

# Performance Evaluation Guidelines

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## Managers Should Exhibit:

- Strategic Communication – Help develop a common vision by providing clear direction and priorities, clarifying roles and responsibilities, and promoting mutual understanding through effective communication.
- Performance Management – Take the time to effectively plan and evaluate performance, provide feedback, recognition and coaching, and develop employees to be their personal best at University of Louisville.

## Employees Should Exhibit:

- Customer Focus
- Teamwork
- Creative Problem Solving
- Continuous Learning
- Diversity Focused Mindset



# Customer Focus

Employee understands the needs and wants of University of Louisville customers in order to provide accurate, complete, and timely service.

Indicators of Ineffective Behavior	Indicators of Satisfactory Behavior	Indicators of Exceptional Behavior
<p>Respond to customers defensively or in an unfriendly or uncaring way.</p> <p>Fail to consider effect of personal actions on customers.</p> <p>"Pass the buck" to others or is not accessible to respond to customers' needs.</p> <p>Fail to follow through on commitments to customers.</p> <p>Fail to meet established customer standards.</p>	<p>Treat all customers with dignity, respect and a welcoming attitude.</p> <p>Work to gain a clear understanding of the problems and situations faced by customers.</p> <p>Listen for and respond to customer requests or problems in a timely manner.</p> <p>Follow through on commitments to customers.</p> <p>Meet established customer standards consistently.</p>	<p>Maintain a helpful and courteous manner, even when faced with difficult/stressful situations.</p> <p>Regularly update understanding of customers' needs and quickly adapt solutions, as needed, to changing customer demands.</p> <p>Anticipate customers' needs and respond appropriately before the situation requires action.</p> <p>Follow through on commitments to customers despite time pressures and/or obstacles.</p> <p>Regularly exceed established customer service standards.</p>

# Teamwork

Works cooperatively with others to achieve organizational and team goals as stated in the Cardinal Principles.

Indicators of Ineffective Behavior	Indicators of Satisfactory Behavior	Indicators of Exceptional Behavior
<p>Work only to serve self-interests and meet personal goals.</p> <p>Fail to acknowledge other team members' ideas, strengths or contributions.</p> <p>Fail to take responsibility and/or blame others for mistakes and/or setbacks.</p> <p>Refuse to share information or expertise with others when needed.</p>	<p>Willingly accept accountability for team success.</p> <p>Give credit and recognition to others who have contributed to the team.</p> <p>Communicate openly and respectfully when addressing problems with other team members.</p> <p>Share information and expertise with others to help them achieve team goals.</p>	<p>Put team's success ahead of personal success.</p> <p>Help to keep team performance and morale high even during periods of intense pressure or heavy workload.</p> <p>Work to resolve conflict among team members by showing respect for others' ideas and working toward mutually agreeable solutions.</p> <p>Coach less experienced team members and motivate others to achieve common goals.</p>

# Creative Problem Solving

Create new and valuable ideas and use these ideas to solve problems and develop improved processes and methods.

Indicators of Ineffective Behavior	Indicators of Satisfactory Behavior	Indicators of Exceptional Behavior
<p>Show inflexibility in approach when facing obstacles; "get stuck" in frustration.</p> <p>Not open to new ideas or ways of solving problems.</p> <p>Lose energy or interest before difficult problems can be resolved.</p>	<p>Try different approaches when initial efforts to solve problems do not work.</p> <p>Look at problems from different points of view and try to find new solutions as needed.</p> <p>Ready to accept difficult problems and approach them with a positive "can-do" attitude.</p>	<p>Anticipate possible problems and develop contingency plans to avoid or go around them.</p> <p>Experiment and use creativity, as appropriate, to find better, faster, less expensive or more efficient ways to do things.</p> <p>Take responsibility for and deal effectively with most complex or difficult problems.</p>

# Continuous Learning

Show a commitment to continuous learning and improvement of self, others and the UofL practices.

Indicators of Ineffective Behavior	Indicators of Satisfactory Behavior	Indicators of Exceptional Behavior
<p>Resist or ignore opportunities to learn new ways to working.</p> <p>Become defensive or ignore constructive performance feedback that is given.</p> <p>Blame others or the situation for failure and do not analyze own behaviors and results.</p> <p>Spend little time trying to learn new job skills and UofL practices.</p>	<p>Take advantage of available training opportunities (as budgets and schedules allow) to improve personal and team effectiveness.</p> <p>Ask others for feedback to evaluate own performance and to identify opportunities for improvement.</p> <p>Accept responsibility for failures and take time to analyze mistakes in order to improve performance.</p> <p>Devote time and attention to improving job knowledge and skills.</p>	<p>Actively seek opportunities to learn and apply new information regardless of time and/or budget constraints.</p> <p>Consistently seek out, appreciate and act on constructive feedback to improve performance.</p> <p>Learn from mistakes to find new and better work methods.</p> <p>Take initiative to study "best practices" and trends in one's field and apply to work, as appropriate.</p>

# Diversity

Take advantage of the rich backgrounds and abilities of all by recognizing and valuing differences, seeking inclusiveness, welcoming different points of view.

Indicators of Ineffective Behavior	Indicators of Satisfactory Behavior	Indicators of Exceptional Behavior
<p>Treat people differently depending on cultures, gender, race or position.</p> <p>Show insensitivity to staff member diversity in actions or communication.</p> <p>Use words and behaviors inconsistent with Cardinal Principles regarding inclusive team approach.</p> <p>Criticize or disregard different opinions, styles or ways of working.</p>	<p>Treat people fairly and respectfully regardless of culture, gender, race or position.</p> <p>Regard, recognize and value differences in the needs and views of others.</p> <p>Try to take advantage of the rich backgrounds and diverse talents of UofL staff.</p> <p>Consider and honor different opinions, styles and ways of working.</p>	<p><b>*NOTE:</b> All UofL Staff Members are expected to demonstrate role model behavior related to issues of diversity. Therefore, only one level of acceptable performance is defined for this competency.</p>