



	Exemplary (E)	Exceeds Expectations (EE)	Achieves (A)	In Development or Improvement Needed (I)	Unsatisfactory (U)
JOB DUTIES	The employee's performance significantly and consistently surpassed job performance standards when measured by quality, quantity and value to the institution.	The employee's performance frequently surpassed job performance standards when measured by quality, quantity and value to the institution. The work produced overall added value to the institution.	The employee's performance met job performance standards when measured by quality, quantity and value to the institution, and was consistent and reliable.	The employee's performance is still developing and/or did not consistently achieve job performance standards when measured by quality, quantity and value to the institution. Some improvement is needed.	The employee's performance was consistently below expectations when measured by quality, quantity and value to the institution. Immediate corrective action is necessary.
BEHAVIORAL COMPETENCIES http://employees.tamu.edu/pd/programs/competency/behavioral-competencies/					
CUSTOMER SERVICE	Employee provides accurate and timely service. Responds appropriately to needs of internal and external customers. Employs effective interaction with all individuals and stakeholders served throughout the University community.				
	Always takes ownership for delivering high quality service. Is proactive in understanding and responding to customer needs. Always communicates and works well with co-workers and customers. Constantly seeks to secure quality, long-lasting customer relations.	Routinely proactive in understanding and responding to customer needs. Frequently communicates and works well with co-workers and customers. Routinely seeks to secure quality, long-lasting customer relations.	Responds professionally when required to assist customers. Communicates and works acceptably with co-workers and customers.	Needs development of effective communication skills with co-workers and customers. Needs skills to consistently follow through to ensure customer needs are met.	Frequently fails to respond professionally when required to assist customers. Fails to anticipate customers' needs. Delivers poor quality product or service or is untimely in response.
COLLABORATION & TEAMWORK	Employee promotes cooperation, collaboration and flexibility in working with others. Contributes as a team member. Manages conflict.				
	Consistently and proactively shares relevant information with others. Uses a positive approach and style to encourage effective teamwork. Promotes team cooperation by valuing opinions and contributions of others. Proactively offers help to other team members, when needed or requested. Is widely trusted and respected among team members.	Frequently and proactively shares relevant information with others. Uses a positive approach and style to encourage effective teamwork. Promotes team cooperation by valuing opinions and contributions of others. Offers help to other team members when needed or requested. Is generally trusted and respected among fellow team members.	Participates effectively in team assignments. Contributes as needed to fulfill job responsibilities. Encourages and considers contributions of others. Supports the goals of the team.	Contributions and participation in teamwork is inconsistent. Employee needs to further develop skills in working collaboratively or to take advantage of opportunities to work with others.	Exhibits resistance to participation and collaboration in teamwork. Performance may be counterproductive to the team goals. May act to withhold relevant information from team. Does not contribute to team in a professional and productive manner.
DIVERSITY & RESPECT	Employee welcomes, includes, and demonstrates respect for individuals from all groups, including the various characteristics of persons in our community. (Rating definitions and behavioral examples: http://diversity.tamu.edu/What-is-Diversity/Dictionary)				
	Employee consistently and proactively goes beyond diversity-related requirements of the position.	In addition to achieving expectations, employee frequently seeks out and actively participates in a variety of diversity-related activities and demonstrates additional support for diversity.	Welcomes, shows respect for, and engages people of diverse backgrounds, viewpoints, needs and experiences. Also participates in diversity-related activities as required by supervisor or position.	Is still working to become more aware of, welcome, demonstrate respect for, and engage people of diverse backgrounds, viewpoints, needs, and experiences. Requires prompting or reminders to participate in diversity-related activities as required by supervisor or position.	Does not welcome, demonstrate respect for, or engage people of diverse backgrounds, viewpoints, needs, and experiences. Does not participate in diversity-related activities as required by supervisor or position (includes being past due on mandated TAMU System-wide EEO training).

	(E)	(EE)	(A)	(I)	(U)
INITIATIVE	Employee evaluates, selects and acts on various methods and strategies for solving problems and meeting objectives before being asked or required to do so. Exhibits resourcefulness, independent action and professional judgment that are position appropriate.				
	Consistently and proactively exhibits resourcefulness. Always performs work tasks required by the job, either independently or as part of a team as appropriate for the task. Regularly seeks new, challenging assignments and completes them without affecting core duties. Exercises outstanding judgment on knowing when to seek guidance from supervisor. Highly motivated worker.	Frequently exhibits resourcefulness. Routinely performs work tasks required by the job, either independently or as part of a team as appropriate for the task. Seeks new, challenging assignments and completes them without affecting core duties. Exercises good judgment on knowing when to seek guidance from supervisor. Motivated worker.	Generally exhibits resourcefulness and performs work tasks required by the job independently. Requires routine guidance from supervisor. Dependable, resourceful worker.	Inconsistently exhibits resourcefulness. Requires occasional reminders or prompts to complete routine assignments. Still developing an understanding of scope of responsibilities.	Rarely exhibits resourcefulness. Rarely performs work tasks independently as required by the job. Requires constant supervision. Not routinely a dependable worker.
ORGANIZATIONAL COMPLIANCE & SAFETY	Employee performs job in a manner that minimizes hazards to oneself, others, and the work environment. Maintains a physical work environment that contributes to the well-being of others. Follows applicable work, health, and environmental procedures and policies. Demonstrates appropriate use of and respect for university property and equipment; complies with the organization's policies, regulations, rules and procedures.				
	Consistently and proactively follows work-safety requirements and assists others in ensuring work-safety requirements are followed. Completes all assigned training successfully and on time. Displays leadership qualities by staying abreast with updates to safe work policies related to department job responsibilities and assists department/co-workers in implementing new policies.	Routinely follows work-safety requirements. Frequently assists others in ensuring work-safety requirements are followed. Completes all assigned training successfully and on time. Stays current on safety policies related to job responsibilities and shows initiative to seek opportunities to learn about updates to health, safety and security policies.	Generally follows work-safety requirements. Completes all assigned training successfully and on time. Stays current on health, safety and security policies related to job responsibilities.	Does not consistently follow work-safety requirements. Is not always timely in completing assigned training. Lacks full awareness and understanding of health, safety and security policies and how those impact daily operations.	Training not completed successfully or on time. Does not stay current on health, safety and security policies related to job responsibilities. Ignores, bypasses or thwarts safety and security measures in the performance of their job.
SUPERVISION & MANAGEMENT (as applicable)	Employee gives direction and communicates expectations. Provides performance feedback. Manages employee performance problems. Understands, implements and complies with basic HR regulations and laws. Provides opportunity for employee development and career growth. (Supervisory development information: http://employees.tamu.edu/pd/supervisors)				
	Consistently and proactively excels in leadership and supervision. Coaches and trains employees for advancement. Constantly provides performance feedback and encourages appropriate development opportunities for each supervised employee.	Provides constructive leadership and coaching. Trains employees to improve skills and/or expand duties. Provides frequent performance feedback. Provides appropriate development opportunities for each supervised employee.	Provides leadership and supervision. Provides sufficient coaching and training to employees to carry out assigned duties. Provides routine performance feedback and appropriate development opportunities for each supervised employee.	Developing skills in providing feedback and managing employee performance. Needs greater understanding of institutional processes and resources. Inconsistent manner of communicating and monitoring job expectations of each supervised employee.	Rarely provides constructive leadership and supervision. Provides limited coaching, training, and performance feedback. Does not provide appropriate development opportunities for each supervised employee.
PERFORMANCE GOALS	The employee's performance significantly and consistently surpassed job performance standards when measured by quality, quantity and value to the institution.	The employee's performance frequently surpassed job performance standards when measured by quality, quantity and value to the institution. The work produced overall added value to the institution.	The employee's performance met job performance standards when measured by quality, quantity and value to the institution, and was consistent and reliable.	The employee's performance is still developing and/or did not consistently achieve job performance standards when measured by quality, quantity and value to the institution. Some improvement is needed.	The employee's performance was consistently below expectations when measured by quality, quantity and value to the institution. Immediate corrective action is necessary.
OVERALL RATING	The employee significantly and consistently surpassed job performance and behavioral competency standards when measured by quality, quantity and value to the institution.	The employee frequently surpassed job performance and behavioral competency standards when measured by quality, quantity and value to the institution.	The employee met job performance and behavioral competency standards when measured by quality, quantity and value to the institution, and was consistent and reliable.	The employee is still developing and/or did not consistently achieve job performance and behavioral competency standards when measured by quality, quantity and value to the institution. Some improvement is needed.	The employee was consistently below job performance and behavioral competency standards when measured by quality, quantity and value to the institution. Immediate corrective action is necessary.