

LEADERSHIP & ACCOUNTABILITY: Influencing individual and/or groups toward desired behaviors through suitable leadership styles by using interpersonal skills; Assumes responsibility for unit performance; manages human resources effectively; sets and models performance expectations; provides timely feedback; develops employees; promotes cooperation and teamwork; appraises employee performance; identifies employees' needs and works with them to improve; encourages adherence to core values.

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| UNACCEPTABLE | NEEDS IMPROVEMENT | MEETS STANDARDS | EXCEEDS STANDARDS | CONSISTENTLY EXCEEDS STANDARDS |
| <p>Did not assume appropriate leadership roles or engage in behavior to encourage others toward desired results. Did not take on reasonable challenges. Failed to ensure work complied with organization standards. Could not influence others toward desired behaviors. Style and/or techniques were not appropriate for the situation to achieve desired results. Did not take the lead in responding to customer needs. Did not clarify performance expectations for employees; did not recognize employee contributions or deficiencies; provided minimal feedback; failed to appraise employee performance in writing using the performance appraisal system. Failed to identify potential internal control problems/emerging issues and/or failed to act to address them; inhibited teamwork; planned without consulting affected parties; failed to utilize abilities of others.</p> | <p>Inconsistent in demonstration of leadership skills. Has shown leadership in some instances but has not met the standard of leadership on all occasions. Has met some expectations with regard to surmounting obstacles to achieve desired results. Has modeled behavior but not influenced other to desired outcomes in every instance. Has been generally effective in managing expectations and providing performance feedback. Could provide additional coaching or more timely/clear feedback for improvement or success of colleagues, team or direct reports.</p> | <p>Demonstrated willingness to assume leadership roles. Influenced others towards desired behaviors or results. Style was commensurate with situation to achieve desired results or behaviors. Used interpersonal skills to influence individuals and/or group outcomes. Set performance expectations; identified performance deficiencies; encouraged team effort; modified and updated staff plans as circumstances changed; assigned work to enhance employee development; recognized employee achievements; recognized capabilities and matched people with assignments. Encouraged others to achieve; provided feedback; encouraged employee participation; anticipated staff needs; and prepared others for additional responsibilities.</p> | <p>Assumed appropriate leadership roles with groups and individuals, frequently adopted the appropriate strategy commensurate with situation to ensure desired results or behaviors. Persuaded others to accept desired point of view. Modeled excellent standards of performance to guide others toward desired achievement. Consistently met standard for managing human resources. Frequently exceeded expected level of feedback to coach for improvement or further success. Demonstrated sound judgement in managing interactions with colleagues, team members and direct reports</p> | <p>Assumed appropriate leadership roles with groups and individuals... Consistently adopted a strategy in all cases commensurate with situation to ensure desired results or behaviors. Persuaded others to accept desired point of view. Modeled outstanding of performance to set the standard for others toward desired behavior. Enhanced the self-esteem of others. Encouraged diversity. Took the lead in setting standards of excellence in work. Clearly correlated mission and goals of the work unit with expected and actual individual performance results; created a work environment which promoted synergy of effort and talent; empowered employees to identify and develop skills which supported the operational needs, mission and core values of the agency.</p> |

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| CUSTOMER SERVICE & PROBLEM SOLVING: Identifies, anticipates and meets customer (Faculty, Staff, Student and External) needs in a timely fashion; Identifies, analyzes, and resolves customer problems and/or questions, uses sound reasoning and good judgment to arrive at conclusions; finds alternative solutions to complex problems and/or customer issues; distinguishes between relevant and irrelevant information to make logical decisions. | | | | |
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| Diagnosed problems and customer needs inaccurately; lacked consistency in meeting customer needs and demonstrated a poor approach to problem resolution and was slow in resolving problems; was not attentive and inquisitive when dealing with customers; did not consistently meet time, quality and cost requirements. Had difficulty in making choices and establishing alternatives. Lacked professionalism and service orientation in customer interactions and managing their needs and expectations. Failed to identify and/or distinguish risks and benefits, needed considerable assistance in identifying alternatives and evaluating options. | Diagnosed some customer needs but not all; met some customer needs but not all; was not always attentive and inquisitive when dealing with customers; met some time, quality and cost requirements, but not all. Generally, has shown sufficient problem-solving skills but on occasion, has demonstrated a poor approach to problem resolution or was slow in resolving problems. Occasionally displayed professionalism and service orientation in customer interactions. Has not consistently identified and distinguished risks and benefits, needed considerable assistance in identifying alternatives and evaluating options. Lacked consistency in managing customer needs and expectations. Had difficulty in making some choices or establishing alternatives. | Accurately assessed customer needs; provided necessary or requested service within acceptable timeframes requiring few corrections or revisions; sought customer feedback and ensured satisfaction with work product. Recommended alternative solutions. Performed as a competent problem solver. Routinely demonstrated professionalism and service orientation when working with customers. Exhibited a logical approach to problem solving. Considered risks and benefits in weighing alternatives. Effectively managed customer needs and expectations as a matter of general practice. | Frequently anticipated internal and external customer needs; advanced quality alternative solutions; work quality was characterized by valuable insights and technical expertise. Exhibited sound judgment and frequently exercised a logical and thorough approach to problem solving resulting in meaningful solutions to complex problems. Displayed professionalism and service orientation in all customer interactions. | Consistently anticipated internal and external customer needs; advanced high quality alternative solutions; work quality was characterized by exceptional insights and technical expertise. Consistently exceeded the expectation for problem resolution and consistently exercised an outstanding ability to apply a logical, thorough approach to problem solving resulting in meaningful solutions to complex problems. Customer responsiveness was clearly outstanding overall. Demonstrated mastery of professionalism and service orientation in delivering exemplary customer service. Problem solving and analytical skills are consistently superior overall. Consistently went above and beyond in managing customer needs and expectations. |

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TEAMWORK & COLLABORATION: Works effectively as a team member to accomplish team/unit goals. Establishes, maintains and promotes effective working relationships within the university. Works collaboratively with all Stockton community members to resolve issues, meet objectives, and perform required tasks.

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| Works independently of the work group and is not seen as a team member. Achieves few, if any, team objectives resulting in serious and negative consequences. Displays no evidence of motivation and/or clarity of purpose. Did not share information or cooperate with others. Engaged in negative interaction or promoted destructive conflict among co-workers. Failed to responsibly assume fair share of workload | Acts independently on occasion or is not consistently aligned to team goals and objects. Some lack of alignment may have detracted from team goal achievement. Did not consistently meet expectation for purposeful action and sense of urgency. Met some but not all expectations for collaborating with colleges, committees, team members and on projects. Often supported team objectives and contributed to group results. | Generally, interacts effectively as a team member. Achieves essential team related objectives. Motivation and clarity of purpose were evident within the team concept. Effectively contributed and coordinated with members of the work group. Supported the group in meeting or exceeding essential objectives. Responsibly accomplished work assignments in support of group objectives. Effectively cooperated with and contributed to help meet established group results. Worked to encourage good performance from others. Shared information in order to help group members accomplish goals. Encouraged other group members to be successful. | Consistently meets expectation for team related responsibilities and frequently exceeds expectation for effective interaction as a team member. Routinely achieves and often exceeds all team and personal objectives. Displays evidence of high motivation and clarity of purpose within the team concept. Frequently contributes to the effectiveness of the work group. Consistently met the standard for contributing to team results, frequently exceeded established goals and expectations. | Consistently exceeds expectation and interacts as an exemplary team member. Routinely achieves and exceeds all team and personal objectives. Displays significant evidence of high motivation and clarity of purpose within the team concept. Consistently contributes exceptionally well and maximizes the effectiveness of the team. Contribution to the work group has been outstanding overall. Supported the work group in significantly exceeding the essential objectives. Contributed exceptionally well and maximized the effectiveness of the group. Gave regular feedback to group regarding process and accomplishments. Ensured that group goals had priority over individual recognition. Alternated appropriately between leader and member to achieve the best group results. |

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JUDGMENT & DECISIVENESS: Makes sound decisions from an array of options and/or selects the appropriate course of action as related to assigned job functions and responsibilities; Makes informed decisions and takes appropriate action based upon logical analysis of alternatives, evaluation of risks and benefits, criticality, and priority setting.

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| <p>Rarely demonstrated ability to make appropriate choices resulting in failure to achieve work objectives, complete assignments, wasting of resources, or inhibiting effective operations. Frequently required supervision to step in and rectify situation. Poor approach to decision-making, and/or slowness in making decisions. Had difficulty in generating and weighing alternatives. Unable to correctly identify and balance risks and benefits. Frequently poor decision-making led to missed goals, objectives, or poor resource allocation. Did not generate enough alternatives and was often unable to balance risk and benefits.</p> | <p>In some cases, but not all, demonstrated the ability to make appropriate choices leading to achievement of work objectives, completion of assignments, good use of resources, or effective operations. In some instances, needed assistance in making the best choices or redirection. Approach to decision making and timeliness require improvement. On some occasions has had difficulty in weighing alternatives and balancing risk reward of actions and plans. Needs improvement in some areas of decision making, time management, resource allocations. The achievement of some goals and objectives were affected by weak decision-making.</p> | <p>Generally demonstrated an ability to make sound choices resulting in the appropriate application of resources, effective solutions to problems, and adherence to accepted work standards. Supervisory assistance only required in infrequently encountered circumstances. Makes sound decisions, based on available facts, with appropriate timing. Could demonstrate that alternatives were considered and could show the risk/benefits of each alternative. Decision process led to consistently appropriate actions with positive impact. Demonstrated skill at generating alternative courses of actions; was apt at laying out the risks/benefits of each alternative; and at establishing which alternatives were best in rank order. Actions stemming from decisions resulted in real, measurable, and positive improvement.</p> | <p>Showed solid judgement and frequently made effective choices contributing to cost effective, high quality, and innovative courses of action. Only in rare instances is supervisory intervention required and then usually only in situations never before encountered. Regularly meets expectations for appropriate decision-making and frequently has demonstrated the ability to effectively deal with difficult and/or sensitive issues. Often has provided comprehensive analysis and well thought through alternatives. Frequently focused on the best alternatives having the optimum risk/benefit balance. Decisions consistently led to major advances for the unit with respect to productivity, customer service, or quality of work.</p> | <p>At own initiative, can be relied upon to consistently make superior choices and implement improvements, cost effective, high quality, and innovative courses of action. Worked with a high degree of autonomy and independent judgement leading to exemplary outcomes/results/ efficiencies. Consistently demonstrated the ability to deal effectively with difficult and/or sensitive issues, providing comprehensive analysis and well thought through alternatives. Consistently focused on the best alternatives having the optimum risk/benefit balance. Made outstanding decisions, which consistently led to major advances for the unit with respect to productivity, customer service, or quality of work.</p> |

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DIVERSITY & INCLUSION: Diversity and inclusion is maximizing the opportunity to leverage the rich backgrounds and abilities of all employees by recognizing and valuing differences, seeking inclusiveness, and considering and honoring different perspectives. Diversity also means having mutual respect for qualities/experiences that are unique and different from your own.

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| <p>Refers to others using epithets or other discriminatory language. Engages in workplace behavior that is offensive to others. Disrespectful conduct negatively affects morale and activities of the team. Is not friendly or considerate; coworkers and campus partners often “work around” to circumvent contact. Discourages dissimilar points of view; becomes negative when asked to consider a new or different idea. Neither comprehends nor takes advantage of opportunities to understand diversity on campus.</p> | <p>Is mindful of the expectations for diversity and inclusion but does not always act in ways that promote them. Occasionally exhibits difficulty in establishing working relationships with people who are different than themselves. Does not consistently conduct self in a manner that models and fosters workplace respect. Is seldom mindful of or interested in diverse backgrounds or points of view. Is reluctant to incorporate new people or fresh ideas into work. Is not always receptive to others different points of view. Does not take advantage of opportunities to learn about and experience diversity on campus.</p> | <p>Demonstrates commitment to diversity and inclusion. Fosters an inclusive environment. Treats others with courtesy, respect, and dignity. Interacts effectively and builds respectful relationships within and between units, and among individuals. Includes and welcomes others. Seeks to understand others’ perspectives and to engage different points of view from them. Encourages the expression of different points of view. Is supportive and open to new people and different ideas. Promotes opportunities to experience diversity on campus for self and others. Treats members of team in a respectful and professional manner. Creates meaningful opportunities for team members to interact and enhance greater understanding and appreciation for each other.</p> | <p>Embraces diversity and inclusion and serves as a role model for respectful and inclusive behavior. Regularly promotes a culture of respect and civility among team members. Remains respectful of others’ points of view. Actively seeks and considers different cultures, backgrounds, viewpoints, and perspectives. Is flexible and adaptable in response to others’ needs. Demonstrates tolerance and acceptance in interactions with others. Embraces and welcomes diverse individuals and groups. Is always receptive to and considerate of others’ different points of view. Eagerly generates opportunities for others to appreciate and experience diversity on campus. Ensure that work teams reflect a variety of perspectives, understanding that diverse teams create more dynamic outcomes Engage in broad recruitment efforts to facilitate diversity of hiring. Attend presentations focusing on topics around intercultural understanding and appreciation.</p> | <p>Promotes and advocates for diversity and inclusion. Frequently models behavior which encourages others to demonstrate equitable and respectful treatment of each other. Understands and treats others as they would want to be treated. Wholeheartedly builds a widespread and welcoming atmosphere for diverse individuals and groups across campus. Advocates fairness and inclusion by clearly and actively endorsing the benefits of a diverse workforce. Consistently engages others and makes them comfortable expressing diverse points of view. Promotes, understands, and integrates inclusion of diverse points of view in decision making. Involved in a variety of opportunities to become skilled about and knowledgeable about diversity on campus and encourages others to do the same. - Pursue community engagement opportunities. - Program development impacting diverse communities. - Develop or participate in multicultural networking opportunities</p> |

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COMMITMENT TO QUALITY, QUANTITY, AND TIMELINESS: The manner in which the employee drives quality, quantity, and timeliness of service in their approach to work and completion of job assignments including accuracy, innovation, effective use of resources, and accountability.

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| <p>Does not demonstrate organization, prioritization, and time management abilities; resulting in unsatisfactory quality of work produced. Only able to apply established practices to work; does not consider that there may be a more effective way to apply available resources, resulting in waste and inferior results. Criticizes others or makes excuses for the lack of accountability and commitment to quality of work; hinders growth and progress of team efforts and results. Demonstrates a lack of commitment to quality of work; no interest in sharing resources for productivity outcomes. Unwilling to improve the quality of work, or to develop or adopt new practices. Does not consider looking for more efficient ways to complete work; consistently demonstrates opposition to change; thinks approach is fine the way it is.</p> | <p>Struggles to prioritize projects and tasks, which results in the lack of quality of work produced. Does not consistently utilize appropriate process or resources, which result in less than satisfactory results. Has difficulty applying non-routine practices and resources to produce quality of work. Does not consistently take accountability for work responsibilities, resulting in inconsistent quality and holds the team back from providing exceptional performance. Does not consistently leverage resources to improve quality and productivity. Does not actively look for ways to improve the quality of work. Seldom proposes improvements to work processes; is often unwilling to make changes that will improve the quality of work.</p> | <p>Exhibits effective organization, prioritization, and time and resource management skills resulting in consistently producing the required quantity and quality of work. Identifies and adopts innovative and creative methods and solutions, resulting in improved quality of work. Demonstrates accountability that advances the team's efforts and results in successfully meeting productivity and quality goals. Meets obligations and deadlines, and consistently contributes to team progress and results. Actively seeks to leverage resources to promote improved quality and optimal productivity. Evaluates processes and practices to detect redundancies, inefficiencies, and workflow inhibitors; frequently recommends and executes changes in the processes to improve the quality of service/products provided by the employee/unit.</p> | <p>Very proficient in terms of organizing and prioritizing work; uses time and resources wisely to produce quality of work which exceeds required quantity. Regularly seeks innovative practices and creative use of resources to produce superior quality of work. Demonstrates accountability for commitment to quality for one's own achievements and motivates others to do the same, acutely aware of and focused on results. Successfully leverages resources to overcome obstacles, resulting in improved productivity and quality of service. Regularly searches for better ways to do things and improve the quality of work; quickly and accurately identifies inefficiencies; resourceful in terms of "quick wins" to improve quality; successfully manages change processes to improve quality of work in all areas. Improvements well received by unit and department.</p> | <p>Extraordinarily effective time and resource management, priority setting, and organizational skills which results in producing significantly more than the required quantity of work and routinely exceeding quality expectations; models and shares skills and tools with peers to drive the quality of the unit. Continuously seeks and recommends original and innovative solutions resulting in exceptional quality of work. Shares ideas with others. Models accountability through commitment to quality of work; considers creative ways to move projects forward to accomplish team goals and achieve quality results and improvements in productivity. Highly skillful at leveraging department and University resources to resolve problems and improve service; outcomes are strong and of above average quality. Encourages others in unit and/or department to look for and recommend processes and practices to improve work quality. Sought out as a partner in process and quality improvement.</p> |

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