

DEFINITIONS/COMMENTS ABOUT CATEGORIES

1. **Job Skills** - Includes mental and/or physical skills. Consider the skills required and employee's level of proficiency.
2. **Quality / Accuracy of Work** - Degree of excellence of the work performed. Is work neat, accurate and thorough?
3. **Productivity** - The amount of work required to meet the job standards. Supervisors should not make undue allowances for personal problems, age or length of service and normally should not make undue allowances for poor health or absenteeism. Consult with Human Resources Management if the latter is an issue.
4. **Customer Service** - Does the employee contribute to a positive culture and attitude on campus? Does employee interact with students, faculty, other staff, and guests with a respectful, cordial, and solution-oriented approach to problems?
5. **Accepts Responsibility** - Does employee accept or avoid responsibility for work that needs to be done and/or if things go wrong?
6. **Meets Deadlines** - Does employee meet deadlines without the necessity of supervisor's follow-up? Does employee give advance notice if unable to meet a deadline?
7. **Adapts to Change** - Is employee flexible? Does employee assist or impede progress?
8. **Accepts Supervisor's Direction** - Does employee accept supervision, training and instruction?
9. **Shows Initiative** - Does employee affirmatively seek ways to improve his/her individual and departmental job performance?
10. **Communication Skills** - Includes written and spoken communication. How clearly and effectively does employee communicate? Includes clarity of thought, diction and grammar?
11. **Observance of Work Hours** - All employees are expected to be punctual at the beginning of the work day, and at breaks and mealtime. Unauthorized overtime should also be addressed.
12. **Attendance** - Regular and predictable attendance is a requirement of every job. Is there a pattern of overuse or abuse of sick leave?
13. **Safety Practices/Care of Equipment** - All employees must comply with reasonable safety practices and take reasonable care of their equipment.
14. **Equal Employment Practices** - All employees are expected to support the University's equal employment policies, which are designed to maintain a diverse workplace environment in an atmosphere free of illegal harassment, discrimination or retaliation.
15. **Selection** - Does employee select qualified candidates to fill vacancies in the unit? Do selected employees generally succeed?
16. **Motivating Staff** - Does employee facilitate getting the best performance out of the staff he or she supervises?
17. **Training of Others** - Does employee effectively train or provide for the training of their staff? Do they recognize that performance problems may be the result of inadequate training? Do they recognize that performance problems may be the result of inadequate training?
18. **Planning and Organizing** - Evaluate effectiveness of employee's time management and prioritization skills in achieving desired results.
19. **Directing and Controlling** - Includes coordination skills and effective follow-up of work assigned to others. Does their unit succeed as a team?

20. **Delegation** - Is work delegated appropriately? Supervisor should neither be tied up in excessive detail nor should they delegate decision making, policy interpretation or certain other highly significant tasks to others.
21. **Operational Economy** - Does their unit operate within budget? Is overtime minimized? Are creativity and effort used to minimize expenditures without sacrificing quality?
22. **Appraisal of Others** - Timeliness, accuracy, and usefulness of performance appraisals. Appraisal should present a thorough and objective summary of job performance. Comments should also refer to expectations documented in the job description and work plan of the employee being evaluated.
23. **Discipline** - Does supervisor promptly address inappropriate behavior or performance issues? Does supervisor document problems and efforts at correcting problems? Is progressive discipline utilized effectively?