

Staff Performance Appraisal Rating Criteria Information

Standard	Ratings
Standard Ratings	<p>E • Exceptional Performance well exceeds expectations and is consistently outstanding.</p> <p>A • Above Expectations. Performance is consistently beyond expectations.</p> <p>S • Solid Performance. Performance consistently fulfills expectations and at times exceeds them.</p> <p>I • Improvement Needed. Performance does not consistently meet expectations.</p> <p>U • Unsatisfactory. Performance is consistently below expectations. Deficiencies should be addressed as noted in the performance appraisal.</p>
JOB KNOWLEDGE	<p>E</p> <ul style="list-style-type: none"> • Exhibits superior knowledge and expertise in the most complex aspects of the job • Serves as an instructor/mentor • Uses knowledge to develop/ promote improvements <p>A</p> <ul style="list-style-type: none"> • Knowledge exceeds what is required to perform well • Serves, and is recognized, as a subject matter expert • Helps others improve their job knowledge for the successful achievement of team objectives <p>S</p> <ul style="list-style-type: none"> • Understands job functions and knows how to fulfill them • Keeps current in field, continues to gain knowledge and to share information • Applies knowledge for the achievement of objectives <p>I</p> <ul style="list-style-type: none"> • Needs to improve job knowledge to perform job satisfactorily • Needs to update job knowledge to reduce reliance on others • Needs to improve application of job knowledge to achieve objectives <p>U</p> <ul style="list-style-type: none"> • Has failed to obtain/ maintain job knowledge needed to perform job • Asks for help with most projects as knowledge is insufficient to function independently • Rarely knows how to apply job knowledge to achieve objectives
QUALITY	<p>E</p> <ul style="list-style-type: none"> • Develops and implements ways to measure and improve quality • Other employees use his/her work as model • Mentors/trains others in quality improvement processes

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	<p>A</p> <ul style="list-style-type: none"> • Regularly evaluates situation and suggests ways to improve quality • Uses information from all sources to achieve thorough and accurate results • Uses errors as learning opportunity, sharing with team <p>S</p> <ul style="list-style-type: none"> • Checks results to ensure completion • Quality of outputs meets standards • Learns from, and avoids duplicating errors <p>I</p> <ul style="list-style-type: none"> • Inconsistently checks results to ensure completion • Needs to improve the quality of work to meet standards • Needs to focus on learning from past errors to reduce error rate <p>U</p> <ul style="list-style-type: none"> • Does not check results to ensure completion • Quality of outputs does not meet standards • Has not demonstrated ability to understand how to improve quality and learn from past errors
<p>PLANNING/ ORGANIZATION</p>	<p>E</p> <ul style="list-style-type: none"> • Mentors others on effective planning and organizing • Develops plans for unit that maximize results and streamline processes • Can successfully manage multiple projects/tasks at the same time <p>A</p> <ul style="list-style-type: none"> • Anticipates barriers and develops contingency plans to overcome them • Assists others with planning/ organizing work and resources • Assists with the tracking of multiple tasks/projects outside immediate area of responsibility <p>S</p> <ul style="list-style-type: none"> • Understands objectives and creates clear, thoughtful action plans • Prioritizes/organizes work and selects efficient methods/processes • Knows status of assigned tasks and location of materials <p>I</p> <ul style="list-style-type: none"> • Needs to improve ability to create clear, practical action plans • Needs to improve organization and prioritization of work • Needs to strengthen concentration when working on multiple tasks/projects <p>U</p> <ul style="list-style-type: none"> • Fails to create action plans to accommodate workload and work schedule • Rarely organizes and prioritizes work without direction • Has not demonstrated ability to track and complete multiple tasks/projects

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PRODUCTIVITY	<p>E</p> <ul style="list-style-type: none"> • Exceeds agreed results and time frame • Coaches others on the use of the best tools and processes to follow for maximum efficiency • Anticipates unforeseen workload needs and finds ways to meet them <p>A</p> <ul style="list-style-type: none"> • Regularly exceeds agreed results and/or time frame • Has complete understanding of the best tools and processes to follow for maximum efficiency • Assists others on team to overcome barriers and work more efficiently <p>S</p> <ul style="list-style-type: none"> • Produces agreed results in agreed time frame • Focuses on tasks and use of the best job tools for tasks • Informs supervisor if delays or barriers are encountered <p>I</p> <ul style="list-style-type: none"> • Needs improvement to produce agreed results in agreed time frame • Needs to improve use of tools and processes to complete tasks more efficiently • Needs guidance more often times than not to overcome barriers <p>U</p> <ul style="list-style-type: none"> • Does not produce agreed results in agreed time frame • Has not shown sufficient understanding of best tools and processes to do job • Relies on assistance from others to overcome barriers
INITIATIVE/INNOVATION	<p>E</p> <ul style="list-style-type: none"> • Shows strong initiative in every situation • Contributes to process improvement irrespective of individual benefit(s) • Assesses risks, anticipates consequences and takes preventative action • Develops creative strategies and promotes creative thinking • Implements improvements which, measured by impact, frequency and effort, are successful • Leads others through change by keeping focused on desired objectives <p>A</p> <ul style="list-style-type: none"> • Takes action whenever the opportunity arises • Monitors results to ensure desired outcome • Recognizes and meets needs outside areas of responsibility • Generates enthusiasm for new ideas • Thinks creatively to find better, more efficient ways to do things within immediate area of responsibility • Assesses results and develops plans for improvements <p>S</p> <ul style="list-style-type: none"> • Builds on suggestions of others and puts ideas into action • Evaluates current processes and suggests new methods/ improvements • Recognizes and meets needs in areas of responsibility • Adapts to change readily • Seeks learning opportunities that foster new approaches

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	<ul style="list-style-type: none"> • Provides ideas/suggestions/ solutions within immediate area of responsibility <p>I</p> <ul style="list-style-type: none"> • Relies on direction before taking action • Does not routinely contribute to process improvement • Needs to improve ability to recognize and support needs in areas of responsibility • Needs to be more flexible and positive to adapt to change • Does not go out of one's way to support or learn new approaches • Rarely contributes ideas/ suggestions/solutions to achieve results <p>U</p> <ul style="list-style-type: none"> • Fails to take action even when directed to do so • Does not contribute to process improvement • Does not recognize or support needs in areas of responsibility • Inflexible and negative when faced with change • Has not demonstrated willingness or ability to find/ learn new methods to improve processes • Needs to be led through the change process to produce desired results
TEAMWORK/ COOPERATION	<p>E</p> <ul style="list-style-type: none"> • Exemplifies harmonious working relationships • Drives and inspires others to exceed team goals • Serves as a team leader, facilitator, or motivator <p>A</p> <ul style="list-style-type: none"> • Assists others and picks up slack • Helps develop team mission/ plans and coordinates resolutions for problems as they occur • Helps pull team together and motivates others to work together harmoniously <p>S</p> <ul style="list-style-type: none"> • Builds rapport, supports suggestions of others and develops shared solutions • Is dedicated to fulfilling team mission and objectives • Does one's share within immediate area of responsibility <p>I</p> <ul style="list-style-type: none"> • Does not participate well on teams • Motivated more for his/her own goals than for those of the team • Has occasionally failed to coordinate with and contribute to work of team <p>U</p> <ul style="list-style-type: none"> • Obstructs team's progress • Does not support and contribute to team mission • Has consistently failed to achieve results as team member

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DEPENDABILITY	<p>E</p> <ul style="list-style-type: none"> • Serves as model for attendance and punctuality • Always delivers on promises • Assists others in meeting/exceeding deadlines and in understanding priorities <p>A</p> <ul style="list-style-type: none"> • Initiates backup coverage plans for planned absences • High level of accountability for projects • Does not disappoint when deadlines are tight <p>S</p> <ul style="list-style-type: none"> • Manages absences to minimize impact on office workflow • Conscientious worker who consistently follows through with assignments • Meets deadlines or unit standards for timely results <p>I</p> <ul style="list-style-type: none"> • Needs improvement in ensuring coverage during absences to lessen impact on office workflow • Needs to improve follow-through and completion of assigned tasks • Has occasionally missed deadlines <p>U</p> <ul style="list-style-type: none"> • Absences have negatively impacted workflow in office • Fails to follow through and complete assigned tasks • Has failed to consistently meet deadlines
COMMUNICATION	<p>E</p> <ul style="list-style-type: none"> • Mentors others in improving their listening/communication skills • Is an articulate spokesperson for team's views • Takes a lead role in fostering appropriate communication amongst involved parties to achieve objectives <p>A</p> <ul style="list-style-type: none"> • Accurately interprets and conveys to others what is being said • Communicates reasons behind facts/results and confirms that others have necessary information • Initiates constructive dialogue and guides positive outcomes <p>S</p> <ul style="list-style-type: none"> • Understands and uses active/reflective listening • Expresses things clearly and confirms understanding • Anticipates information needs and shares relevant information in a timely way <p>I</p> <ul style="list-style-type: none"> • Needs improvement in listening to and receiving the ideas/ views of others • Could learn how to better communicate and articulate thoughts and ideas with others • Is occasionally unwilling to share or receive information to achieve work objectives <p>U</p> <ul style="list-style-type: none"> • Often misunderstands or does not listen to the ideas/ views of others • Hard to understand the points of communication

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	<ul style="list-style-type: none"> • Is unable or unwilling to share or use shared information to achieve work objectives
9. UCSD STANDARDS	<p>E</p> <ul style="list-style-type: none"> • Exceptional Performance well exceeds expectations and is consistently outstanding. <p>A</p> <ul style="list-style-type: none"> • Above Expectations. Performance is consistently beyond expectations. <p>S</p> <ul style="list-style-type: none"> • Solid Performance. Performance consistently fulfills expectations and at times exceeds them. <p>I</p> <ul style="list-style-type: none"> • Improvement Needed. Performance does not consistently meet expectations. <p>U</p> <ul style="list-style-type: none"> • Unsatisfactory. Performance is consistently below expectations. Deficiencies should be addressed as noted in the performance appraisal.
LEADERSHIP	<p>E</p> <ul style="list-style-type: none"> • Clearly understands leadership as facilitating the success of team • Effectively communicates "Big Picture" viewpoint • Takes a lead role in planning/implementing programs that seek to further train, motivate and develop staff <p>A</p> <ul style="list-style-type: none"> • Has the confidence of staff because he/she is concerned with staff's personal welfare and development • Has a participative approach and manages people's expectations • Looks for opportunities to further train, motivate, and develop staff <p>S</p> <ul style="list-style-type: none"> • Creates a climate where staff trusts and supports leadership and each other • Involves staff in creating goals/vision and sets reasonable expectations • Shows strength in leading, training, motivating, and developing staff <p>I</p> <ul style="list-style-type: none"> • Needs to change approach so staff feel more supported and trusting of leadership • Creates/sets unrealistic unit goals and fails to communicate them with staff • Needs to learn how to be a more effective trainer and motivator to develop and direct staff <p>U</p> <ul style="list-style-type: none"> • Has created a climate where staff feel unsupported and distrustful of leadership • Appears unable to develop/articulate unit goals/vision • Fails to train, motivate, direct and/or develop staff

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PERFORMANCE MANAGEMENT	<p>E</p> <ul style="list-style-type: none"> Inspires staff to learn and be resourceful Always gives meaningful and constructive feedback to staff Excellent role model for continuous learning & development <p>A</p> <ul style="list-style-type: none"> Is dedicated to staff's continuous learning and development at job Meets regularly with staff to review performance and the achievement of individual/ team performance goals Invests time to teach and mentor staff at how to create and complete development plans <p>S</p> <ul style="list-style-type: none"> Ensures that staff have the training and resources needed for job success Provides regular feedback to staff on issues relating to their performance and completes performance appraisal as required Effectively assists staff with creating and fulfilling realistic development plans <p>I</p> <ul style="list-style-type: none"> Needs to identify how to better equip staff with resources and training Needs to improve the timeliness and completion of staff performance appraisal form Needs to be more effective at helping staff create realistic development plans <p>U</p> <ul style="list-style-type: none"> Staff does not have needed resources or training to be successful at job Fails to complete performance appraisal form Fails to assist staff with creating professional development plans
ORGANIZATIONAL ACCOUNTABILITY	<p>E</p> <ul style="list-style-type: none"> Has strengthened department considerably with effective delegation Makes decisions based on facts and best interests of the organization Contributes to the success of and takes accountability for the failures of the organization <p>A</p> <ul style="list-style-type: none"> Uses delegation to develop staff Chooses staff wisely to take control of responsibilities Takes accountability and uses sound judgment to protect the interests of the organization <p>S</p> <ul style="list-style-type: none"> Delegates fairly and appropriately to staff who are in a position to have authority Considers staff's capabilities before delegating Shows good judgment and weighs risks to organization before delegating authority <p>I</p> <ul style="list-style-type: none"> Needs to improve understanding of policies governing appropriate delegation of authority Needs to give clear directions or goals when delegating authority

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	<ul style="list-style-type: none"> • Needs to improve judgment in weighing risks to organization before delegating authority <p>U</p> <ul style="list-style-type: none"> • Delegates to staff who are not in a position to accept authority • Delegates without direction or support • Fails to show good judgment in assessing risks when delegating authority
<p>RESOURCE MANAGEMENT AND PLANNING</p>	<p>E</p> <ul style="list-style-type: none"> • Organizes people and resources for maximum efficiency and success • Uses innovative ways to save that impact others outside of immediate area of responsibility • Excellent manager and forecaster of resources <p>A</p> <ul style="list-style-type: none"> • Suggests ways to save money and resources • Uses time and resources effectively with careful consideration of needs outside immediate area of responsibility • Anticipates resource needs and makes accommodations before it becomes an issue <p>S</p> <ul style="list-style-type: none"> • Treats resources carefully to provide the best services possible to employees and customers • Coordinates resource use with others • Works within given budget and allocated personnel <p>I</p> <ul style="list-style-type: none"> • Needs to improve management and use of resources to effectively meet organizational objectives • Uses resources without informing others • Consistently under-anticipates resource needs <p>U</p> <ul style="list-style-type: none"> • Does not effectively manage University resources to meet the needs of organization • Does not consider needs of others when using or managing resources • Fails to make contingency plans when faced with budgetary restrictions