

LEADERSHIP PERFORMANCE CRITERIA

EMPLOYEE RESPONSIBILITIES (leadership)

Job Knowledge

Demonstrates an understanding and working knowledge of current role, profession, and industry. Has sought out personal development opportunities and developed new skills and/or partnerships to further the department.

Quality of Work

Has strong project management skills. Is able to initiate and implement new department practices/ processes. Consistently meets deadlines. Work is thorough, neat & accurate and does not create rework or scrap.

Flexibility/ Adapting to Change:

Change agent. Responds positively to change and recommends strategic changes that could improve the department. Easily learns and masters new skills.

Teamwork:

Practices respectful, honest and direct communication with all team members and customers; Cooperates with team members; contributes to team; provides good customer service.


Attendance:


Practices timeliness in reporting to work; works throughout scheduled work day.


Ownership & Compliance:

Demonstrates ownership and accountability for individual performance; Takes initiative in the department; Complies with University policies and procedures. Has completed all five (5) mandatory required trainings


Detailed examples of the 5 performance rankings follow:

 - Unsatisfactory

 - Marginal

 - Satisfactory

 - Good

 - Exceptional

Job Knowledge: Demonstrates an understanding and working knowledge of current role.

Unsatisfactory	Marginal	Satisfactory	Good	Exceptional
Knowledge of the job is inadequate to meet the performance required. Shows inconsistent work habits; is prone to make mistakes; falters on some areas of responsibility.	Job knowledge is sufficient to meet the minimum performance requirements. Lacks knowledge & skills in some areas that affect performance in certain aspects of the job.	Job knowledge is sufficient to meet the requirements consistently. Produces satisfactory results.	Proficient in job function, able to teach others; general knowledge of overall job and job site. Seeks out and implements best practices in the field. Understands/applies policies and procedures proactively and initiates discussion on issues and/or improvements.	Subject Matter Expert (SME) in all job functions; ideal trainer for new employees. Consistently establishes and realizes goals with strategic component. Has made contributions to the industry (i.e. Partnerships with national/ local organizations, development of new business practices and/or resources). Has created personal development opportunities (attended trainings/ conferences, achieved new credentials).

Quality of Work: Has strong project management skills. Is able to initiate and implement new department practices/ processes. Consistently meets deadlines. Work is thorough, neat & accurate and does not create rework or scrap.

Unsatisfactory	Marginal	Satisfactory	Good	Exceptional
Does not take independent action; needs constant external direction; work is always incomplete, inconsistent; always having to redo tasks. Inefficient project management skills.	Takes a more reactionary approach instead of being proactive. Mistakes frequently made. Frequent delays with projects and tasks.	Routine worker; sees what needs to be done and does it; work is completed but with some mistakes; rework not commonly needed.	Anticipates and meets needs for action, even under new or unexpected circumstances; rework is rare. Successful in managing department projects.	Acts appropriately even in the most difficult situations; work is thorough, neat and accurate, never needing rework. Excels in initiating, planning, executing, monitoring and closing projects.

Attendance: Practices timeliness in reporting to work; works throughout scheduled work day.

Unsatisfactory	Marginal	Satisfactory	Good	Exceptional
Excessively late or absent, undependable	Late or absent frequently	Usually at work on time, seldom ask off	Rarely late; rarely absent.	Always present and on time. Can be counted on even if extra time is required.

Flexibility/ Adapting to Change: Change agent. Responds positively to change and recommends strategic changes that could improve the department. Easily learns and masters new skills.

Unsatisfactory	Marginal	Satisfactory	Good	Exceptional
Does only what is required; has routine set each day and will not go beyond; focuses on negative aspects and anticipates failure. Discourages others from supporting changes. Seeks ways to impede change. Withdrawn from discussion of change or its impact.	Resistant to change in work routine; does only what is required. Provides input when asked. Takes a “wait and see” approach	Hesitant but open to change in work routine; does what is required but will do more if asked. Cooperates with necessary changes, however, does not actively promote new initiatives. Open to helping out more; needs to be asked to take on new skills or jobs.	Will try to master new skills; willing to stay late to finish a job. Supportive of changes in the workplace, demonstrates cooperation with new initiatives.	Goes out of their way to learn and work on new skill sets; Easily embraces and adapts to change. Identifies areas needing change and recommends improvements. Consistently looking for more improved methods to enhance department productivity and efficiency.

Teamwork: Practices respectful, honest and direct communication with all team members and customers; Cooperates with team members; contributes to team; provides good customer service.

Unsatisfactory	Marginal	Satisfactory	Good	Exceptional
Fails to coordinate own work with others until specifically told; disagreeable; irritates others; causes friction.	Will coordinate work with others only when need is obvious; slow to cooperate with others; can be difficult to work with.	Has positive approach to work; generally cooperative on routine contacts with visitors, tenants or other personnel; reasonable, agreeable.	Exhibits an enthusiastic and positive approach to work; Will share knowledge, information and resources with the team. Willingly collaborates with others; Sees opportunities and offers to help colleagues who need assistance. Is well liked and respected by peers	Demonstrates total awareness and is a positive influence on others; pleasant attitude; makes extra effort to get along; respected by peers and other leaders. Interacts in ways that bring out the best in others.

Ownership and Compliance: Demonstrates ownership and accountability for individual performance; Takes initiative in the department; Complies with University policies and procedures. Completed all five (5) mandatory trainings.


Unsatisfactory	Marginal	Satisfactory	Good	Exceptional
Does not take accountability for actions; does not take initiative in the department; Has been non-compliant with University policies. Has not completed mandatory trainings.	Takes responsibility for personal actions sometimes, but is quick to blame others. More focused on highlighting problems than with offering solutions. Will take initiative in the department on occasion. Understands some University policies. Has not completed all five (5) mandatory compliance trainings.	Takes responsibility for actions but on occasion blames others if an assignment is not complete. Takes initiative in the department sometimes; complies with University policies. Has completed all five (5) mandatory compliance trainings.	Takes responsibility for actions and takes initiative in the department most of the time. Complies with all University policies and procedures. Has completed all five (5) mandatory compliance trainings.	Takes complete responsibility for personal performance and takes accountability for all actions. Seeks ways to improve performance. Demonstrates strong knowledge of and compliance with all University policies and procedures. Has completed all five (5) mandatory compliance trainings.


LEADERSHIP RESPONSIBILITIES

Demonstration of Leadership	Has a clear vision for the department and communicates that vision with the team. Empowers team/department members appropriately. Actively works to remove barriers to getting work done. Effectively coordinates workload with other teams/departments. Shares credit with the team/department. Provides guidance and feedback; holds team/ department members accountable.
Managing Employee Issues	Effectively addresses employee issues and concerns. Seeks constructive approaches to resolving workplace issues. Provides valuable counseling and insight. Recommends promotions to qualified employees; offers additional assignments and training opportunities; conducts regular performance meetings and offers performance feedback as appropriate. Recognizes and rewards accomplishments. Ensures that all employee disciplinary issues and terminations are properly handled and documented in accordance with University Policies and Procedures.
Hiring Practices	Works with supervisor and HR to ensure the University's hiring policies are adhered to and that hiring practices are consistent.
Time Management	Monitors and coordinates departmental goals and employee productivity. Establishes a clear vision for the future. Makes sure team/department goals and priorities are understood. Allocates resources appropriately to achieve goals and respond to tasks in a timely manner.
Achievement of Development Objectives	Sets reasonable expectations on scope of work and goals. Reviews progress, provides guidance and feedback. Discusses career and training opportunities with individual team/department members.
Ownership & Compliance:	Takes responsibility for the overall performance of the department and all of the employees. Creates a positive and productive environment that is compliant with University's policies and procedures. Ensures that all employees have completed the mandatory training requirements.


Detailed examples of the 5 performance rankings follow:

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Demonstration of Leadership: Has a clear vision for the department and communicates that vision with the team. Empowers team/department members appropriately. Actively works to remove barriers to getting work done. Effectively coordinates workload with other teams/departments. Shares credit with the team/department. Provides guidance and feedback; holds team/ department members accountable.

Unsatisfactory	Marginal	Satisfactory	Good	Exceptional
Does not communicate effectively with team. Does not give clear direction or feedback. Unable to grow a successful team.	Has an unclear vision for the department. Inconsistent with following up with employees. Does not effectively delegate, teach employees or hold them accountable. Takes on tasks that employees should be doing.	Shares department vision with the team. Sometimes holds employees accountable. Needs improvement in effectively delegating assignments.	Communicates well with the team. Maintains high expectations, holds employees accountable most of the time. Gives employees feedback most of the time.	Communicates effectively with team members. Shares team vision and objectives with every employee. Maintains high expectations. Encourages employees to improve. Holds employees accountable and delivers the appropriate disciplinary actions when standards are not met.

Managing Employee Issues: Effectively addresses employee issues and concerns. Seeks constructive approaches to resolving workplace issues. Provides valuable counseling and insight. Recommends promotions to qualified employees; offers additional assignments and training opportunities; conducts regular performance meetings and offers performance feedback as appropriate. Recognizes and rewards accomplishments. Ensures that all employee disciplinary issues and terminations are properly handled and documented in accordance with University Policies and Procedures.

Unsatisfactory	Marginal	Satisfactory	Good	Exceptional
Unable to resolve department concerns. Biased and holds grudges against difficult employees. Does not maintain effective documentation. Displays anger. Retaliates against others who seek to resolve issues. Often confrontational; Avoids conflict to the detriment of others and/or University.	Gives feedback some of the time, but does not effectively manage challenging employees. Inconsistent with maintaining documentation or following University Policies and Procedures with regards to disciplinary procedures.	Is aware of department issues and works with Human Resources for help in resolving issues. Rewards good performances some of the time; May avoid conflict without resolving issues and concerns.	Effectively resolves department issues through effective coaching, training and delivering the appropriate disciplinary actions. Practices active listening skills. Consistently maintains documentation on all employees and gives positive and constructive feedback as issues develop.	Proactive in preventing employee issues by address all concerns as they arise and taking the appropriate action. Gives feedback and coaching to employees regularly. Rewards good performances. Maintains documentation on all employees and delivers the appropriate disciplinary actions and training when necessary. Unbiased when addressing issues. Holds employees accountable to meeting University Policies and Procedures.

Hiring Practices: Works with supervisor and HR to ensure the University's hiring policies are adhered to and that hiring practices are consistent.

Unsatisfactory	Marginal	Satisfactory	Good	Exceptional
Inconsistent hiring practices. Poor staffing. Has a history of not selecting the right candidates for the job and/or not thoroughly orienting them.	Waits until the last minute to address staffing concerns. Unsure of hiring policies and procedures. Communicates with Supervisor and HR some of the time.	Sometimes adheres to University hiring policies. Works with Supervisor and HR to meet staffing needs.	Fair and consistent with hiring practices. Addresses staffing needs as they occur. Adheres to University hiring practices. Works with Supervisor and HR to meet staffing needs.	Fair and consistent with hiring practices. Anticipates hiring needs and addresses staffing concerns in advance. Adheres to University hiring practices. Works with Supervisor and HR to meet staffing needs.

Time Management: Monitors and coordinates departmental goals and employee productivity. Establishes a clear vision for the future. Makes sure team/department goals and priorities are understood. Allocates resources appropriately to achieve goals and respond to tasks in a timely manner.

Unsatisfactory	Marginal	Satisfactory	Good	Exceptional
Unable to meet deadlines. Unable to effectively prioritize tasks. Not on-track to meet department future goals.	Inconsistent with meeting department goals on time. Difficulty with effectively prioritizing tasks or staying on track with meeting future goals.	Able to meet deadlines most of the time. Usually on track to meet department long term goals.	Consistently on time when accomplishing tasks. Prioritizes tasks well.	Effective time manager. Organizes work in order to accomplish all tasks in the appropriate time frame. Keeps all employees on schedule when doing tasks. Daily goals are well aligned with department long and short term goals.

Achievement of Development Objectives: Sets reasonable expectations on scope of work and goals. Reviews progress, provides guidance and feedback. Discusses career and training opportunities with individual team/department members.

Unsatisfactory	Marginal	Satisfactory	Good	Exceptional
Does not set realistic goals, does not follow up with employees	Inconsistent with setting goals or discussing career progression with employees.	Sets reasonable and realistic goals and follows up with employees. Completes additional training sometimes. Has discussed career development and goal setting with employees.	Communicates goals with the team and tracks goal progression most of the time. Completes trainings to better meet department goals and encourages employees to do additional training. Discusses career growth with employees and is aware of each direct reports career goals.	Sets clear goals and tracks progress to ensure that department and employees are on track. Offers training opportunities to employees to ensure that they are equipped to meeting department goals. Gives constant feedback and discusses career growth opportunities. Regularly attends trainings in order to gain new skills to further department objectives. Is aware of each employee's career goals and has created a development plan for each employee. Provides mentoring to employees

Ownership & Department Compliance: Takes responsibility for the overall performance of the department and all of the employees. Creates a positive and productive environment that is compliant with University's policies and procedures. Ensures that all employees have completed the mandatory training requirements.

Unsatisfactory	Marginal	Satisfactory	Good	Exceptional
Non-compliant with University policies. Does not take ownership of the department. Negative work environment. Has not effectively followed up or monitored training compliance of department employees.	Complies with some University Policies and Procedures, blames employees for department inefficiencies, work environment is not productive. Has been inconsistent with managing compliance in the department and ensuring that employees have completed required trainings.	Complies with University Policies and Procedures. Takes accountability for individual actions and the actions of the employees in the department some of the time. Maintains a positive and productive work environment some of the time. Ensures that most employees have completed their mandatory training.	Ensures that employees comply with University Policies and Procedures. Department is at 100% completion with all 5 mandatory compliance trainings. Takes accountability for the actions of the overall department most of the time. Maintains a positive and productive environment most of the time.	Complies with all University Policies and Procedures. All employee in the department have completed all 5 of the required compliance trainings. Takes full responsibility for the overall performance of the department and all of the employees. Maintains a positive and productive environment all of the time.