

## Key Elements Guide

The UTHSC Performance Evaluation Tool is designed to provide feedback to staff regarding their performance for the calendar year. There are five key elements to be evaluated during this process. Examples of performance standards for each category are listed below. While these are not exhaustive, they provide concepts and ideas that support the designated ratings.

**ACCOMPLISHMENTS** - the extent to which the employee meets expectations in performing the job functions of his/her position as defined in documentation such as the PDQ, annual work plan, etc.

Consistently Exceeds Expectations	<ul style="list-style-type: none"> <li>• Achieved goals that others have failed.</li> <li>• Achieves goals, then looks for more.</li> <li>• The employee consistently beat deadlines for their own work and stay abreast of deadlines for their department.</li> <li>• Employee is consistently proactive and anticipates the needs of the department prior to potential problems arising and bring to supervisor approval. For example: Always monitors and forecast supplies for ebbs and flows to ensure the department always has an adequate amount of supplies on hand without creating a surplus.</li> <li>• Work reflects maximum innovative use of time and resources to consistently surpass expectations and improve operations.</li> </ul>
Fully Achieves and Occasionally Exceeds Expectations	<ul style="list-style-type: none"> <li>• Overcomes frustrating circumstances to achieve goals.</li> <li>• Juggles various goals and achieves most of them.</li> <li>• Does not get thrown by tough situations.</li> <li>• Does not let everyday problems deflect focus from goals.</li> <li>• The employee occasionally beats deadlines for their own work and stay abreast of deadlines for their department.</li> <li>• Employee is occasionally proactive and anticipates the needs of the department prior to potential problems arising and bring to supervisor approval.</li> <li>• Frequently plans/organizes work to timely and effectively accomplish job duties with appropriate use of resources.</li> </ul>

<p>Fully Achieves Expectations</p>	<ul style="list-style-type: none"> <li>• Employees meets deadlines for their own work.</li> <li>• Takes responsibility for goal achievement.</li> <li>• Comfortable being held accountable for achievement.</li> <li>• Informs others when problems occur.</li> <li>• Helps teammates achieve goals.</li> <li>• Employee responds to departmental needs in a timely manner based on direction of supervisor or co-workers. Example: orders supplies when requested.</li> <li>• Work is planned to meet routine volume and timeliness and usually fulfills operational and customer service needs.</li> </ul>
<p>Sometimes Achieves Expectations</p>	<ul style="list-style-type: none"> <li>• Goal achievement suffers under pressure.</li> <li>• Lack of confidence sometimes interfered with achievement.</li> <li>• Needs to work on achieving several goals at once.</li> <li>• The employee occasionally misses deadlines for their own work.</li> <li>• Employee sometimes responds to departmental needs in a timely manner based on direction of supervisor or co-workers and needs reminders of supervisor or co-workers.</li> <li>• Frequently lacks organization and planning of work and does not adequately use available resources.</li> </ul>
<p>Unsatisfactory/Rarely Achieves Expectations</p>	<ul style="list-style-type: none"> <li>• Denies failure to achieve goals.</li> <li>• Does not seem to care about reaching goals.</li> <li>• Makes excuses when goals not attained.</li> <li>• Blames others.</li> <li>• The employee often misses deadlines for their own work and co-workers are relied upon to help to complete tasks.</li> <li>• Consistently fails to meet expected standards due to lack of effective organization, use of equipment/resources, or inattention to customer service needs.</li> </ul>

**SERVICE & RELATIONSHIPS** - the extent to which the employee's behaviors are directed toward fostering positive working relationships in a civil workplace, respect for one's fellow workers, and cooperation with students, customers, and visitors.

<p>Consistently Exceeds Expectations</p>	<ul style="list-style-type: none"> <li>• Relates to customers exceedingly well.</li> <li>• Has developed an incredibly loyal customer base.</li> <li>• Always delivers on promises.</li> <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>• Often requested as a work partner.</li> <li>• Excellent conflict management skills.</li> <li>• Managers call this person a breeze to work with.</li> <li>• Effective interacting with people no matter the status.</li> <li>• Genuinely interested.</li> </ul>
<p>Fully Achieves and Occasionally Exceeds Expectations</p>	<ul style="list-style-type: none"> <li>• Has won us customer loyalty many times.</li> <li>• Graceful and tactful under pressure from customers.</li> <li>• Always patient, competent, and professional with customers.</li> <li>• Solves customer problems with speed and accuracy.</li> <li>• Frequently fosters teamwork, cooperation, and positive work relationships. ?</li> <li>• Handles conflict constructively and professionally.</li> <li>• Seeks first to understand.</li> <li>• Corrects others without being offensive.</li> <li>• Assertive, but does not offend.</li> <li>• Open to improving interpersonal skills</li> </ul>

<p>Fully Achieves Expectations</p>	<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>• Usually competent and professional with customers.</li> <li>• Courteous and knowledgeable.</li> <li>• Manages all but the most challenging customer situations.</li> <li>• Sense of humor appropriate.</li> <li>• Gets along OK in most situations.</li> <li>• Communicates with others well.</li> <li>• A little awkward in some social situations.</li> <li>• Manages own anger well.</li> </ul>
<p>Sometimes Achieves Expectations</p>	<ul style="list-style-type: none"> <li>• Gets annoyed by customers with a lot of questions.</li> <li>• Sometimes gets sarcastic.</li> <li>• Presents a sloppy and uncaring image.</li> <li>• On several occasions has lost temper with customers.</li> <li>• Conducts personal phone conversations while customers wait.</li> <li>• Sometimes has difficulty getting along with others.</li> <li>• Has difficulty dealing with conflict, frustration appropriately.</li> <li>• Customer relation skills need improvement.</li> <li>• Does not always listen carefully.</li> <li>• Quick to lose patience.</li> <li>• Sometimes tells inappropriate jokes.</li> <li>• Does not use skills in emotionally charged situations.</li> <li>• Body language and words do not always match.</li> </ul>

<p>Unsatisfactory/Rarely Achieves Expectations</p>	<ul style="list-style-type: none"> <li>• Interpersonal relationships are counter-productive to work unit or team functions.</li> <li>• Often makes insensitive criticisms of others.</li> <li>• Talks behind people’s backs.</li> <li>• Received justified complaints from co-workers.</li> <li>• Has not benefited from coaching.</li> <li>• Consistently passive-aggressive.</li> <li>• Tries to look good by attacking others.</li> <li>• Frequently impolite.</li> <li>• Condescends to customers.</li> <li>• Ignores customers.</li> <li>• Shouted obscenities at a customer.</li> <li>• Very weak customer relation skills.</li> </ul>
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**Accountability & Dependability** - the extent to which the employee contributes to the effectiveness of the department and the overall mission of the University. (NOTE: Time off approved under FMLA may not be considered.)

<p>Consistently Exceeds Expectations</p>	<ul style="list-style-type: none"> <li>• Work consistently exceeds expectations of quality, quantity, and timeliness.</li> <li>• Employee always arrives to work on time.</li> <li>• Willingly takes accountability for all departmental activities.</li> <li>• Can always be counted on to complete assignments.</li> <li>• Always delivers on promises.</li> <li>• Highest level of dependability.</li> <li>• Achieves results with minimal resources.</li> <li>• Always achieves stated goals and more.</li> <li>• Assumes personal responsibility for his/her work.</li> <li>• Performs work independently and accurately.</li> <li>• Takes action and makes decisions quickly.</li> <li>• Always delivers on time.</li> <li>• Followed up personally with over __ customers.</li> </ul>
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<p>Fully Achieves and Occasionally Exceeds Expectations</p>	<ul style="list-style-type: none"> <li>• Work frequently exceeds expected quality, quantity, and timeliness standards.</li> <li>• Employee usually arrives to work on time.</li> <li>• Delivers on promises far more than not.</li> <li>• High level of accountability for projects.</li> <li>• Does not disappoint when deadlines are tight.</li> <li>• Almost always adheres to instructions/directions.</li> <li>• Performs most work independently.</li> <li>• Delivered __ of __ completed reports on time.</li> <li>• Missed only ___ days of work in last year.</li> </ul>
<p>Fully Achieves Expectations</p>	<ul style="list-style-type: none"> <li>• Work usually meets expectations of quality, quantity, and timeliness.</li> <li>• Employee normally arrives to work on time.</li> <li>• Appropriate level of accountability.</li> <li>• Delivers on promises.</li> <li>• Adheres to policies and guidelines.</li> <li>• Conscientious worker.</li> <li>• Accountable for projects.</li> <li>• Follows direction and instructions.</li> <li>• Needs a little oversight on projects.</li> </ul>
<p>Sometimes Achieves Expectations</p>	<ul style="list-style-type: none"> <li>• Often has difficulty meeting expected quality, quantity, and timeliness standards.</li> <li>• Employee arrives to work tardy and has been reminded of the work schedule.</li> <li>• Fails to accept accountability for missed deadlines.</li> <li>• Does not accepted accountability for project failures.</li> <li>• Frequently fails to achieve goals.</li> <li>• Does not follow directions or instructions.</li> <li>• Needs oversight.</li> <li>• Does not take action or made decisions without direction.</li> <li>• Has missed deadlines ___ times.</li> <li>• Returned late from breaks __ times in the year.</li> </ul>

<p>Sometimes Achieves Expectations</p>	<ul style="list-style-type: none"> <li>• Often has difficulty meeting expected quality, quantity, and timeliness standards.</li> <li>• Employee arrives to work tardy and has been reminded of the work schedule.</li> <li>• Fails to accept accountability for missed deadlines.</li> <li>• Does not accepted accountability for project failures.</li> <li>• Frequently fails to achieve goals.</li> <li>• Does not follow directions or instructions.</li> <li>• Needs oversight.</li> <li>• Does not take action or made decisions without direction.</li> <li>• Has missed deadlines ___ times.</li> <li>• Returned late from breaks __ times in the year.</li> </ul>
<p>Unsatisfactory/Rarely Achieves Expectations</p>	<ul style="list-style-type: none"> <li>• Consistently fails to meet expected quality, quantity, and timeliness standards.</li> <li>• Employee frequently arrives to work tardy and has been reminded of work schedule and expectations.</li> <li>• Fails to ever accept accountability for own behavior or results.</li> <li>• Always attributes failure to others or circumstances.</li> <li>• Rarely delivers a project on time.</li> <li>• Does not achieve agreed upon goals.</li> <li>• Frequently does not follow directions or instructions.</li> <li>• Needs constant oversight.</li> <li>• Rarely takes action or makes decisions without guidance or direction.</li> <li>• Needs frequent reminders to keep projects on track.</li> <li>• Arrived late __ out of __ days in __ weeks.</li> <li>• Uses the phone for personal conversations.</li> </ul>

**EQUITY, DIVERSITY AND INCLUSION** - the extent to which the employee treats others with fairness, dignity, and respect, fosters inclusiveness, values individual and group differences (e.g. age, gender, religion, race, ethnicity, sexual orientation, gender identity, nationality, veterans, disability, culture, position, and others), takes efforts to enhance diversity, inclusion and cultural humility, and contributes to departmental and organizational unit diversity strategic goals.

Consistently Exceeds Expectations	Supervisor	<ul style="list-style-type: none"> <li>• Actively promotes EEO/diversity programs.</li> <li>• An excellent model of EEO practices.</li> <li>• Ensures staff represents percentage of protected classes in population.</li> <li>• Leads in promoting inclusion and diversity and is always results-oriented.</li> <li>• Dedicates more than enough resources for supporting diversity and always communicates the value of diversity.</li> </ul>
Consistently Exceeds Expectations	Staff/All	<ul style="list-style-type: none"> <li>• Invites diverse ideas.</li> <li>• Sensitive to and respectful of all individuals.</li> <li>• Treats everyone the way they wish to be treated and never alienates others.</li> </ul>
Fully Achieves and Occasionally Exceeds Expectations	Supervisor	<ul style="list-style-type: none"> <li>• Promotes and adheres to EEO/diversity program requirements.</li> <li>• Provides equal opportunities to members of protected classes.</li> <li>• Is free of bias in personnel evaluations.</li> <li>• Ensures that staff from disadvantaged backgrounds receive appropriate training.</li> <li>• Discourages any form of harassment, bullying, and abrasive behavior and leads in promoting team building activities.</li> <li>• Possesses understanding of the perspectives of others and demonstrates mutual respect, equity, and fairness.</li> </ul>
Fully Achieves and Occasionally Exceeds Expectations	Staff/All	<ul style="list-style-type: none"> <li>• Participates and contributes to a shared vision and works hand in hand with everyone when implementing programs.</li> <li>• Contributes to positive change and is seen as a spokesperson to promote diversity issues and concerns of others.</li> </ul>



Fully Achieves Expectations	Supervisor	<ul style="list-style-type: none"> <li>• Bases all personnel decisions on performance.</li> <li>• Supports EEO and diversity values.</li> <li>• Shows no indication of bias.</li> <li>• Makes decisions based on performance, not personal characteristics.</li> <li>• Has hired from diverse ethnic backgrounds.</li> </ul>
Fully Achieves Expectations	Staff/All	<ul style="list-style-type: none"> <li>• Treats others equitably and respects individual differences.</li> <li>• Adheres to EEO/diversity program requirements.</li> <li>• Shows no indication of bias.</li> <li>• Shows willingness to embrace people from diverse backgrounds and avoids alienating others.</li> <li>• Avoids making jokes that may be offensive to others and remains respectful to everyone.</li> <li>• Often welcomes and considers the ideas and views of other people.</li> <li>• Shows willingness to accept feedback, learn, and listen to concerns of others.</li> </ul>
Sometimes Achieves Expectations	Supervisor	<ul style="list-style-type: none"> <li>• Sometimes 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> <li>• Needs to strengthen EEO/diversity orientation.</li> <li>• Has only white males in supervisory positions.</li> <li>• Minorities enrolled in fewer training sessions.</li> <li>• Department lacks ethnic diversity.</li> </ul>
Sometimes Achieves Expectations	Staff/All	<ul style="list-style-type: none"> <li>• Often unwilling to embrace people from diverse backgrounds and alienates others.</li> <li>• Is closed to the ideas and views of other people.</li> <li>• Does not easily accept feedback, learn, or listen to concerns of others.</li> </ul>

Unsatisfactory/Rarely Achieves Expectations	Supervisor	<ul style="list-style-type: none"> <li>• Has blatantly discriminated.</li> <li>• Often ignores EEO/ diversity program requirements.</li> <li>• Will not interview minority candidates.</li> <li>• Has told off-color jokes in staff meetings.</li> <li>• Minorities consistently receive lower performance ratings.</li> </ul>
Unsatisfactory/Rarely Achieves Expectations	Staff/All	<ul style="list-style-type: none"> <li>• Lags in supporting positive change and is never seen as a person who is open to the diversity issues of others.</li> <li>• Possesses little understanding of the perspectives of others and does not bother to make improvements.</li> </ul>

**DECISION MAKING & PROBLEM SOLVING** - the extent to which the employee makes sound and logical job-related decisions that are in the best interest of the University. (As applicable, this element includes developing and managing human and fiscal resources within the framework of University policy.)

Consistently Exceeds Expectations	<ul style="list-style-type: none"> <li>• Consistently prevents 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>• Develops/implements solutions with minimal supervision.</li> <li>• Clearly understands the implications of situations and uses sound judgement when deciding what to do.</li> <li>• Makes tough decisions.</li> <li>• Decisions always appropriate.</li> <li>• Weighs options carefully and thoughtfully.</li> </ul>
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<p>Fully Achieves and Occasionally Exceeds Expectations</p>	<ul style="list-style-type: none"> <li>• Prevents/resolves unit/team problems.</li> <li>• Suggests innovations to improve operations or streamline procedures.</li> <li>• Develops/implements solutions with moderate supervision.</li> <li>• Will make decision when others are afraid to commit to a course of action.</li> <li>• Analytic and decisive.</li> <li>• Decisions are well thought out.</li> <li>• Decisions always result of detailed analysis.</li> <li>• Involves others in decision making</li> <li>• Corrects others without being offensive.</li> </ul>
<p>Fully Achieves Expectations</p>	<ul style="list-style-type: none"> <li>• Addresses existing and significant potential problems.</li> <li>• Suggest or assists in developing solutions individually or in a team.</li> <li>• Carries through solution implementation with routine supervision or follow-up.</li> <li>• Resolves routine problems.</li> <li>• Usually makes appropriate decisions.</li> <li>• Gathers ample information to make reasoned decisions.</li> <li>• Considers many alternatives.</li> <li>• Involves others appropriately when making decisions.</li> <li>• Bases decisions on facts not personalities.</li> <li>• Communicates decisions clearly and directly.</li> </ul>
<p>Sometimes Achieves Expectations</p>	<ul style="list-style-type: none"> <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> <li>• Delays making necessary decisions.</li> <li>• Often comes to management for help with a decision.</li> <li>• Sticks with status quo rather than making a decision.</li> <li>• Uses gut rather than facts for decision making.</li> <li>• Always accepts others' decisions.</li> </ul>

<p>Unsatisfactory/Rarely Achieves Expectations</p>	<ul style="list-style-type: none"> <li>• Unsatisfactory/Rarely Achieves Expectations</li> <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> <li>• Extremely fearful of making a mistake.</li> <li>• Logic fails in decision making.</li> <li>• Often fails to see problems that require decisions.</li> <li>• Fails to gather necessary information for decision making.</li> <li>• Frequently makes bad decisions.</li> <li>• Never makes a decision.</li> <li>• Avoids decision-making situations.</li> </ul>
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Sources:

Max, D. & Bacal, R. (2003). Perfect Phrases for Performance Reviews. New York: McGraw-Hill.

Retrieved on 9/8/2020: <https://www.employeepedia.com/manage/reviews/8106-diversity-awareness-40-useful-performance-feedback-phrases>