

## ACADEMIC AFFAIRS PERFORMANCE STANDARDS, DESCRIPTIONS AND EXAMPLES

(NOTE: Above Expectations criteria are inclusive of Solid criterion. Exceeds Expectations criteria are inclusive of Solid AND Above Expectations criteria)

### EMPLOYEE STANDARDS (8)

STANDARDS	UNSATISFACTORY	IMPROVEMENT NEEDED	SOLID	ABOVE EXPECTATIONS	EXCEEDS EXPECTATIONS
<b>JOB KNOWLEDGE</b> Performance as a result of job knowledge, job knowledge as a resource, and application of knowledge to achieve objectives	<ul style="list-style-type: none"> <li>• Has failed to obtain/maintain job knowledge needed to perform job</li> <li>• Asks for help with most projects as knowledge is insufficient to function independently</li> <li>• Rarely knows how to apply job knowledge to achieve objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Needs to improve job knowledge to perform job satisfactorily</li> <li>• Needs to update job knowledge to reduce reliance on others</li> <li>• Needs to improve application of job knowledge to achieve objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Understands job functions and knows how to fulfill them</li> <li>• Keeps current in field, continues to gain knowledge and to share information</li> <li>• Applies knowledge for the achievement of objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge exceeds what is required to perform well</li> <li>• Serves, and is recognized, as a subject matter expert</li> <li>• Helps others improve their job knowledge for the successful achievement of team objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Exhibits superior knowledge and expertise in the most complex aspects of the job</li> <li>• Serves as an instructor/mentor</li> <li>• Uses knowledge to develop/promote improvements</li> </ul>
<b>QUALITY</b> Producing correct, precise results, working with degree of excellence, and learning from errors	<ul style="list-style-type: none"> <li>• Does not check results to ensure completion</li> <li>• Quality of outputs does not meet standards</li> <li>• Has not demonstrated ability to understand how to improve quality and learn from past errors</li> </ul>	<ul style="list-style-type: none"> <li>• Inconsistently checks results to ensure completion</li> <li>• Needs to improve the quality of work to meet standards</li> <li>• Needs to focus on learning from past errors to reduce error rate</li> </ul>	<ul style="list-style-type: none"> <li>• Checks results to ensure completion</li> <li>• Quality of outputs meets standards</li> <li>• Learns from, and avoids duplicating errors</li> </ul>	<ul style="list-style-type: none"> <li>• Regularly evaluates situation and suggests ways to improve quality</li> <li>• Uses information from all sources to achieve thorough and accurate results</li> <li>• Uses errors as learning opportunity, sharing with team</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and implements ways to measure and improve quality</li> <li>• Other employees use his/her work as model</li> <li>• Mentors/trains others in quality improvement processes</li> </ul>
<b>PLANNING/ ORGANIZATION</b> Developing action plans, organizing and prioritizing work, and keeping track of multiple tasks/projects	<ul style="list-style-type: none"> <li>• Fails to create action plans to accommodate workload and work schedule</li> <li>• Rarely organizes and prioritizes work without direction</li> <li>• Has not demonstrated ability to track and complete multiple tasks/projects</li> </ul>	<ul style="list-style-type: none"> <li>• Needs to improve ability to create clear, practical action plans</li> <li>• Needs to improve organization and prioritization of work</li> <li>• Needs to strengthen concentration when working on multiple tasks/projects</li> </ul>	<ul style="list-style-type: none"> <li>• Understands objectives and creates clear, thoughtful action plans</li> <li>• Prioritizes/organizes work and selects efficient methods/processes</li> <li>• Knows status of assigned tasks and location of materials</li> </ul>	<ul style="list-style-type: none"> <li>• Anticipates barriers and develops contingency plans to overcome them</li> <li>• Assists others with planning/ organizing work and resources</li> <li>• Assists with the tracking of multiple tasks/projects outside immediate area of responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Mentors others on effective planning and organizing</li> <li>• Develops plans for unit that maximize results and streamline processes</li> <li>• Can successfully manage multiple projects/tasks at the same time</li> </ul>
<b>PRODUCTIVITY</b> Using work time to achieve desired objectives, working efficiently with proper tools, overcoming barriers	<ul style="list-style-type: none"> <li>• Does not produce agreed results in agreed time frame</li> <li>• Has not shown sufficient understanding of best tools and processes to do job</li> <li>• Relies on assistance from others to overcome barriers</li> </ul>	<ul style="list-style-type: none"> <li>• Needs improvement to produce agreed results in agreed time frame</li> <li>• Needs to improve use of tools and processes to complete tasks more efficiently</li> <li>• Needs guidance more often times than not to overcome barriers</li> </ul>	<ul style="list-style-type: none"> <li>• Produces agreed results in agreed time frame</li> <li>• Focuses on tasks and use of the best job tools for tasks</li> <li>• Informs supervisor if delays or barriers are encountered</li> </ul>	<ul style="list-style-type: none"> <li>• Regularly exceeds agreed results and/or time frame</li> <li>• Has complete understanding of the best tools and processes to follow for maximum efficiency</li> <li>• Assists others on team to overcome barriers and work more efficiently</li> </ul>	<ul style="list-style-type: none"> <li>• Exceeds agreed results and time frame</li> <li>• Coaches others on the use of the best tools and processes to follow for maximum efficiency</li> <li>• Anticipates unforeseen workload needs and finds ways to meet them</li> </ul>

STANDARDS	UNSATISFACTORY	IMPROVEMENT NEEDED	SOLID	ABOVE EXPECTATIONS	EXCEEDS EXPECTATIONS
<p><b>INITIATIVE/ INNOVATION</b> Taking action without needing direction to do so; Adapting to change, finding new methods, and contributing to results</p>	<ul style="list-style-type: none"> <li>• Fails to take action even when directed to do so</li> <li>• Does not contribute to process improvement</li> <li>• Does not recognize or support needs in areas of responsibility</li> <li>• Inflexible and negative when faced with change</li> <li>• Has not demonstrated willingness or ability to find/learn new methods to improve processes</li> <li>• Needs to be led through the change process to produce desired results</li> </ul>	<ul style="list-style-type: none"> <li>• Relies on direction before taking action</li> <li>• Does not routinely contribute to process improvement</li> <li>• Needs to improve ability to recognize and support needs in areas of responsibility</li> <li>• Needs to be more flexible and positive to adapt to change</li> <li>• Does not go out of one's way to support or learn new approaches</li> <li>• Rarely contributes ideas/suggestions/solutions to achieve results</li> </ul>	<ul style="list-style-type: none"> <li>• Builds on suggestions of others and puts ideas into action</li> <li>• Evaluates current processes and suggests new methods/improvements</li> <li>• Recognizes and meets needs in areas of responsibility</li> <li>• Adapts to change readily</li> <li>• Seeks learning opportunities that foster new approaches</li> <li>• Provides ideas/suggestions/solutions within immediate area of responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Takes action whenever the opportunity arises</li> <li>• Monitors results to ensure desired outcome</li> <li>• Recognizes and meets needs outside areas of responsibility</li> <li>• Generates enthusiasm for new ideas</li> <li>• Thinks creatively to find better, more efficient ways to do things within immediate area of responsibility</li> <li>• Assesses results and develops plans for improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Shows strong initiative in every situation</li> <li>• Contributes to process improvement irrespective of individual benefit(s)</li> <li>• Assesses risks, anticipates consequences and takes preventative action</li> <li>• Develops creative strategies and promotes creative thinking</li> <li>• Implements improvements which, measured by impact, frequency and effort, are successful</li> <li>• Leads others through change by keeping focused on desired objectives</li> </ul>
<p><b>TEAMWORK/ COOPERATION</b> Working well with others, supporting team missions, and participating fully in shared efforts</p>	<ul style="list-style-type: none"> <li>• Obstructs team's progress</li> <li>• Does not support and contribute to team mission</li> <li>• Has consistently failed to achieve results as team member</li> </ul>	<ul style="list-style-type: none"> <li>• Does not participate well on teams</li> <li>• Motivated more for his/her own goals than for those of the team</li> <li>• Has occasionally failed to coordinate with and contribute to work of team</li> </ul>	<ul style="list-style-type: none"> <li>• Builds rapport, supports suggestions of others and develops shared solutions</li> <li>• Is dedicated to fulfilling team mission and objectives</li> <li>• Does one's share within immediate area of responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Assists others and picks up slack</li> <li>• Helps develop team mission/ plans and coordinates resolutions for problems as they occur</li> <li>• Helps pull team together and motivates others to work together harmoniously</li> </ul>	<ul style="list-style-type: none"> <li>• Exemplifies harmonious working relationships</li> <li>• Drives and inspires others to exceed team goals</li> <li>• Serves as a team leader, facilitator, or motivator</li> </ul>
<p><b>DEPENDABILITY</b> Being present and accountable, following through, and meeting deadlines</p>	<ul style="list-style-type: none"> <li>• Absences have negatively impacted workflow in office</li> <li>• Fails to follow through and complete assigned tasks</li> <li>• Has failed to consistently meet deadlines</li> </ul>	<ul style="list-style-type: none"> <li>• Needs improvement in ensuring coverage during absences to lessen impact on office workflow</li> <li>• Needs to improve follow-through and completion of assigned tasks</li> <li>• Has occasionally missed deadlines</li> </ul>	<ul style="list-style-type: none"> <li>• Manages absences to minimize impact on office workflow</li> <li>• Conscientious worker who consistently follows through with assignments</li> <li>• Meets deadlines or unit standards for timely results</li> </ul>	<ul style="list-style-type: none"> <li>• Initiates backup coverage plans for planned absences</li> <li>• High level of accountability for projects</li> <li>• Does not disappoint when deadlines are tight</li> </ul>	<ul style="list-style-type: none"> <li>• Serves as model for attendance and punctuality</li> <li>• Always delivers on promises</li> <li>• Assists others in meeting/exceeding deadlines and in understanding priorities</li> </ul>
<p><b>COMMUNICATION</b> Listening and exchanging information to achieve work objectives</p>	<ul style="list-style-type: none"> <li>• Often misunderstands or does not listen to the ideas/views of others</li> <li>• Hard to understand the points of communication</li> <li>• Is unable or unwilling to share or use shared information to achieve work objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Needs improvement in listening to and receiving the ideas/ views of others</li> <li>• Could learn how to better communicate and articulate thoughts and ideas with others</li> <li>• Is occasionally unwilling to share or receive information to achieve work objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Understands and uses active/reflective listening</li> <li>• Expresses things clearly and confirms understanding</li> <li>• Anticipates information needs and shares relevant information in a timely way</li> </ul>	<ul style="list-style-type: none"> <li>• Accurately interprets and conveys to others what is being said</li> <li>• Communicates reasons behind facts/results and confirms that others have necessary information</li> <li>• Initiates constructive dialogue and guides positive outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Mentors others in improving their listening/communication skills</li> <li>• Is an articulate spokesperson for team's views</li> <li>• Takes a lead role in fostering appropriate communication amongst involved parties to achieve objectives</li> </ul>

**UCSD STANDARDS (4)**

STANDARDS	UNSATISFACTORY	IMPROVEMENT NEEDED	SOLID	ABOVE EXPECTATIONS	EXCEEDS EXPECTATIONS
<p><b>PRINCIPLES OF COMMUNITY</b>                      “UCSD strives to maintain a climate of fairness, cooperation and professionalism...”</p>	<ul style="list-style-type: none"> <li>• Fails to work well with others to create a climate of cooperation and professionalism</li> <li>• Has not demonstrated behavior consistent with accepted professional standards</li> <li>• Has excluded others due to personal or professional differences</li> </ul>	<ul style="list-style-type: none"> <li>• Needs to improve professional relationships with colleagues and other departments</li> <li>• Has occasionally offended others with unprofessional behavior</li> <li>• Shows favoritism or bias towards others who have similar characteristics</li> </ul>	<ul style="list-style-type: none"> <li>• Works well with colleagues and other departments</li> <li>• Behaves within accepted professional standards</li> <li>• Treats others equally regardless of personal differences</li> </ul>	<ul style="list-style-type: none"> <li>• Will do what it takes to work well with others to create a climate of cooperation and professionalism</li> <li>• Is a role model for professional behavior</li> <li>• Is inclusive and supportive of others despite personal differences</li> </ul>	<ul style="list-style-type: none"> <li>• Excellent willingness to help others</li> <li>• Coaches others in professional behavior</li> <li>• Fosters inclusiveness, respect and welcoming environment</li> </ul>
<p><b>DIVERSITY</b>                      Supporting UCSD diversity values, working without bias, and creating a climate of equal opportunity for all</p>	<ul style="list-style-type: none"> <li>• Has demonstrated behavior that is unsupportive of UCSD diversity values</li> <li>• Has shown insensitivity or disrespect towards some individuals</li> <li>• Has made decisions based on personal attributes, not qualifications or performance</li> </ul>	<ul style="list-style-type: none"> <li>• Needs to improve understanding of UCSD diversity values</li> <li>• Needs to be more sensitive and respectful of individuals in protected classes</li> <li>• Needs to ensure that all individuals are given equitable opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Supports UCSD diversity values</li> <li>• Shows no indication of bias</li> <li>• Makes decisions based on performance and qualifications</li> </ul>	<ul style="list-style-type: none"> <li>• Invites and encourages diverse ideas</li> <li>• Sensitive to and respectful of all individuals</li> <li>• Ensures that all individuals are provided equal opportunities regardless of personal attributes</li> </ul>	<ul style="list-style-type: none"> <li>• Excellent role model of diversity practices</li> <li>• Coaches others in appropriate behavior and diversity awareness</li> <li>• Implements ideas and programs to promote equal opportunity and diversity awareness</li> </ul>

STANDARDS	UNSATISFACTORY	IMPROVEMENT NEEDED	SOLID	ABOVE EXPECTATIONS	EXCEEDS EXPECTATIONS
<b>HEALTH AND SAFETY</b> Performing work within health and safety guidelines with care and concern for others, in a healthy and environmentally sound workplace	<ul style="list-style-type: none"> <li>• Fails to perform work within safety guidelines</li> <li>• Fails to consider the health and safety of others when performing tasks</li> <li>• Fails to promote a healthy and environmentally sound workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Needs to improve understanding of and adherence to safety guidelines</li> <li>• Needs to remember that others may be affected by one's own safety practices</li> <li>• Needs to improve health and safety of immediate workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Performs all work within safety guidelines</li> <li>• Encourages others to be mindful of safe practices</li> <li>• Maintains a healthy and safe work environment within area of immediate responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Is a role model for safety and environmentally correct practices</li> <li>• Shows care and concern for the health and safety of others</li> <li>• Gives feedback on how to improve health and safety outside immediate area of responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures that others have a safe work environment</li> <li>• Coaches/trains others in best practices relating to environment, health and safety</li> <li>• Develops or implements processes to improve the health and safety of the workplace</li> </ul>
<b>CUSTOMER SERVICE</b> Supporting the UCSD philosophy to provide the best possible products and services	<ul style="list-style-type: none"> <li>• Fails to demonstrate competent and professional customer service</li> <li>• Is unable or unwilling to help customers resolve issues</li> <li>• Does not respond to customers in a timely manner</li> </ul>	<ul style="list-style-type: none"> <li>• Needs to improve customer relations skills</li> <li>• Is easily annoyed by customers with a lot of questions or needs</li> <li>• Needs to improve response time</li> </ul>	<ul style="list-style-type: none"> <li>• Competent and professional with customers</li> <li>• Courteous and knowledgeable</li> <li>• Responds to customers in a timely manner</li> </ul>	<ul style="list-style-type: none"> <li>• Relates to customers exceedingly well</li> <li>• Resourceful in finding solutions and resolving customer issues</li> <li>• Does not let customers down</li> </ul>	<ul style="list-style-type: none"> <li>• Graceful and tactful under pressure from customers</li> <li>• Always patient, professional and excellent resource for customers</li> <li>• Has a good reputation with both internal and external customers</li> </ul>

**FOR SUPERVISORS AND MANAGERS ONLY (additional 4 UCSD Standards)**

STANDARDS	UNSATISFACTORY	IMPROVEMENT NEEDED	SOLID	ABOVE EXPECTATIONS	EXCEEDS EXPECTATIONS
<b>LEADERSHIP</b> Creating a climate of trust and mutual respect, creating/ articulating unit goals/vision, increasing potential for employees to be productive and to feel welcome, valued and motivated.	<ul style="list-style-type: none"> <li>• Has created a climate where staff feel unsupported and distrustful of leadership</li> <li>• Appears unable to develop/articulate unit goals/vision</li> <li>• Fails to train, motivate, direct and/or develop staff</li> </ul>	<ul style="list-style-type: none"> <li>• Needs to change approach so staff feel more supported and trusting of leadership</li> <li>• Creates/sets unrealistic unit goals and fails to communicate them with staff</li> <li>• Needs to learn how to be a more effective trainer and motivator to develop and direct staff</li> </ul>	<ul style="list-style-type: none"> <li>• Creates a climate where staff trusts and supports leadership and each other</li> <li>• Involves staff in creating goals/vision and sets reasonable expectations</li> <li>• Shows strength in leading, training, motivating, and developing staff</li> </ul>	<ul style="list-style-type: none"> <li>• Has the confidence of staff because he/she is concerned with staff's personal welfare and development</li> <li>• Has a participative approach and manages people's expectations</li> <li>• Looks for opportunities to further train, motivate, and develop staff</li> </ul>	<ul style="list-style-type: none"> <li>• Clearly understands leadership as facilitating the success of team</li> <li>• Effectively communicates "Big Picture" viewpoint</li> <li>• Takes a lead role in planning/implementing programs that seek to further train, motivate and develop staff</li> </ul>

STANDARDS	UNSATISFACTORY	IMPROVEMENT NEEDED	SOLID	ABOVE EXPECTATIONS	EXCEEDS EXPECTATIONS
<p><b>PERFORMANCE MANAGEMENT</b> Managing employees performance in alignment with the mission &amp; goals of the organization; giving meaningful and timely feedback; providing training, resources &amp; development opportunities to staff</p>	<ul style="list-style-type: none"> <li>• Staff does not have needed resources or training to be successful at job</li> <li>• Fails to complete performance appraisal form</li> <li>• Fails to assist staff with creating professional development plans</li> </ul>	<ul style="list-style-type: none"> <li>• Needs to identify how to better equip staff with resources and training</li> <li>• Needs to improve the timeliness and completion of staff performance appraisal form</li> <li>• Needs to be more effective at helping staff create realistic development plans</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures that staff have the training and resources needed for job success</li> <li>• Provides regular feedback to staff on issues relating to their performance and completes performance appraisal as required</li> <li>• Effectively assists staff with creating and fulfilling realistic development plans</li> </ul>	<ul style="list-style-type: none"> <li>• Is dedicated to staff's continuous learning and development at job</li> <li>• Meets regularly with staff to review performance and the achievement of individual/team performance goals</li> <li>• Invests time to teach and mentor staff at how to create and complete development plans</li> </ul>	<ul style="list-style-type: none"> <li>• Inspires staff to learn and be resourceful</li> <li>• Always gives meaningful and constructive feedback to staff</li> <li>• Excellent role model for continuous learning &amp; development</li> </ul>
<p><b>ORGANIZATIONAL ACCOUNTABILITY</b> Delegating authority consistent with the UCSD Principles of Accountability</p>	<ul style="list-style-type: none"> <li>• Delegates to staff who are not in a position to accept authority</li> <li>• Delegates without direction or support</li> <li>• Fails to show good judgment in assessing risks when delegating authority</li> </ul>	<ul style="list-style-type: none"> <li>• Needs to improve understanding of policies governing appropriate delegation of authority</li> <li>• Needs to give clear directions or goals when delegating authority</li> <li>• Needs to improve judgment in weighing risks to organization before delegating authority</li> </ul>	<ul style="list-style-type: none"> <li>• Delegates fairly and appropriately to staff who are in a position to have authority</li> <li>• Considers staff's capabilities before delegating</li> <li>• Shows good judgment and weighs risks to organization before delegating authority</li> </ul>	<ul style="list-style-type: none"> <li>• Uses delegation to develop staff</li> <li>• Chooses staff wisely to take control of responsibilities</li> <li>• Takes accountability and uses sound judgment to protect the interests of the organization</li> </ul>	<ul style="list-style-type: none"> <li>• Has strengthened department considerably with effective delegation</li> <li>• Makes decisions based on facts and best interests of the organization</li> <li>• Contributes to the success of and takes accountability for the failures of the organization</li> </ul>
<p><b>RESOURCE MANAGEMENT AND PLANNING</b> Managing available resources efficiently to provide the best services possible while enabling employees to achieve their work goals</p>	<ul style="list-style-type: none"> <li>• Does not effectively manage University resources to meet the needs of organization</li> <li>• Does not consider needs of others when using or managing resources</li> <li>• Fails to make contingency plans when faced with budgetary restrictions</li> </ul>	<ul style="list-style-type: none"> <li>• Needs to improve management and use of resources to effectively meet organizational objectives</li> <li>• Uses resources without informing others</li> <li>• Consistently under-anticipates resource needs</li> </ul>	<ul style="list-style-type: none"> <li>• Treats resources carefully to provide the best services possible to employees and customers</li> <li>• Coordinates resource use with others</li> <li>• Works within given budget and allocated personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Suggests ways to save money and resources</li> <li>• Uses time and resources effectively with careful consideration of needs outside immediate area of responsibility</li> <li>• Anticipates resource needs and makes accommodations before it becomes an issue.</li> </ul>	<ul style="list-style-type: none"> <li>• Organizes people and resources for maximum efficiency and success</li> <li>• Uses innovative ways to save that impact others outside of immediate area of responsibility</li> <li>• Excellent manager and forecaster of resources</li> </ul>