UCI Performance Evaluation Performance Rating Guide

Standards to be applied to all of the rating factors

Unacceptable: Work performance is inadequate and definitely inferior to the standards of performance required for the position. Performance at this level is unacceptable and cannot be allowed to continue.

Improvement Needed: Work performance is frequently below the standards of performance for the position. Serious effort is needed to improve performance.

Meets Expect: Work performance consistently meets the standards of performance for the position.

Exceeds Expects: Work performance is above the standard performance for the position.

Outstanding: Work performance is consistently superior to the standards required of the job.

Not Applicable: The employee is not required to perform in a specific rating factor, and it cannot be measured.

Rating factor definitions

Technical Skills

Job Knowledge: Extent to which the employee possesses the knowledge to perform the job.

Analyzes Problems: Ability of employee to gather necessary data, draw conclusions, and make comprehensive recommendations to complex problems.

Provides suggestions for Work Improvement: The quality of suggestions or recommendations offered by the employee to improve his/her work or the work of the unit. (Employee will be recognized only for positive efforts in this factor.)

Employs Tools of the Job Competently: Extent to which employee effectively utilizes job related tools.

Follows Proper Safety Procedures: Extent to which the employee practices rules of safety to protect himself / herself or others.

Quality of Work

Accuracy or Precision: Extent to which work is free from errors or omissions

Thoroughness/Neatness: Extent to which work is completed neatly, with attention to details, avoiding the necessity to perform additional work to complete it

Reliability: The extent to which employee can be depended upon to produce a consistent work product.

Responsive to Requests for Service: Degree to which employee makes a good faith effort to resolve customer's request for service

Follow-through/Follow-up: Extent to which the employee follows through and completes assignments and commitments

Judgment/Decision Making: Ability of employee to interpret the situation correctly and make sound evaluations as demonstrated by practical decisions and their results.

Interpersonal Skills

With Co-workers: Working relationship established with other University employees within or outside employee's department.

With Supervisors: Working relationship established with members of departmental supervision and management team.

Faculty, Staff, Students and/or the Community: Working relationship established with any party to whom the employee provides service.

Team Participation: Extent to which employee actively participates and contributes in assigned work of project teams or groups.
<table>
<thead>
<tr>
<th>Shares Information</th>
<th>Degree to which employee shares information with members of a work group or team, including innovative approaches to solving problems.</th>
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<tbody>
<tr>
<td>Commitment to Team Success</td>
<td>Extent to which employee maintains the commitment to decisions of the team, keeps confidentiality of the group, and works cooperatively towards the team goals.</td>
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**Communication Skills**

| Written Expression | Ability of the employee to express his/her thoughts in writing in a logical manner and sequence, using appropriate language, grammar, punctuation, and sentence structure. |
| Oral Expression | Ability of the employee to verbally express ideas clearly, concisely, and effectively. |
| Tact and Diplomacy | Ability of the employee to deal effectively with people, both internal and external to the University, especially in delicate, frustrating, or tense situations. |

**Approach to Work**

| Actively Seeks Ways to Streamline Processes | Extent to which the employee actively seeks ways to streamline existing processes and to develop new processes in a streamlined fashion. |
| Open to New Ideas and Approaches | Extent to which employee is receptive to new ideas and willing to try new and different approaches with a positive attitude and commitment to success of the approach. |
| Initiative | Takes a proactive approach to job by initiating and following through with work projects not initially assigned by the supervisor but considered necessary to department or client objectives. |
| Planning and Organization | Develops an approach to work which effectively uses time, materials, and resources in a manner which achieves the greatest results with a minimum of time and effort. |
| Flexible/Adaptable | Demonstrates a willingness to assume new and/or different work assignments or to modify work methods in concert with changing needs of department or client. |
| Follows Instructs | Performs according to written or verbal instructions. |
| Challenges Status Quo Processes in Appropriate Ways | Extent to which the employee seeks creative, new, and different ways to accomplish outcomes and does not limit solutions or courses of action to established practice. |
| Seeks Additional Training and Development | Extent to which employee seeks out training through job assignments or education, with the goal of further professional development. |
| Attendance | Degree to which employee complies with University and departmental policies and procedures governing use of his/her leave. |

**Quantity of Work**

| Priority Setting | Selects and completes work assignments in order of importance. |
| Amount of Work Completed | Volume of work produced in relation to the amount of work requiring completion or attention. |
| Work Completed on Schedule | Frequency with which employee completes work within given or reasonable time limits |

**Supervisory/Leadership Skills**

| Support of UCI Diversity Efforts/Programs | Extent to which the employee demonstrates a commitment to maintaining diverse work force through decisions on hiring, |
promotion, training, assignment of work, and participation in efforts/programs.

Degree to which the employee holds as a high priority staff development needs and responds to these needs with proper instruction or training.

Extent to which the employee delegates to lowest competent level, while monitoring and coaching performance and insuring appropriate commitment of resources to accomplish the work.

Extent to which the employee provides feedback, both positive and corrective, to staff on a regular basis in addition to completing the performance evaluation form at the required intervals.

Degree to which employee establishes clear work standards and insures that such work standards are met, taking corrective action if appropriate.

Extent to which employee encourages and rewards responsible risk taking and creates a work environment where outcomes, regardless of degree of success, are dealt with in a positive way.

Extent to which employee makes sound, responsible budget decisions, using resources effectively.

Extent to which the supervisor implants a of satisfaction and accomplishment in his/her subordinates regarding their work.

Demonstrates commitment to high standards of performance through own behavior and expectations as conveyed to employees.

Ability to clearly define and articulate units achievements within the context of the broader Unit goals of UCI.

Demonstrates an openness to examine conflicting opinions, when appropriate.

The quality of being open and responsive to feedback from subordinates, even when it may be uncomfortable to hear.

Conveys approval of the use of facts, data, and objective analysis by those supervised and exemplifies such support through the use of these tools.

Extent to which the individual utilizes Tools analytical tools and models in striving for improved processes.

Degree to which employee uses data and Measure quantitative measurements rather than anecdotal information.

Extent to which the supervisor establishes for clear and attainable objectives which support enhancements in process and operations.

Creates an environment which challenges the status quo and encourages continued learning.