sarcastic • Presents a sloppy and uncaring image • On several occasions has lost temper with customers • Conducts personal phone conversations while customers wait • Sometimes has difficulty getting along with others • Has difficulty dealing with conflict, frustration appropriately • Customer relation skills need improvement • Does not always listen carefully • Quick to lose patience • Sometimes tells inappropriate jokes • Does not use skills in emotionally charged situations • Body language and words do not always match

<p>Unsatisfactory/Rarely Achieves Expectations</p>	<ul style="list-style-type: none"> • Interpersonal relationships are counter-productive to work unit or team functions • Often makes insensitive criticisms of others • Talks behind people's backs • Received justified complaints from co-workers • Has not benefited from coaching • Consistently passive-aggressive • Tries to look good by attacking others • Frequently impolite • Condescends to customers • Ignores customers • Shouted obscenities at a customer • Very weak customer relation skills
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Accountability & Dependability - the extent to which the employee contributes to the effectiveness of the department and the overall mission of the University. (NOTE: Time off approved under FMLA may not be considered.)

<p>Consistently Exceeds Expectations</p>	<ul style="list-style-type: none"> • Work consistently exceeds expectations of quality, quantity, and timeliness • Always arrives to work on time and is usually early • Willingly takes accountability for all departmental activities • Can always be counted on to complete assignments • Always delivers on promises • Highest level of dependability • Achieves results with minimal resources • Always achieves stated goals and more • Assumes personal responsibility for his/her work • Performs work independently and accurately • Acts and makes decisions quickly • Always delivers on time • Followed up personally with over ___ customers
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<p>Fully Achieves and Occasionally Exceeds Expectations</p>	<ul style="list-style-type: none"> • Work frequently exceeds expected quality, quantity, and timeliness standards • Usually arrives to work on time • Delivers on promises far more than not • High level of accountability for projects • Does not disappoint when deadlines are tight • Almost always adheres to instructions/directions • Performs most work independently • Delivered __ of __ completed reports on time • Missed only ___ days of work in last year
<p>Fully Achieves Expectations</p>	<ul style="list-style-type: none"> • Work usually meets expectations of quality, quantity, and timeliness • Employee normally arrives to work on time • Appropriate level of accountability • Delivers on promises • Adheres to policies and guidelines • Conscientious worker • Accountable for projects • Follows direction and instructions • Needs a little oversight on projects
<p>Sometimes Achieves Expectations</p>	<ul style="list-style-type: none"> • Often has difficulty meeting expected quality, quantity, and timeliness standards • Employee arrives to work tardy and has been reminded of the work schedule • Fails to accept accountability for missed deadlines • Does not accept accountability for project failures • Frequently fails to achieve goals • Does not follow directions or instructions • Needs oversight • Does not act or make decisions without direction • Has missed deadlines ___ times • Returned late from breaks __ times in the year

Unsatisfactory/Rarely Achieves Expectations	<ul style="list-style-type: none"> • Consistently fails to meet expected quality, quantity, and timeliness standards • Frequently arrives to work tardy and has been reminded of work schedule and expectations • Fails to accept accountability for own behavior or results • Always attributes failure to others or circumstances • Rarely delivers a project on time • Does not achieve agreed upon goals • Frequently does not follow directions or instructions • Needs constant oversight • Rarely acts or makes decisions without guidance or direction • Needs frequent reminders to keep projects on track • Arrived late __ out of __ days in __ weeks. • Uses the office phone for personal conversations
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Adaptability & Flexibility- the extent to which the employee exhibits openness to new ideas, programs, systems, and/or structures.

Consistently Exceeds Expectations	<ul style="list-style-type: none"> • Handles each task with ease no matter how difficult the situations are • Understands how to navigate through the changes and provide high-quality work • Encourages others to take the initiative when any window of opportunity is open • Quickly adapts to new surroundings and changes though others may find it hard to adjust • Appreciates positive comments and criticism • Very flexible in times of immediate change or urgent project deliveries • Initiates and adopts appropriate methods that are compliant with work policies to efficiently perform duties • Persuades others to keep calm and keep the focus on the primary goals • An excellent model of collaborative practices • Leads in promoting diverse perspectives and is always results-oriented • Sensitive to and respectful of all individuals, ideas, and perspectives
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<p>Fully Achieves and Occasionally Exceeds Expectations</p>	<ul style="list-style-type: none"> • Possesses understanding of the perspectives of others and demonstrates mutual respect • Participates and contributes to a shared vision and works hand in hand with everyone when implementing programs • Contributes to positive change and is seen as a spokesperson to promote team concept • Invites diverse ideas • Remains calm and keeps focus • Acknowledges and recognizes any proposal from management for change • Always knows how to apply new and more efficient approaches to making a better team • Handles any change that comes in the protocol with ease and makes suggestions on how to improve them • Consistently maintains composure during times of stress and helps others do the same • Ability to cope with others and support each other in challenging projects
<p>Fully Achieves Expectations</p>	<ul style="list-style-type: none"> • Shows willingness to embrace diverse ideas • Often welcomes and considers the ideas and views of other people • Shows willingness to accept feedback, learn, and listen to concerns of others • Embraces change with renewed energy to work hard and deliver as per requirements • Adapts well to changing schedules and help others calm down in times of stress • Has satisfactory standards of flexibility and proves to be of great use in such times • Usually handles any change that comes in the protocol with ease • Knows how to remain calm and composed under stressful situations • Frequently quick in adjusting to change in the performance of duties

<p>Sometimes Achieves Expectations</p>	<ul style="list-style-type: none"> • Micromanages assignments allowing little or no deviation to help complete tasks quickly • Is closed to the ideas and views of other people • Does not easily accept feedback, learn, or listen to concerns of other • Struggles with tasks that are not part of the job descriptions to see them completed at the right time • Struggles to adapt to bigger changes at work that affect the whole department • Struggles to accept new work assignments and training on handling new jobs • Easy to get depressed if the results of the work done are wrong • Not consistent in following the job descriptions given ending up not understanding what to do
<p>Unsatisfactory/Rarely Achieves Expectations</p>	<ul style="list-style-type: none"> • Lags in supporting positive change and is never seen as a person who is open to diverse ideas • Possesses little understanding or interest in the perspectives of others and does not bother to make improvements • Late in executing new plans or projects, therefore, late deliveries • Unable to handle any concerns for the project leaving everything to the manager • Rarely helps others in their department or research-based activities • Neglects the less important tasks and does not give them much thought • Steps on everyone's toes in trying to manage the team or project given

DECISION MAKING & PROBLEM SOLVING - the extent to which the employee makes sound and logical job-related decisions that are in the best interest of the University. (As applicable, this element includes developing and managing human and fiscal resources within the framework of University policy.)

<p>Consistently Exceeds Expectations</p>	<ul style="list-style-type: none"> • Consistently prevents resolves unit/team problems and promotes improvements • Maximizes resources, innovation/technology to streamline/improve • Analyzes full dimension of complex problems • Develops/implements solutions with minimal supervision • Clearly understands the implications of situations and uses sound judgement when deciding what to do • Makes tough decisions • Decisions always appropriate • Weighs options carefully and thoughtfully
<p>Fully Achieves and Occasionally Exceeds Expectations</p>	<ul style="list-style-type: none"> • Prevents/resolves unit/team problems • Suggests innovations to improve operations or streamline procedures • Develops/implements solutions with moderate supervision • Will make decision when others are afraid to commit to a course of action • Analytic and decisive • Decisions are well thought out • Decisions always the result of detailed analysis • Involves others in decision making • Corrects others without being offensive
<p>Fully Achieves Expectations</p>	<ul style="list-style-type: none"> • Addresses existing and significant potential problems • Suggest or assists in developing solutions individually or in a team • Carries through solution implementation with routine supervision or follow-up • Resolves routine problems • Usually makes appropriate decisions • Gathers ample information to make reasoned decisions • Considers many alternatives • Involves others appropriately when making decisions • Bases decisions on facts not personalities • Communicates decisions clearly and directly

Sometimes Achieves Expectations	<ul style="list-style-type: none"> • Exhibits little initiative in identifying problems, solutions, or improvements and/or working proactively as part of a team to address issues of concern • Requires more than routine supervision • Delays making necessary decisions • Often comes to management for help with a decision • Sticks with status quo rather than making a decision • Uses gut rather than facts for decision making • Always accepts others' decisions
Unsatisfactory/Rarely Achieves Expectations	<ul style="list-style-type: none"> • Consistently fails to recognize or seek help in resolving routine problems • Demonstrates inability to work individually or in a team • Rarely suggests improvements • Requires frequent reminders and supervision • Extremely fearful of making a mistake • Logic fails in decision making • Often fails to see problems that require decisions • Fails to gather necessary information for decision making • Frequently makes bad decisions • Never makes a decision • Avoids decision-making situations

Sources:

Max, D. & Bacal, R. (2003). Perfect Phrases for Performance Reviews. New York: McGraw-Hill.

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