Suggested Attributes to Determine Performance Evaluation Ratings

Below are attributes to consider when looking for behaviors that represent an overall rating and/or a rating for each core expectation category. What behaviors define what a 5, 4, 3, and 2 rating ‘looks like’ to you?

1. **Service-oriented; Positive Attitude; Helpful**
   - Provides exceptional service by distributing accurate, useful information that supports university objectives
   - Holds self and others to a high standard of quality and service

**W. P. Carey School of Business Expectations:**
Consider how well the employee understands internal and external customer service needs; gives complete and timely responses, anticipates needs; asks questions and provides reasonable alternatives/solutions; solicits feedback on services provided; demonstrates a service focus outlook with business ethics and personal integrity; builds relationships; treats all people respectfully; takes personal responsibility for correcting problems; demonstrates a pleasant disposition and professional image.

**Suggested Attributes:**
- Communicates effectively within department as well as with other departments and areas
- Asks thoughtful and effective questions
- Responds quickly to all incoming communications
- Demonstrates excellent consensus building strategies
- Demonstrates personal credibility and honesty in communication
- Encourages others to communicate openly and effectively
- Is willing to try alternative solutions
- Shows great ingenuity and resourcefulness
- Follows through on commitments
- Willing to accept responsibility for personal errors or those by supervised staff
- Consistently searches for better solutions
- Demonstrates innovation and flexibility in solving problems
- Reliably meets deadlines and/or inspires others to do the same by example
- Considers alternative solutions
- Demonstrates understanding of complex job-related concepts and procedures
- Displays good use of common sense
- Is a keen observer
- Is an imaginative, creative thinker
- Makes consistently sound decisions
- Makes plans in anticipation of events
- Thinks ahead
- Shows ability to resolve conflicts
- Works to prevent disputes before they happen
- Displays logic and clarity in persuading others
- Makes a credible case
- Demonstrates the ability to determine the cause of problems
- Demonstrates skills in troubleshooting problems to determine solution
- Is not afraid to tackle a problem
- Works well with other individuals and departments in solving problems
- Consistently demonstrates professionalism in performance of job
Suggested Attributes to Determine Performance Evaluation Ratings

1. Service-oriented; Positive Attitude; Helpful Cont.
   - Manages electronic messages well
   - Consistently strives for excellence in all assignments
   - Consistently willing to take on new assignments
   - Self motivated to achieve the highest results
   - Appreciates the value of making a good appearance
   - Delivers a professional image in all written communications within the organization and to clients
   - Consistently produces work of exceptional quality
   - Produces work of the highest quality
   - Shows dedication to producing work of the highest quality
   - Responds to memos and letters quickly and professionally

2. Trustworthy; Adheres to Ethics and Compliance Standards
   - Demonstrates integrity under all circumstances
   - Adheres to university standards of ethics and compliance

W. P. Carey School of Business Expectations:
Considers outcomes in decision making process and the effect on others. Based on University standards of ethics and compliance, demonstrates appropriate behaviors and actions for solutions. Consider how well the employee thinks logically, complies with given standards, rules and policies, and displays good judgment. (Exhibits honesty, integrity and high moral behavior)

Suggested Attributes:
   - Is a decisive problem-solver
   - Keeps supervisors informed of progress in solving problems, when appropriate
   - Displays adherence to highest professional standards and ethics
   - Keeps current on trends and new concepts related to job
   - Presents the image of high moral values
   - Is committed to assisting the entire department/school establish and maintain the highest professional standards
   - Uses logical arguments to effectively persuade others
   - Coworkers and supervisors respect and readily accept judgments
   - Decision-making process is consistently thoughtful and informed
   - Demonstrates openness and objectivity in making judgments
   - Is respected for the quality of judgments made
   - Makes judgments on the basis of careful and deliberative process.
   - Demonstrates solid values
   - Effectively carries out company guidelines as well as policies and procedures and accepts responsibility for compliance
   - Applies the values embodied in our mission statement
   - Able to make independent decisions, within guidelines
   - Thinks outside the box; consistently comes up with innovative and creative decisions within guidelines.
   - Consults with supervisors and coworkers as necessary for major decisions
3. Collaborative; Team-Oriented

- Works effectively with others, both inside and outside the university, to accomplish university goals

W. P. Carey School of Business Expectations:
Consider how the employee gains respect and cooperation; inspires and directs toward common unit goals; takes responsibility; builds relationships; cooperative outlook toward work assignments and requirements; Consider job related responsibilities when dealing with others. Listens carefully and objectively, checks facts, and communicates respect. Maintains a constructive, open dialogue with others, demonstrates sensitivity for differences and diversity; learns from mistakes without blaming others; recognizes the impact of one’s behavior on others.

Suggested Attributes:
- Exhibits a willingness to work with others to advance knowledge and expertise whenever possible
- Helps other individuals and departments achieve high levels of quality in their work
- Encourages give and take
- Seeks questions and comments
- Connects well with others
- Demonstrates ability to negotiate under pressure
- Demonstrates ability to resolve conflicts fairly
- Gives the department/area/school a competitive edge
- Is able to inspire others to succeed
- Learns from previous disappointments and failures
- Is consistent in support of the unit, department, school
- Supports the department, area, school through a positive attitude about policies and staff
- Committed to accomplishing all assignments on deadline
- Consistently dependable on all assignments
- Willingly adapts procedures to incorporate new ideas.
- Communicates with others in a way that is reassuring and decisive
- Inspires trust
- Is a steady presence
- Listens well to suggestions and ideas of others
- Seeks collaborative input from colleagues on critical decisions where appropriate
- Always gives full attention and effort to tasks
- Is an enthusiastic and committed worker

4. Productive; Committed to ASU

- Improves university effectiveness by finding creative solutions that increase access to educational resources
- Identifies and resolves problems and otherwise advances university mission

W. P. Carey School of Business Expectations:
Consider how well the employee plans and organizes work; coordinates with others, and establishes priorities; anticipates future needs; carries out assignments effectively and completely, meets deadlines; identifies problems and provides appropriate recommendations for solutions in support of continuous improvement; adopts, supports and understands how one’s own actions relate to the University’s, School’s and/or Department’s mission and strategic goals.
Suggested Attributes to Determine Performance Evaluation Ratings

Suggested Attributes:

• Consistently offers valuable insights into issues and problems
• Consistently displays great originality in thoughts and actions
• Constantly searching for new ideas and procedures
• Demonstrates great creativity in problem solving
• Encourages others to be inventive
• Has proven to be a creative thinker and problem-solver
• Always open to suggestions to improve operations
• Is recognized as a creative thinker and problem solver
• Analyzes information and trends with great skill
• Demonstrates excellent skills in analytical reasoning
• Effectively uses logic as a problem-solving tool
• Is a proven problem solver
• Is capable of dissecting a problem into manageable parts
• Able to manage assignments and meet deadlines without supervision
• Anticipates problems before they occur and seeks solutions
• Is a conscientious and dependable worker
• Capable of bringing delayed or disrupted projects to conclusions
• Consistently meets or beats deadlines
• Keeps supervisors informed of the progress of assignments
• Prepares well for all assignments
• Reliable, conscientious and dependable
• Willing to seek new assignments and responsibilities
• Demonstrates a go-to-it attitude
• Requires little supervision
• Shows ability to take the initiative in completing assignments and solving problems
• Able to expedite a decision when necessary
• Accepts a reasonable level of risk in decision-making within given guidelines
• Carefully considers options in decision-making

5. Flexible; Adaptable

• Welcomes and adjusts quickly to change
• Remains flexible and productive at all times

W. P. Carey School of Business Expectations:
Consider how the employee accepts, adapts to and approaches change; assumes responsibility; seeks new approaches to completing assignments; takes proactive measures to improve a situation.

Suggested Attributes:

• Able to adapt to change in deadlines and changes in the nature of assignments
• Able to deal with multiple, competing demands
• Able to take on new tasks and responsibilities when necessary
• Adapts well to new policies and reorganizations
• Deals well with unexpected deadlines and stress
• Is a multitalented individual
• Is capable of more responsibility and challenges
Suggested Attributes to Determine Performance Evaluation Ratings

- Is always willing to accept new assignments

5. Flexible; Adaptable Cont.
- Is open to suggestions and ideas of others
- Shows initiative in seeking solutions to problems
- Is willing to try new methods
- Works well with other individuals and departments in dealing with change
- Considers a range of alternatives as part of the decision-making process
- Considers alternate conclusions and actions

6. Respectful Communicator
- Expresses ideas clearly and adjusts communications to the intended audience
- Recognizes the need to communicate effectively with diverse faculty, staff and students throughout the university

W. P. Carey School of Business Expectations:
Consider how well the employee portrays himself/herself to others; expresses oneself clearly, professionally and effectively when speaking and/or writing to internal and external audiences; shares information in a timely manner using the most appropriate method; open-minded, willingness to listen, appreciates others’ opinions; accepts and seeks out feedback; presents well-organized information.

Suggested Attributes:
- Articulates positions and concepts well
- Capable of clear and direct communication with others
- Communicates the results of meetings to supervisor clearly and concisely
- Is a skillful speaker
- Is an effective spokesperson
- Properly documents verbal communication when appropriate
- Thoughts and instructions are delivered clearly and concisely
- Works well with others to facilitate communications
- Able to speak in informal situations without preparation
- Communicates with clarity
- Communicates well in all settings
- Delivers a message clearly and directly
- Delivers remarks with humor and grace
- Has an excellent command of the language
- Knows how to get an audience involved in a presentation
- Conveys a positive impression in written communication
- Demonstrates ability to produce effective written communication that yields results
- Possess excellent vocabulary and grammatical skills
- Produces clear and concise manuals and guidelines

7. Resourceful; Fiscal Responsibility; Committed to Sustainability
- Actively seeks, acquires and promptly applies new knowledge and skills to support university goals
- Is aware of and supports the university’s sustainability programs
- Is accountable for fiscal controls within department
Suggested Attributes to Determine Performance Evaluation Ratings

W. P. Carey School of Business Expectations:
Consider how well the employee maintains and expands job knowledge by staying informed of up-to-date job methods, skills and techniques; ability to find underlying issues and recommends effective and innovative solutions. Demonstrates a social, environmental and fiscal consciousness to the impact of business and workplace decisions; keeps in mind what is best for the organization.

Suggested Attributes:
- Attends appropriate seminars and classes to improve capabilities and skills
- Brings a unique set of skills and background to the job
- Demonstrates a high level of competence
- Displays a high degree of self confidence
- Is proficient and capable
- Shows a high level of expertise in job-related tasks
- Continuously seeks to improve training and skills related to job
- Makes full use of available resources and facilities to accomplish assignments

8. SUPERVISORS ONLY: Develops Staff and Fosters Teamwork

- Provides coaching and resources to help team members develop their professional skills to fulfill university needs
- Identifies employees’ strengths/weaknesses and provides feedback to improve and enhance team performance

W. P. Carey School of Business Expectations:
Consider willingness to share relevant information with staff; shows fairness and impartiality in interactions; solicits staff input; models behaviors representing the values of the unit, department and school; manages and holds the team accountable for the school’s goals and expectations; prepares thorough and objective appraisals.

Suggested Attributes:
- Has developed strong loyalty from supervised staff
- Builds enthusiasm among supervised staff
- Keeps meetings on subject and on schedule
- Manages meetings that foster open communication among participates
- Demonstrates ability to gather support from supervised staff and superiors
- Demonstrates an ability to influence others in a positive manner
- Provides excellent background materials to support stance and/or ideas and/or proposals
- Delivers information in a clear and understandable manner
- Demonstrates skills as an editor for written communication before publishing
- Makes excellent use of email to communicate with supervised staff and superiors
- Clearly communicates reasoning that underlies decisions
- Does not make hasty decisions
- Makes well-considered decisions under pressure
- Communicates management decisions well
- Communicates well with supervised staff
- Ably leads and participates in restructuring and reorganizational committees
- Accepts new ideas from supervised staff, giving appropriate credit
- Manages delegated responsibilities very well
- Displays a commitment to the goals of the department and school
- Accepts responsibility for all assigned tasks, and those of supervised staff