

**Information Technology Services**

**Report of Performance**

**Section A – Factors: Definitions and Criteria**

**Rating Definitions**

1. Above satisfactory: A high quality performance that consistently exceeds the standards and requirements of the positions in demonstrable and/or measurable ways.

2. Satisfactory: Consistently meets the standards and requirements of the position in a competent manner. May occasionally exceed the standard or very occasionally fall below the standard.

3. Unsatisfactory: Performance falls short of the expected standards and requirements of the position and may be inadequate and not acceptable. Employee may be unable or unwilling to improve.

**Evaluation Criteria**

**1. Observance of Appropriate Work Hours**

Is the employee available during regularly scheduled working hours? Does the employee generally accomplish assigned tasks within regular work schedule? Are adjustments to work schedule approved in advance and consistent with program needs? (Exempt employees only: Does employee adjust work schedule with proper communication to her/his appropriate administrator to help meet peak program or area needs? Example: Changing lunch or break times to troubleshoot a lab/classroom/application/service to minimize the service/learning/productivity impact for students, faculty, and staff.)

**2. Attendance**

Does employee conform to assigned work schedule and promptly report unanticipated absences (illness, emergencies, etc.). Are absences reasonable and appropriate (i.e. are absences excessive; does employee use sick leave appropriately; are sick days more frequent on Monday and Friday)? Is employee at work station on time to begin regular workday and does employee remain at work until work schedule ends?

**3. Public Contacts**

Does employee handle both on- and off-campus contacts in a courteous and professional manner (including in person, telephone, email, and written communications)? Does employee respond appropriately to requests for information and assistance?

Above satisfactory: Employee consistently exhibits excellent "customer service". Employee goes well beyond expectations in public contacts (exceptionally helpful, seeks ways to accommodate student, faculty, and staff needs, able to handle stressful contacts, able to resolve problems in difficult situations)?

**4. Employee Contacts**

Does employee work well with others with whom he or she regularly interacts (team members, colleagues, customers)? Does employee consult and confer when necessary? Are contacts with other staff polite and professional? Does employee seek to support others in their assigned tasks?

Above satisfactory: Are there examples in which the employee improved or facilitated communication with others in the same work group or those working together on an assignment? Is employee consistently sought out by others and regarded as a positive addition to a work group?

**5. Communication with Others**

Does employee communicate effectively orally and in writing? Does employee have ability to convey information in a variety of settings to individuals or groups? Are written and oral communications error-free? Are communications professional, polite and appropriate to the audience?

Above satisfactory: Does employee demonstrate good competence in oral or written communication skills? Are there examples of situations in which the employee's communication skills continually enhance productivity or effectiveness or improve contacts with other work areas or the general public?

**6. Knowledge of Work**

Does the employee have the necessary knowledge and skills to function effectively? Are assignments completed thoroughly? Is work error-free and of good quality? Does employee demonstrate knowledge of work consistent with classification and length of service?

Above satisfactory: Does employee demonstrate and utilize knowledge and skills clearly beyond the minimum required for the position? Does employee demonstrate knowledge of areas related to but outside of primary job functions and is the employee able to use this knowledge to function more effectively?

**7. Work Judgments**

Are decisions appropriate and consistent? Does employee utilize ITS and university rules, policies and procedures? Does employee consult before making decisions outside scope of authority or where guidelines are not clear or precedents do not exist?

Above satisfactory: Are there examples of situations in which the employee demonstrated an ability to anticipate and respond to consequences and impacts beyond his or her immediate job? Does employee consistently make good judgments which improve the overall functioning of the office or area? Does employee demonstrate awareness of risk management and good personnel practices in work judgments?

**8. Planning and Organization**

Does employee organize tasks and establish priorities? Are activities, assignments, and facilities scheduled in a timely manner? Are deadlines met? Does employee coordinate and consult with others in scheduling and planning when necessary? Does employee use good time management tools and techniques? If now in a supervisory position, does employee contribute to planning and implementing activities in areas of expertise?

Above satisfactory: Has employee demonstrated clearly above average productivity or ability to accomplish tasks? Does employee make a positive contribution to the overall productivity of an office and area? Does employee respond well to variable work flow, seeking additional assignments or volunteering in other areas as workload allows?

**9. Job Skill Level**

Does employee perform at a level consistent with job classification, training and work experience? Does employee demonstrate skills necessary to accomplish the primary responsibilities of the position in a consistently competent fashion?

Above satisfactory: Has employee consistently demonstrated clearly superior job skills? Are there superior performance incidents that can be identified?

**10. Quality of Work**

Is work of competent quality with a minimal level of error? Does work conform to standards expected of the position? Does employee take responsibility for checking to see that work is free of errors and is complete?

Above satisfactory: Is work consistently of above average quality, clearly exceeding normal expectations? Are assignments consistently free of errors? Are there examples of work of exceptional quality during the evaluation period? Is employee creative in insuring high quality in work assignments?

**11. Acceptable Work Volume**

Is the amount of work completed sufficient and consistent with level of responsibility? Does employee complete assignments in a timely manner? Does employee perform satisfactorily in times of unusually high or low demand, seeking additional tasks or assignments during low demand periods?

Above satisfactory: Does employee clearly exceed the work volume expected of the position? Does employee consistently contribute more than the minimum expected to overall office or program productivity?

**12. Meeting Deadlines**

Does employee consistently meet deadlines for work assigned? Does employee schedule tasks to meet timelines without constant monitoring? Is it communicated to appropriate supervisor, before task/project becomes critical, if unable to meet deadlines?

Above satisfactory: Does employee consistently complete assignments early or in a way that contributes positively to work flow of office or area? Does employee anticipate future needs and respond appropriately?

**13. Accepts Responsibility**

Does employee accept responsibility for his or her job functions and perform these responsibilities well, meeting expectations without close supervision? Is employee willing to assume new responsibilities and to develop additional skills or expertise? Does employee provide assistance and support to colleagues with less experience and/or expertise?

Above satisfactory: Does the employee seek additional responsibility appropriate to his or her position and skill level? Has employee accepted additional responsibilities which contribute to overall program or area effectiveness? Are there examples of additional responsibilities assumed during the evaluation period?

**14. Accepts Direction**

Does employee respond positively to requests or need for direction and change? Is employee able to learn new procedures and/or policies and apply them appropriately? Does employee accept constructive criticism?

Above satisfactory: Is employee flexible and responsive to need for change, anticipating potential job changes and identifying possible steps for implementation. Does employee incorporate suggestions and directions independently, without close supervision?

**15. Operation and Care of Equipment**

Does employee use equipment appropriately and demonstrate responsibility and care for state equipment used in performing job functions?

**16. Initiative and Creativity**

Does employee identify problems and find solutions within job realm? Does employee take initiative in handling situations, in developing creative and appropriate responses, and in delegating responsibility as appropriate?

Above satisfactory: Does employee show creativity in developing solutions to difficult and challenging problems or changing needs? Are there examples of clearly above average initiative and creativity during the evaluation period? Has employee developed an approach or solution which has contributed to overall office or program functions?

**17. Learning Ability**

Is employee consistently able to expand job knowledge, learn and apply new policies and procedures? Does employee demonstrate an ability to develop greater expertise in areas of responsibility?

Above satisfactory: Has employee developed new areas of expertise or been able to master new skills or knowledge?

**18. Work Station Appearance**

Is work station appearance neat, appropriate, and conducive to work productivity? Does work station appearance contribute to a positive impression of the office or program?

**19. Safety Practices**

Are common safety practices and precautions observed? Does employee demonstrate ability to identify potential hazards or risks and take appropriate steps to rectify or correct these situations? Does employee take advantage of safety classes offered by the campus Environmental, Health, and Safety department?

Above satisfactory: Does employee regularly anticipate potential problems and take steps to mitigate possible impacts before problems occur?

**20. Accepts Change**

Does employee respond positively to change? Does employee implement changes and anticipate possible outcomes without repeated requests or close supervision?

Above satisfactory: Does employee facilitate change within the organization or unit? Are there examples of positive response to a need for change? Has employee anticipated necessary changes and acted proactively?

**21. Effectiveness Under Stress**

Is employee able to maintain acceptable work volume and quality in periods of high demand? Can employee handle stressful situations with tact and courtesy? Is employee able to prioritize and set work schedule to meet unusual situations?

Above satisfactory: Are there specific examples of clearly above average performance under stress? Does employee consistently demonstrate positive, professional and quality work even in stressful times or in difficult situations?

**For those who supervise others**:

**25. Work Coordination**

Does supervisor coordinate work assignments to ensure adherence to deadlines and timelines and to facilitate effective work flow?

Above satisfactory: Are there examples of superior performance or assignments which required careful or complex coordination of personnel and resources?

**26. Planning and Organizing**

Does supervisor effectively plan and organize work assignments for those supervised? Does this contribute to overall productivity? Does employee set clear and reasonable expectations and work priorities for those supervised?

Above satisfactory: Has supervisor handled unusually challenging assignments involving careful planning and organization? Are there examples of exceptional performance in organizing the work of others?

**27. Scheduling and Coordinating**

Does supervisor schedule and coordinate areas of responsibility adequately? Is supervisor responsive to variable demands and employee skill levels in scheduling personnel or assigning tasks?

Above satisfactory: Has supervisor handled unusually challenging assignments involving careful scheduling and coordinating or been responsible for coordinating a number of activities or people? Are there examples of superior performance in scheduling and coordinating the work of those supervised?

**28. Training and Instructing**

Does supervisor provide or identify appropriate training and instruction for those supervised? Does supervisor have a training/professional development plan for those supervised?

Above satisfactory: Has there been a new, unusual or particularly high level of training activity during the evaluation period?

**29. Productivity**

Does the supervisor’s area of responsibility produce acceptable work volume? Does the supervisor ensure that his/her staff contributes to overall area productivity and seeks ways to increase productivity, improve service and/or reduce costs?

Above satisfactory: Is this area or activity unusually productive? Has this supervisor responded positively to an unusual situation or demand during the evaluation period? Have there been significant increases in productivity or significant cost savings in the area?

**30. Evaluating Subordinates**

Are evaluation criteria clear and communicated in advance? Are evaluation sessions scheduled and written evaluations completed? Are incidents of unsatisfactory performance addressed in a timely manner? Does employee exhibit leadership and provide appropriate examples of expected performance for those supervised?

Above satisfactory: Has supervisor handled complex, challenging or difficult evaluations? Are evaluations thoughtful and well written, providing clear, specific and detailed examples of performance?

**31. Judgments and Decisions**

Does supervisor make solid, fair judgments and decisions in supervising others? Does supervisor demonstrate acceptable knowledge of collective bargaining agreements, university policies and standard personnel practices?

Above satisfactory: Does supervisor consistently demonstrate above average ability to make good decisions and judgments regarding those supervised? Are there specific examples during the evaluation period which illustrate good supervisory judgment?