

Performance Management System – Performance Factor Rating Descriptors

Application of Knowledge: Grasps methods, procedures, rules and regulations related to assigned tasks; effectively applies that knowledge; understands inter-relationship between assigned tasks and College goals and objectives; keeps developing skills necessary to perform duties as technology and field evolve.			
Does not meet expectations, requires substantial improvement (PIP required)	Partially meets expectations, opportunity for improvement	Solid Performance, consistently meets high expectations	Consistently exceeds expectations
Has limited knowledge of work being performed or requires close supervision / instruction on almost all tasks.	Has limited knowledge of some aspects of work being performed; requires supervision / instruction on some tasks; has difficulty applying knowledge in a manner consistent with College goals and objectives	Understands work being performed and functions with minimal supervision/ instruction; understands operation of applicable principles, processes and procedures and applies them consistent with the College's goals and objectives; takes initiative to find answers to questions; maintains appropriate knowledge level as job requirements change	Has exceptional grasp of work being performed; recognized as resource person in the department or specialty area; frequently sought for advice on how to accomplish tasks and has the ability to transfer that knowledge to others; knowledge goes beyond job accountabilities to a broad understanding of College operations and department's role in those operations
Effectiveness of Communication: Uses tact and diplomacy when dealing with others; provides and receives information in an effective and timely manner; evaluates information received in order to transmit it in a meaningful way; is receptive to other viewpoints; demonstrates respect for others; provides assistance as appropriate. (Communication includes such elements as speaking, listening, reading, writing, and negotiations)			
Does not meet expectations, requires substantial improvement (PIP required)	Partially meets expectations, opportunity for improvement	Solid Performance, consistently meets high expectations	Consistently exceeds expectations
Frequently responds in discourteous manner; often provides inaccurate, incomplete or inappropriate information; content of communication often difficult to understand; fails to communicate information when appropriate; fails to request help as needed; frequently misunderstands communications; unwilling to share knowledge and experience; shows lack of respect for others.	Occasionally responds in discourteous/indifferent manner; occasionally displays poor judgment in dealing with confidential information; communications tend to lack clarity, may be incomplete or inaccurate; tone, manner and choice of language may worsen situations; ability to share knowledge may be impeded by communication skills and manner of responses to others	Consistently acts in courteous and respectful manner; communicates effectively with people at all levels; gives concise, complete, accurate and timely information; willingly shares knowledge and experience when necessary; displays sound judgment in dealing with confidential information; considers other view points	Responds appropriately even under difficult circumstances; stays focused and diffuses situations through communication style; recognizes and deals appropriately with non-verbal communications; clarifies and effectively communicates ideas for self and others
Responsibility and Dependability: Accepts responsibility for actions/inaction; demonstrates honesty in all actions; focuses behaviors on what is "good for the College"; recognizes need and takes appropriate action; follows through on commitments; gets work done correctly and on time; maintains satisfactory attendance and punctuality for performance period; on time and prepared for all scheduled activities.			
Does not meet expectations, requires substantial improvement (PIP required)	Partially meets expectations, opportunity for improvement	Solid Performance, consistently meets high expectations	Consistently exceeds expectations
Frequently fails to meet commitments; has difficulty locating key information or documents; frequently unprepared for meetings; has been disciplined for attendance-related issues (documentation entered into personnel file); often inattentive to tasks; does not accept responsibility for actions or weigh their impact on the College	Occasionally fails to meet commitments; often late or unprepared for scheduled activities; unpreparedness or tardiness may impede others' productivity; occasionally does not take responsibility for actions/inaction; may have been disciplined for attendance-related issues (documentation entered into personnel file)	Under normal conditions, meets commitments with acceptable results; keeps appropriate people informed of progress; recognizes need and takes appropriate action; willingly assists co-workers when requested; has not been disciplined for tardiness or absenteeism during performance period; normally on time/prepared for scheduled activities; perseveres until tasks successfully completed; takes responsibility for actions/inaction; honest; weighs impact of actions on College	Under difficult conditions, meets or exceeds commitments with acceptable results; anticipates needs and takes appropriate action; used as an example for others; demonstrates a high level of commitment to accomplish tasks; often initiates action when needed

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Quality and Productivity: Performs duties accurately, completely, on time, and in an organized manner; practices continuous quality improvement; acts independently when appropriate.			
Does not meet expectations, requires substantial improvement (PIP required)	Partially meets expectations, opportunity for improvement	Solid Performance, consistently meets high expectations	Consistently exceeds expectations
Seldom accomplishes tasks within established timelines; work frequently requires review and correction; results often incomplete or disorganized; lack of efficiency or quality frequently disrupts production of work by others; rarely anticipates needs; fails to take action without direction; requires monitoring to stay on task	Inconsistently accomplishes tasks within established timelines; results are sometimes incomplete or disorganized; lack of efficiency or quality sometimes disrupts work of others; limited accomplishment of tasks without specific immediate deadline; generally avoids or fails to request additional assignments during low workflow periods; seldom pitches in to help others; tends to define job responsibilities narrowly	Appropriately prioritizes multiple assignments; meets deadlines/timelines; produces complete and accurate work; uses slow periods to accomplish tasks that have no specific deadlines; produces organized results that facilitate effectiveness and understanding; consistently seeks to improve work quality; seeks additional assignments within job scope when specific deadlines have been met; assists others in completion of unit assignments	Identifies conflicting priorities and appropriately resolves issues with minimal supervision; work consistently exceeds general College standards of quality and timeliness; work may be used as example for others; recognizes need and reprioritizes own tasks to assist others in meeting their deadlines; identifies and implements ways to improve efficiency of processes and quality of work
Problem Solving: Obtains and evaluates information; demonstrates ability to arrive at workable solutions; understands how the problem and solution fit into the big picture; acts accordingly.			
Does not meet expectations, requires substantial improvement (PIP required)	Partially meets expectations, opportunity for improvement	Solid Performance, consistently meets high expectations	Consistently exceeds expectations
Often fails to recognize problems; makes decisions without seeking sufficient information; fails to seek alternative solutions; depends on others to solve problems	Often arrives at solutions that are inconsistent with College policies and procedures; occasionally fails to use sound judgment when evaluating alternative solutions; tends to arrive at solutions that create additional problems; often fails to see the big picture	Applies sound judgment; consistently demonstrates ability to arrive at workable solutions utilizing available information; solutions adhere to existing policies and procedures; weighs impact of solutions on other areas of the College	Searches for and finds creative/innovative solutions; anticipates potential issues and makes informed decisions in a timely manner; periodically sought after for consultation on problem situations
Flexibility/Adaptability: Accepts change and adjusts work methods, approaches and goals to conform to College priorities.			
Does not meet expectations, requires substantial improvement (PIP required)	Partially meets expectations, opportunity for improvement	Solid Performance, consistently meets high expectations	Consistently exceeds expectations
Consistently resists change; normally resists modifications to work methods; resistance often causes disruption in the work environment	Occasionally resists cooperating when goals or schedules change; may cause disruption in the work environment while making those adjustments	Accepts change; effectively modifies work methods; adapts to new situations when necessary	Willingly accepts change; easily modifies work methods; promotes acceptance of change among co-workers
Professional Development: Develops new/expanded professional skills and abilities that are then demonstrated by enhanced effectiveness and/or productivity through application of new techniques on the job.			
Does not meet expectations, requires substantial improvement (PIP required)	Partially meets expectations, opportunity for improvement	Solid Performance, consistently meets high expectations	Consistently exceeds expectations
Resists development and acquisition of additional skills	Attempts to develop new skills as identified by College and/or supervisor but occasionally fails to appropriately implement the skills in daily activities	Upgrades skills that are currently required by College and/or supervisor; applies those skills as appropriate in current daily activities	Incumbent identifies skills needed to enhance effectiveness and/or productivity; acquires and applies skills necessary to enhance job performance

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<p>Supervision: Effectively communicates expectations; participates appropriately in hiring, training, performance management, and disciplinary processes; monitors diversity goals for unit; knows staff members' responsibilities; takes responsibility for staff members' performance; fosters work environment of teamwork, respect and cooperation; knows and follows College policies and procedures</p>			
<p>Does not meet expectations, requires substantial improvement (PIP required)</p>	<p>Partially meets expectations, opportunity for improvement</p>	<p>Solid Performance, consistently meets high expectations</p>	<p>Consistently exceeds expectations</p>
<p>Fails to follow College's policies/procedures on supervision; poorly appraises staff; lacks understanding of staff accountabilities and relationship to supervisor's own accountabilities; provides unclear or inappropriate direction to staff; avoids working with staff on staff self-development opportunities; not respectful of employees' abilities; frequently procrastinates on departmental issues; seldom communicates with staff</p>	<p>Occasionally fails to provide direction or instruction to staff; delegates more or less than appropriate; does not consistently follow College's supervision policies and procedures; does not appropriately appraise staff; occasionally fails to promote staff development; not fully aware of staff's accountabilities; sometimes ineffectively communicates with staff; occasionally disrespectful of staff abilities; management style may result in staff complacency</p>	<p>Insures staff know and follow appropriate College policies and procedures; keeps staff informed; guides and instructs staff to achieve satisfactory results; fully aware of staff's accountabilities; appropriately appraises staff; receptive to staff input; encourages, suggests and monitors staff development; takes responsibility for staff performance; monitors work environment for safety; respects and respected by staff; addresses issues as they arise; is a positive role model</p>	<p>Motivates staff to exceed expectations; prepares staff for career advancement; credits staff for successes and assumes responsibility for failures; staff members typically display discipline, confidence and willingness to perform assigned tasks</p>
<p>Budget Management: Manages operations of cost center/department/division within resource allocation constraints while maintaining quality services; appropriately participates in budget planning process and maintains knowledge of the College's financial status; follows established College fiscal policies and procedures</p>			
<p>Does not meet expectations, requires substantial improvement (PIP required)</p>	<p>Partially meets expectations, opportunity for improvement</p>	<p>Solid Performance, consistently meets high expectations</p>	<p>Consistently exceeds expectations</p>
<p>Displays very little knowledge and understanding of the College's financial status; annual expenditures routinely exceed budget without authorization; ineffectively recommends or prepares annual budget; fails to adhere to established fiscal policies and procedures</p>	<p>Budget decisions occasionally have a negative impact on the quality of services provided; displays limited knowledge and understanding of the College's financial status; budget poorly administered or monitored; frequently chooses convenient method over cost-effective alternatives; sometimes fails to adhere to established fiscal policies and procedures</p>	<p>Effectively administers budget; adheres to established fiscal policies and procedures; annual expenditures are within authorized budget; appropriately participates in preparation of annual budget; displays general understanding of the College's financial status; seeks ways to contain costs while maintaining quality of service</p>	<p>Continuously seeks ways to do more with less; occasionally manages to significantly reduce costs while maintaining or improving service</p>