

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
Shares Information	Degree to which employee shares information with members of a work group or team, including innovative approaches to solving problems.

Commitment to Team Success	Extent to which employee maintains the commitment to decisions of the team, keeps confidentiality of the group, and works cooperatively towards the team goals.
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.
Trains and Develops Staff	Degree to which the employee holds as a high priority staff development needs and responds to these needs with proper instruction or training.
Properly Aligns Accountability, and Authority	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.
Evaluates Staff Regularly	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.
Faces Performance Problems Squarely	Degree to which employee establishes clear work standards and insures that such work standards are met, taking corrective action if appropriate.

Supports Responsible Risk Taking	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.
Controls Costs and Maximizes Resources	Extent to which employee makes sound, responsible budget decisions, using resources effectively.
Instills Pride in Performance, Svc, Innovation, and Quality	Extent to which the supervisor implants a of satisfaction and accomplishment in his/her subordinates regarding their work.
Sets High Standards for Self, as Well Others	Demonstrates commitment to high standards of performance through own behavior and expectations as conveyed to employees
Employs Broad Institutional Goals in Evaluating Effectiveness	Ability to clearly define and articulate units achievements within the context of the broader Unit goals of UCI.
Supports Useful Debate and Disagreement	Demonstrates an openness to examine conflicting opinions, when appropriate.
Welcomes Constructive Criticism	The quality of being open and responsive to feedback from subordinates, even when it may be uncomfortable to hear.
Fosters Respect for Facts, Data and Objective Analysis	Conveys approval of the use of facts, data, and objective analysis by those supervised and exemplifies such support through the use of these tools.
Uses Analytical and Models for Process Improvement	Extent to which the individual utilizes Tools analytical tools and models in striving for improved processes.
Uses Data Outcomes, track Quality, and Enable Improvement	Degree to which employee uses data and Measure quantitative measurements rather than anecdotal information.
Sets Specific Goals Simplicity, Productivity, and Process Improvements	Extent to which the supervisor establishes for clear and attainable objectives which support enhancements in process and operations.
Supports Experimentation and Brainstorming that leads to Innovation	Creates an environment which challenges the status quo and encourages continued learning.