



EMPLOYEE NAME: Jennifer Smith

### JOB FACTORS

**JOB KNOWLEDGE/SKILLS** Measures employee’s demonstrated job relevant knowledge and essential skills, such as work practices, policies, procedures, resources, laws, customer service, and technical information, as well as the relationship of work to the organization’s mission. Also measured are the employee’s self-improvement efforts to enhance skills and knowledge and to stay current with changes impacting the job.

OUTSTANDING <input type="checkbox"/>	COMMENDABLE <input type="checkbox"/>	SATISFACTORY <input checked="" type="checkbox"/>	NEEDS IMPROVEMENT <input type="checkbox"/>	UNSATISFACTORY <input type="checkbox"/>
<ul style="list-style-type: none"> <li>• Possesses superior job skills and knowledge; effectively applies them to work assignments.</li> <li>• Willingly mentors staff; shares knowledge.</li> <li>• Seeks/applies innovative and relevant techniques.</li> </ul>	<ul style="list-style-type: none"> <li>• Work reflects thorough and current knowledge/skill of job and impact on agency activities/related resources.</li> <li>• Uses opportunities to expand knowledge/skills, sharing information with staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Work reflects adequate knowledge/skills for job.</li> <li>• Has some knowledge of related work.</li> <li>• Stays current with major changes impacting on knowledge or skill. Accepts change.</li> </ul>	<ul style="list-style-type: none"> <li>• Often demonstrates a lack of basic or sufficient job knowledge/skills to perform routine functions of the job.</li> <li>• Occasionally is resistant to changing knowledge and/or skill requirements or processes, including opportunities for knowledge/skill enhancement.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently demonstrates a lack of basic job knowledge and/or skills to perform job.</li> <li>• Rarely takes advantage of available skill enhancement or training opportunities.</li> <li>• Often is resistant to changing requirements.</li> </ul>

**Comments:** Jennifer’s strength in this area is her knowledge of technology and her ability to share her information with others. She is skilled in the use of Word, Excel, R25, PeopleSoft, SAP etc. Jennifer and the department would benefit from her learning Access database to assist us in upcoming projects. Jennifer possesses the knowledge about university procedures and policies and processes forms (APR, travel, food, dual comps) appropriately.

**2. WORK RESULTS** Measures employee’s results in meeting established objectives/expectations/standards of quality, quantity, customer service, and timeliness both individually and in a team.

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<ul style="list-style-type: none"> <li>• Work consistently exceeds expectations of quality, quantity, customer service, and timeliness.</li> </ul>	<ul style="list-style-type: none"> <li>• Work frequently exceeds expected quality, quantity, customer service, and timeliness standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Work usually meets expectations of quality, quantity, customer service, and timeliness.</li> </ul>	<ul style="list-style-type: none"> <li>• Often has difficulty meeting expected quality, quantity, customer service, and/or timeliness standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently fails to meet expected quality, quantity, customer service, and/or timeliness standards.</li> </ul>

**Comments:** Jennifer has been very timely in returning customers’ phone calls within 12 hours. I have begun to see some improvements in Jennifer having syllabi, test, and Registrar materials ready by the due dates after more frequent/better dialogue about the importance of meeting deadlines. Jennifer needs to set more realistic deadlines and priorities, and she needs to continue to work to independently meet and exceed established deadlines in a consistent fashion. When Jennifer’s workload/distractions increase, so do the errors. I always encourage Jennifer to recommend way to improve operations and I look forward to her suggestions.

**3. COMMUNICATIONS** Measures employee’s performance in exchanging information with others in an effective, timely, clear, concise, logical, and organized manners. Communications include listening, speaking, writing, presenting, and sharing of information. Consideration is given to client/data complexity/sensitivity.

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<ul style="list-style-type: none"> <li>• Consistently communicates in clear, effective, timely, concise, and organized manner.</li> <li>• Is articulate and persuasive in presenting, soliciting complex or sensitive data.</li> </ul>	<ul style="list-style-type: none"> <li>• Frequently communicates in an effective, timely, clear, concise, and organized manner.</li> <li>• Proficiently organizes and presents difficult facts and ideas orally and in writing.</li> <li>• Seeks/provides feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• Usually communicates effectively and exchanges relevant information in a timely manner.</li> <li>• Speaks and writes clearly.</li> <li>• Keeps others informed.</li> <li>• Listens with understanding.</li> </ul>	<ul style="list-style-type: none"> <li>• Often fails to communicate effectively or in a timely manner.</li> <li>• Lacks clarity of expression orally or in writing.</li> <li>• Is inconsistent in keeping others informed.</li> <li>• At times, fails to listen effectively.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently fails to communicate effectively or timely.</li> <li>• Often does not keep others informed.</li> <li>• Is an ineffective listener and/or frequently interrupts.</li> </ul>

**Comments:** This is the area that has the most impact on the customers and colleagues. Jennifer must provide more respectful, courteous communication with a willingness to want to assist all customers at all times, especially with students. While the email assistance generally is satisfactory, verbal communication and interaction needs to improve.

**4. INITIATIVE/PROBLEM SOLVING** Measures the extent to which the employee is self-directed, resourceful, and creative in performing job duties individually or in a team. Also measures employee’s performance in identifying and resolving problems; following through on assignments; and initiating or modifying ideas, methods, or procedures to provide improved customer service, redesign business processes, and accomplish duties.

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<ul style="list-style-type: none"> <li>• Consistently resolves unit/team problems and promotes improvements.</li> <li>• Maximizes resources, innovation/technology to streamline/improve.</li> <li>• Analyzes full dimension of complex problems.</li> <li>• Requires minimal supervision.</li> </ul>	<ul style="list-style-type: none"> <li>• Prevents/resolves unit/team problems.</li> <li>• Suggests innovations to improve operations or streamline procedures.</li> <li>• Defines and analyzes complex problems.</li> <li>• Develops/implements solutions with moderate supervision.</li> </ul>	<ul style="list-style-type: none"> <li>• Addresses existing and significant potential problems.</li> <li>• Suggests or assists in developing solutions individually or in a team.</li> <li>• Carries through solution implementation with routine supervision or follow-up.</li> </ul>	<ul style="list-style-type: none"> <li>• Resolves routine problems.</li> <li>• Exhibits little initiative in identifying problems, solutions, or improvements and/or working proactively as part of a team to address issues of concern.</li> <li>• Requires more than routine supervision.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently fails to recognize or seek help in resolving routine problems.</li> <li>• Demonstrates inability to work individually or in a team.</li> <li>• Rarely suggests improvements.</li> <li>• Requires frequent reminders and supervision.</li> </ul>

**Comments:** While I am confident that Jennifer can resolve routine problems, she often “passes them off” and/or does not bring them to my attention. **I would like to see her handling more routine things, and even more significant problems (consistent with satisfactory).** Several of Jennifer’s suggestions about the office configuration have been implemented, and are benefiting the operations.

**5. INTERPERSONAL RELATIONS/EQUAL EMPLOYMENT OPPORTUNITY (EEO)** Measures employee’s development and maintenance of positive and constructive internal/external relationships. Consideration should be given to the employee’s demonstrated willingness to function as a team player, give and receive constructive criticism, accept supervision, resolve conflicts, recognize needs and sensitivities of others, and treat others in a fair and equitable manner. Supervisors and team leaders also are to be assessed on their demonstrated commitment to Equal Employment Opportunity, diversity, and proactive actions to prevent/address all forms of discrimination.

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<ul style="list-style-type: none"> <li>Consistently promotes and maintains a harmonious/productive work environment.</li> <li>Is respected and trusted and often viewed as a role model.</li> <li>Actively promotes EEO/diversity programs.</li> </ul>	<ul style="list-style-type: none"> <li>Frequently fosters teamwork, cooperation, and positive work relationships.</li> <li>Handles conflict constructively.</li> <li>Promotes and adheres to EEO/diversity program requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Usually interacts in a cooperative manner.</li> <li>Avoids disruptive behavior. Deals with conflict, frustration appropriately.</li> <li>Treats others equitably. Adheres to EEO/diversity program requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Often has difficulty getting along with others. Allows personal bias to affect job relationships.</li> <li>Requires reminders regarding needs and sensitivities of others.</li> <li>Inconsistently adheres to EEO/diversity program requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Interpersonal relationships are counter-productive to work unit or team functions.</li> <li>Often ignores EEO/diversity program requirements.</li> </ul>

**Comments:** Despite being brought to her attention on many occasions, **Jennifer sometimes resists working effectively in a team environment.** She does not consistently and openly share work related information (without being asked); or let others know about her whereabouts, etc. to promote a positive, professional, courteous environment. This is especially true when she has expressed frustration and stress with competing priorities. **Jennifer also does not appreciate constructive feedback and rarely takes responsibility for errors or omissions.** This needs to improve for her self betterment as well as the office’s.

**6. WORK HABITS** Measures employee’s performance relative to efficient methods of operation, customer service, proper conduct, speech, ethical behavior, and Commonwealth/agency/work unit policies and procedures, such as attendance, punctuality, safety, security, proper care and maintenance of assigned equipment, and economical use of supplies.

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<ul style="list-style-type: none"> <li>Work reflects maximum innovative use of time and resources to consistently surpass expectations and improve operations.</li> <li>Serves as role model with regard to work policies and safety standards.</li> </ul>	<ul style="list-style-type: none"> <li>Frequently plans/organizes work to timely and effectively accomplish job duties with appropriate use of resources.</li> <li>Suggests/implements improvements and exceeds organizational work/safety rules and standards.</li> </ul>	<ul style="list-style-type: none"> <li>Work is planned to meet routine volume and timeliness and usually fulfills operational and customer service needs.</li> <li>Adheres to organizational work policies/safety rules and procedures with few exceptions.</li> </ul>	<ul style="list-style-type: none"> <li>Frequently lacks organization and planning of work and does not adequately use available resources.</li> <li>Often does not meet standards in complying with work policies/safety rules and/or care of equipment.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently fails to meet expected standards due to lack of effective organization, use of equipment/resources, or inattention to customer service needs.</li> <li>Resists established work policies/safety rules and procedures.</li> </ul>

**Comments:** Jennifer’s strength is her care for the variety of equipment she needs to work with (i.e. extensive copier work). Jennifer writes down verbal requests and generally completes them in a timely manner; ongoing tasks are done in a timely manner but **sometimes needs to be reminded about the status of special projects.**

Jennifer takes little sick leave and can be dependable to adjust her schedule to accommodate departmental staffing needs. **Lateness** without any explanation has started in the past several months, and is unacceptable and disruptive to the flow and effectiveness of the operation.

**7. SUPERVISION** (Required for all supervisors) Measures leadership, judgment, initiative, and achievement of expectations. Effectively manages program/projects, employees, budget, technology, and organizational change to produce positive results. Engages in performance management, teamwork, staff development, and recognition of accomplishments. Promotes customer service, diversity, inclusiveness, collaboration, effective communication, and positive labor/management relations. Uses innovation and fulfills administrative requirements.

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<ul style="list-style-type: none"> <li>Regularly exceeds expectations.</li> <li>Implements innovative policies, resources, and technology to maximize efficiency and service.</li> <li>Committed to and promotes excellence; leads by example energizing performance and teamwork.</li> <li>Uses and encourages creative decisions and solutions.</li> <li>Acts as positive change agent.</li> </ul>	<ul style="list-style-type: none"> <li>Meets and frequently exceeds expectations.</li> <li>Improves efficiency and customer service.</li> <li>Provides staff with innovative and constructive direction, delegation, feedback, mentoring, and recognition.</li> <li>Adheres to performance management/administrative policies.</li> <li>Makes sound decisions.</li> <li>Promotes and maintains teamwork, inclusiveness, respect, and creativity.</li> </ul>	<ul style="list-style-type: none"> <li>Meets most expectations timely and effectively.</li> <li>Maintains acceptable efficiency and customer service.</li> <li>Provides staff necessary direction, feedback, development, and recognition.</li> <li>Makes decisions that usually reflect sound judgment.</li> <li>Usually adheres to administrative policies.</li> <li>Encourages innovation, teamwork, and inclusiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Often fails to meet expectations timely and effectively.</li> <li>Efficiency and customer service occasionally falls below standards.</li> <li>Inadequately directs, trains, monitors, and recognizes staff.</li> <li>Inadequately fulfills administrative and performance management functions.</li> <li>Often lacks good judgment in decisions.</li> <li>Lacks leadership in promoting innovation, teamwork, and inclusiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently fails to meet expectations timely or effectively.</li> <li>Delivers unacceptable customer service or operational efficiency.</li> <li>Disregards or ineffectively provides staff direction, monitoring, and development.</li> <li>Often ignores performance management or administrative policies.</li> <li>Is indecisive or lacks good judgment.</li> <li>Resists change.</li> </ul>

**Comments:** N/A

