



Customer Focus

Rate and describe the employee's competence in the area of customer focus. Key behaviors in this rating category include: understanding customer needs, effective communication, and conflict-resolution. (For this rating category, "customers" may include students, parents, other ISU faculty/staff, external stakeholders or department colleagues).

	Consistently Exceeds	Exceeds	Meets	Needs Improvement	Does Not Meet
Understanding Customer Needs: Consider how well the employee understands and addresses the needs of their customer(s)	Values, supports, and inspires the highest quality of customer service. Proactively identifies, develops, and champions improvements in access to information, programs, and/or services based on customer needs.	Understands and values the importance of high-quality customer service. Recommends customer-friendly solutions to address concerns and improve information, programs or services based on customer needs.	Delivers high quality service. With minimal oversight from supervisor or colleagues, ensures customers' needs/expectations are addressed appropriately within existing procedures and processes.	Doesn't understand or support the need for high quality service. Exhibits limited understanding of customer needs to appropriately address concerns. Requires additional support and guidance from supervisors or peers is needed to ensure appropriate service.	Views service from their own perspective; not mindful of or focused on customer need. Fails to respond appropriately to customer needs, and/or demonstrates significant lack of understanding customer needs. Requires close supervision or correction more than 50% of the time.
Effective Communication: Consider how well the employee accurately, clearly, and consistently conveys information to customers	Consistently and accurately communicates solutions that surpass customers' expectations. Proactively improves communication quality to meet customer needs. Inspires continual improvement regarding department communication quality.	Consistently and competently delivers high quality communication and information to customers in a timely manner. Information shared is easily understood by customers. Seeks opportunities to improve communication to meet customers' needs.	Clearly and consistently provides accurate information consistent with department communication quality standards.	Often fails to communicate clearly or consistently with customers, resulting in uneven and sometimes poor service. Does not effectively adapt communication approaches based on differing customer needs.	Requires excessive supervision and correction to meet acceptable communication quality standards. Consistently lacks follow-through with customers.
Conflict-Resolution: Consider how well the employee identifies and resolves conflicts and provides solutions in a timely manner	Highly proficient in terms of understanding, adjusting and adapting service delivery to varying customer needs. Proactively identifies conflict, and effectively influences, persuades and negotiates toward consensus.	Effectively adapts delivery strategies and techniques to individual customer's needs. Works with customers and colleagues to resolve problems to the satisfaction of both parties.	Recognizes and adapts service delivery to meet needs of a diverse customer base. Participates in resolving conflict when identified by others.	Struggles to adapt service delivery techniques to meet varying customer needs. Avoids conflict or needs additional development to grow in ability to identify solutions for customers in conflict situations.	Is defensive or impatient with difficult customers, is unwilling or unable to adapt style to meet unique customer needs. Blames gaps in service or errors on systems, policies, or campus partners. Does not effectively manage conflict to find solutions.



Employee Productivity

Rate and describe the employee's competence in the area of employee productivity. Key behaviors in this rating category include completion of tasks, team contributions, and safe work environment.

Completion of tasks:
Consider how well the employee completes their tasks/deliverables completely, accurately, and in a timely manner.

Team contributions:
Consider how well the employee contributes to the success of the team through completion of individual goals and projects, and support of department goals and objectives.

Safe work environment:
Consider how well the employee contributes to a safe work environment (such as adherence to compliance policies, procedures and processes in addition to physical safety measures) that maximizes productivity for individual and team.

	Consistently Exceeds	Exceeds	Meets	Needs Improvement	Does Not Meet
Completion of tasks:	<p>Exceptional quantity and quality of work, often completed ahead of schedule. Can be depended upon to work independently. Serves as a quality improvement leader. Proactively identifies and takes on new and expanded tasks and responsibilities.</p>	<p>Completes large quantities of high quality work, completed on time or ahead of schedule. Can be depended upon to work independently. Willingly accepts new tasks and responsibilities.</p>	<p>Meets and follows through with job expectations, projects, goals, and commitments in a timely manner.</p>	<p>Assignments are completed but often contain errors and may not be completed on time.</p>	<p>Consistently misses deadlines and does not follow-through with customers and/or assignments. Quality of work does not meet departmental or customer standards.</p>
Team contributions:	<p>Seeks out and identifies training and on-the-job learning opportunities in a proactive fashion to enhance the work environment, systems, or processes. Implements major cost savings or improvements that benefit the team and university. Proactively and clearly identifies a problem, develops a solution, and leads implementation of solution.</p>	<p>Evaluates processes or systems and makes recommendations for cost-effectiveness and efficiency. Welcomes opportunities for training and on-the-job learning; successfully applies knowledge gained to work environment, systems, or processes.</p>	<p>Completes personal tasks related to team/ department goals and objectives to ensure success. Actively participates in shared goals and tasks. Attends required training and applies what is learned to the work environment, systems, or processes.</p>	<p>Oftentimes does not contribute to the success of the team. Resistant to attending required training and on-the-job learning opportunities and/or is slow to apply training concepts to the work environment, systems, or processes, but is trying.</p>	<p>Jeopardizes progress on shared goals, and minimally contributes to the team or department. Has not completed assigned training and/or has failed to apply training concepts to the work environment, systems, or processes.</p>
Safe work environment:	<p>Recommends and implements safety improvements within their department or unit. Demonstrates commitment to safety and compliance through actions and leading by example. Addresses unsafe behavior when observed.</p>	<p>Consistently follows safe work practices and sets an example for others. Identifies and makes recommendations to improve workplace safety and compliance. Reports unsafe behavior when observed.</p>	<p>Follows safe work practices and makes adjustments when improved safety practices are recommended by others. Complies with federal, state, and University policies and procedures.</p>	<p>Shows a lack of understanding for the need to follow safe work practices or policies and procedures. Unable to determine or inability to report unsafe workplace behavior or compliance requirements.</p>	<p>Actively disregards safe work practices or policies and procedures. Shows carelessness and negligence related to workplace safety or compliance requirements.</p>



Employee Professionalism

Rate and describe the employee's competence in the area of professionalism. Key behaviors in this rating category include dependability, respect, adaptability, and teamwork/cooperation.

	Consistently Exceeds	Exceeds	Meets	Needs Improvement	Does Not Meet
Dependability: Consider the employee's ability to hold themselves accountable and be relied upon	Positively influences others and demonstrates a high level of discipline and commitment to the department. Viewed as highly trusted, reliable, and consistent. Holds themselves and others accountable.	Displays high commitment to the department. Holds themselves and others accountable and is trusted to complete tasks. Is viewed as reliable and consistent.	Maintains a standard level of commitment to the department. Is viewed as trustworthy, reliable, and consistent. Holds themselves accountable.	Shows lack of commitment to the department or their role. Viewed as not proficient in their job which may result in consistent errors or incomplete work. Requires additional oversight.	Shows no commitment to department/role or actively undermines department/role. Co-workers frequently have to pick up employees' workload. Requires constant oversight and direction. Is not viewed by peers as dependable.
Respect: Consider how the employee engages with colleagues/customers and supports a respectful work environment	Inspires and influences others to build a culture of respect and civility. Demonstrates respectful behavior towards colleagues and customers. Consistently engages with others in a professional manner and acknowledges others' contributions. Shows value and appreciation for the feelings, wishes, rights and world views of others.	Models respectful behavior towards colleagues and customers. Promotes, supports, and influences a culture of respect and civility among team members. Engages with others in a professional manner. Values and appreciates the feelings, wishes, rights and perspectives of others.	Maintains respectful behavior with colleagues and customers. Treats others with courtesy, civility, and respect; acknowledges and appreciates individual contributions.	May display behavior inconsistent with workplace courtesy, civility, and respect. Lacks understanding and awareness of professional standards. May exhibit lack of consideration for the feelings, wishes, rights, contributions, and perspectives of others.	Shows lack respect for colleagues/customers and exhibits behaviors that negatively impact the morale and accomplishments of the team. Unwilling to consider others when making decisions. Shows disregard for the feelings, wishes, rights, contributions and perspectives of others.
Adaptability: Consider the employee's ability to engage and positively support change.	Change Agent - Consistently promotes and facilitates change in ideas, programs, or procedures. Influences others to engage positively with change, and consistently models a growth mindset	Engages positively in change and contributes meaningfully to the change process. Models flexibility and a growth mindset.	Willingly accepts, supports, and participates in change. Flexible, and open-minded.	May be easily overwhelmed and unable or hesitant to move forward when changes are needed. May be reluctant to accept or participate in change.	Unwilling to change and actively undermines change processes. Inflexible and may work to negatively influence others to actively resist change.
Teamwork/ Cooperation: Consider the employee's ability to create an environment of cooperation, teamwork, and collaboration with others.	Consistently exhibits a collaborative and professional attitude. Exemplifies and influences the spirit of teamwork and cooperation. Actively seeks and achieves group participation to improve work and accomplish common goals and objectives. Cultivates cooperative relationships both inside and outside the department.	Demonstrates a collaborative and professional attitude. Models teamwork and cooperation as a productive team member, participating in discussions, contributing to the knowledge base of the team and following through on group assignments. Builds cooperative relationships both inside and outside the department.	Participates in discussions and contributes to group assignments. Is a collaborative and productive team member. Maintains cooperative relationships both inside and outside the department.	Has difficulty or may be resistant to collaborate and participate as a team member. Struggles with or avoids cooperative relationships both inside and outside the department.	Not a team player Does not participate and often disrupts team processes. Exhibits behaviors that negatively impact the morale and accomplishments of the team.



Leadership

Rate and describe the employee's competence to motivate people and effectively manage resources in achieving the ISU's mission.

Consistently Exceeds

Exceeds

Meets

Needs Improvement

Does Not Meet

Motivating Others:
Consider the employee's ability to motivate others to perform. Aspects of motivating others may include inspiring team members to engage with mission and goals, creating a healthy work environment, and effective conflict management.

Inspires, challenges, and provides development opportunities for staff. Fosters a team environment of transparency and open communication. Proactively leads, supports, and engages employees through change.

Inspires a shared vision of ISU's mission. Instills trust in leadership and shows compassion and support for team members. Makes decisions based on a transparent process and acts with integrity in all decision making.

Supports management decisions, ISU's mission, and ISU policies. Contributes to a respectful and productive working environment. Takes appropriate disciplinary action for employee violations of statutes, regulations, policies or guidance. Anticipate problems and manages team conflicts effectively.

Does not always support ISU's mission, vision, and values. Does not consistently demonstrate objectiveness and cooperation toward employees, colleagues and management. Does not proactively manage change. Does not effectively manage team problems or conflicts.

Fails to meet leadership objectives and is unwilling to provide leadership and direction to employees. Actively and outwardly resists change and exhibits behaviors that undermine university priorities. Contributes to a team environment that lacks trust, transparency, compassion and communication.

Effectively Managing Resources:
Consider how well the employee effectively manages resources. Aspects of effectively managing resources may include development of employees, efficiencies in services and staffing, and appropriately managing performance.

Fosters significant, positive impact in achievement for ISU or departmental unit goals. Makes connections with complex issues and collaborates with others towards resolution. Exerts a significant positive influence on operations and/or program implementation which contributes to employee engagement and organizational growth. Develops innovative approaches to improve operations and/or streamline processes.

Evaluates processes and staffing levels. Makes recommendations for efficiencies and cost effectiveness. Implements innovative policies, resources, and technology to maximize efficiencies and services. Provides support and coaches employees in fulfilling their assigned responsibilities and development goals.

Aligns employees' performance goals with ISU goals and maintains current documentation on performance. Provides appropriate feedback and developmental opportunities that lead to continuous employee improvement. Provides training and resources for employees to fulfill their assigned responsibilities and goals and further ISU priorities.

Does not keep up on documentation on employee performance and disciplinary matters. Work has errors and may require assistance and revision from supervisors or peers.

Does not document poor performance and is unwilling to take corrective action. Employee consistently misses deadlines. Quality of work does not meet departmental standards. Employee requires excessive levels of supervision.