Performance Evaluation: Competencies and Ratings Overview

In Workday employees will be evaluated on the following factors:

<table>
<thead>
<tr>
<th>Workday Terminology</th>
<th>Old PATH Terminology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goals</td>
<td>Performance Goals</td>
</tr>
<tr>
<td>Competencies</td>
<td>Behavioral Competencies</td>
</tr>
<tr>
<td>Responsibilities in Position Restriction</td>
<td>Job Duties in Position Description</td>
</tr>
<tr>
<td>Certification Question (for verification of completion/compliance with required training)</td>
<td>Not present in PATH</td>
</tr>
<tr>
<td>Overall Rating</td>
<td>Overall Rating</td>
</tr>
</tbody>
</table>

Ratings Overview

<table>
<thead>
<tr>
<th>Significantly Exceeds Expectations</th>
<th>Exceeds Expectations</th>
<th>Meets Expectations</th>
<th>Partially Meets Expectations</th>
<th>Does not Meet Expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td>The employee significantly and consistently surpassed job performance and behavioral competency standards when measured by quality, quantity and value to the institution.</td>
<td>The employee frequently surpassed job performance and behavioral competency standards when measured by quality, quantity and value to the institution.</td>
<td>The employee met job performance and behavioral competency standards when measured by quality, quantity and value to the institution, and was consistent and reliable.</td>
<td>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.</td>
<td>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.</td>
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</tbody>
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## Competencies Overview

### Service

<table>
<thead>
<tr>
<th>Description</th>
<th>Examples of behaviors might include:</th>
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</table>
| Promotes a culture of service. | - Responds appropriately to the needs of internal and external customers.  
- Seeks to secure positive interpersonal relations.  
- Conveys instructions, ideas, and information clearly.  
- Follows through on commitments to others.  
- Represents one’s position, work unit and organization both internally and externally professionally and responsibly.  
- Anticipates needs or problems and acts to meet or resolve responsibly, efficiently and cost-effectively.  

**For research focused positions, examples of behaviors include:**  
- Works to create and sustain a measurable, high standard of quality research.  
- Facilitates relationship with sponsors in ways that project respect, understanding and professionalism and strengthen the research program.  
- Meets frequently and communicates openly to assure sponsor's needs are identified and satisfied.  
- Works to develop sustainable initiatives with academic sector or partners. |

### Teamwork/Collaboration

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| Promotes cooperation and effective relationships. | - Works in a cooperative and collaborative manner within work unit and across the organization.  
- Appreciates and leverages the strengths of others to accomplish goals.  
- Shares relevant information accurately, completely and appropriately.  
- Supports the success of team members.  
- Manages interpersonal conflicts constructively.  
- Earns the trust and respect of team members. |
### Diversity & Respect

**Description**
Promotes an inclusive, welcoming and diverse climate.

**Examples of behaviors might include:**
- Treats all people with dignity, civility, and fairness.
- Demonstrates respect for people of diverse backgrounds, viewpoints, needs, and experiences.
- Seeks and values the opinions and contributions of others.
- Acknowledges ideas from others, even when different from own.
- Seeks to ensure all sides are heard before reaching a conclusion.
- Works diligently to foster an open and inclusive environment.

### Initiative

**Description**
Exhibits resourcefulness, independent action and professional judgment that are position appropriate.

**Examples of behaviors might include:**
- Actively engages in activities that support the organization's mission and goals.
- Strives toward excellence in all tasks and responsibilities.
- Achieves results with appropriate level of guidance.
- Seeks opportunities to provide service and contribute to organizational success.
- Prioritizes tasks based on importance.
- Uses time efficiently and responds quickly and constructively when confronted with challenges.
- Takes steps to resolve problems and make constructive recommendations.
- Displays and ongoing commitment to learning and self-improvement that adds value to the organization.

### Accountability

**Description**
Acts responsibly and takes ownership of own behavior, actions and decisions.

**Examples of behaviors might include:**
- Delivers quality and timely work products and services.
- Meets obligations with assignments and commitments.
- Complies with applicable policies, regulations, rules and procedures.
- Establishes and maintains confidentiality of communications and information.
- Follows safety and security protocols, and performs in a manner that promotes the safety of self and others.
- Uses resources responsibly.
- Completes assigned training on time.
- Leads by example in appearance, attitude, character and work ethic.
### Supervision (Supervisory Competency)

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<tr>
<th>Description</th>
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| Manages performance and cultivates a positive work environment. | - Promotes employee excellence by establishing appropriate performance goals and assignments; providing coaching, feedback and support; and rewarding high performance.  
- Provides clear direction and communicates expectations.  
- Manages employee performance issues.  
- Promotes employee well-being.  
- Supports employee growth by assisting with career plans and providing opportunities for professional development.  
- Promotes collaboration and teamwork within work unit. |

### Organizational Leadership (Supervisory Competency)

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| Cultivates a high-performing and fiscally responsible workplace. | - Communicates, supports and promotes the organization's vision, mission and goals.  
- Plans and monitors work activity and output, ensuring alignment with overall goals.  
- Makes adjustments as needed to address multiple demands and competing priorities.  
- Acts as a change agent by demonstrating flexibility and adaptability, and by implementing appropriate changes in culture, strategy and regulatory requirements.  
- Follows fiscal guidelines, regulations, principles, and standards when committing resources and processing financial transactions.  
- Ensures adherence with HR regulations and laws. |