

## ***Preamble:***

UT Human Resources initiated a process requiring department evaluations for staff across campus through the use of the Staff Performance Review Summary Form. In response to this, the Libraries established a committee of non-exempt staff, faculty and supervisors with the charge of developing standards to assist in the completion of the HR Summary Form and evaluations process.

The standards below were compiled in committee and have been amended based on comments we have received from library staff and faculty. The purpose of the standards is to create some level of uniformity of employee evaluations not only in the same department but within the entire libraries. It is our intention that supervisors would use these standards as guidelines for assigning a value to each criterion in an evaluation. However, the supervisor should also use their best judgment in interpreting the standards and take into consideration real work conditions, the individual employee, and other circumstances.

## ***Standards:***

### **Dependability**

Extent to which the employee can be relied upon to report to work on time, to meet designated work schedule and to complete work assignments in timely manner

#### **Rarely Achieves Expectations**

- ✚ Leaves early or arrives late without making prior arrangements or letting co-workers/supervisors know.
- ✚ Develops a pattern of unexpected or unscheduled absences
- ✚ Abuses leave practices (refers to work schedule and time off)
- ✚ Needs close supervision
- ✚ Rarely performs work assignments in a thorough and timely manner.
- ✚ Does not attend scheduled meetings.
- ✚ Takes extended breaks without informing others.
- ✚ Never covers for colleagues in times of short staffing.

#### **Sometimes Achieves Expectations**

- ✚ Is sometimes tardy or leaves early, but usually notifies co-workers/supervisors.
- ✚ Usually conforms to leave practices (refers to work schedule and time off)
- ✚ Usually does not require close supervision
- ✚ Sometimes completes work assignments on time
- ✚ Sometimes attends scheduled meetings.
- ✚ Usually performs work assignments in a thorough and timely manner
- ✚ Usually complies with unit policies and procedures governing use of breaks.
- ✚ Sometimes covers for colleagues in times of short staffing

### **Fully Achieves Expectations**

- ✚ Keeps supervisor informed when absent from work or tardy
- ✚ Conforms to leave practices (refers to work schedule and time off)
- ✚ Does not need to be closely supervised.
- ✚ Completes work assignments on time
- ✚ Attends scheduled meetings.
- ✚ Work seldom requires review for accuracy.
- ✚ Complies with unit policies and procedures governing use of breaks.
- ✚ Displays a willingness to cover for colleagues during times of short staffing.

### **Fully Achieves and Occasionally Exceeds Expectations**

- ✚ Maintains work schedule.
- ✚ Willing to adjust breaks to accommodate changing work schedules.
- ✚ Often completes assignments or projects on or before deadlines.
- ✚ Never needs close supervision.

### **Consistently Exceeds Expectations**

- ✚ Maintains work schedule and is punctual.
- ✚ Always conforms to leave practices (refers to work schedule and time off).
- ✚ Always completes assignments or projects on or before deadlines.
- ✚ Always attends scheduled meetings.
- ✚ Always provides complete and accurate information and work output.
- ✚ Volunteers to cover for colleagues during times of short staffing (even if schedules for leave).

## **Adaptability/Flexibility**

Extent to which employee exhibits an openness to new ideas, programs, systems, and or structures.

### **Rarely Achieves Expectations**

- ✚ Resistant to change whether in normal duties, schedule or environment to meet the needs of the team. Shows no flexibility on how tasks are accomplished.
- ✚ Does not work well in group situations where blending of ideas is required.
- ✚ Rarely seeks assistance, leading to repeated mistakes.
- ✚ Complains incessantly without offering advice.

### **Sometimes Achieves Expectations**

- ✚ Shows minimal resistance to change in duties, schedule or environment to meet the needs of the team.
- ✚ Sometimes works well in group situations where blending of ideas is required.
- ✚ Sometimes requests help from others when appropriate to learn how tasks should be accomplished.
- ✚ Sometimes responds to change without being incessantly negative or unnecessarily critical.

### **Fully Achieves Expectations**

- ✚ Does not resist change in duties, schedule or environment to meet the needs of the team.
- ✚ Works in group situations where blending of ideas is required.
- ✚ Readily adapts to new situations.
- ✚ Responds constructively to change.

### **Fully Achieves and Occasionally Exceeds Expectations**

- ✚ Willing to modify work procedures, duties, schedule or environment to accommodate the changing needs of the team.
- ✚ Willingly works in group situations where blending of ideas is required and occasionally serves as a leader.
- ✚ Adapts and responds constructively change, occasionally assisting others in adapting to change.

### **Consistently Exceeds Expectations**

- ✚ Actively recommends modifications in work procedures, duties, schedule or environment to improve or accommodate the changing needs of the team.
- ✚ Serves as a leader in group situations where blending of ideas is required.
- ✚ Is open to new ideas and helps others in adapting to change.

## **Accomplishments**

Extent to which employee balances competing priorities to meet all commitments in a timely manner and deliver quality results.

### **Rarely Achieves Expectations**

- ✚ Does not strive to meet the goals set during last review.
- ✚ Rarely performs job duties satisfactorily.
- ✚ Does not attend scheduled training specific to job.

### **Sometimes Achieves Expectations**

- ✚ Sometimes strives to achieve goals set during last review.
- ✚ Adequately performs regular job duties.
- ✚ Occasionally attends scheduled training specific to job.

### **Fully Achieves Expectations**

- ✚ Achieves goals set during the last review.
- ✚ Satisfactorily performs all duties as assigned.
- ✚ Willingly works on skills and participates in training to improve job performance.

### **Fully Achieves and Occasionally Exceeds Expectations**

- ✚ Achieves goals on time with some completed early.
- ✚ Occasionally volunteers for additional duties or projects.
- ✚ Independently works on skills to improve job performance.

### **Consistently Exceeds Expectations**

- ✚ Achieves goals set during the last review with most completed ahead of schedule
- ✚ Volunteers for or assumes responsibility for additional duties or projects
- ✚ Promotes training to improve job performance.

### **Relationships**

Effectiveness of employee's interactions with others and as a team participant. Extent to which the employee's behaviors are directed toward fostering positive working relationships in a diverse workplace, respect for one's fellow workers, and cooperation with students, library users and others.

### **Rarely Achieves Expectations**

- ✚ Frequently comes into conflict with others, often requiring supervisory intervention.
- ✚ Demonstrates unwillingness to show respect for ideas and behaviors of others; displays negative attitude and resentment of others.
- ✚ Frequently complains and is unduly critical and/or uncooperative; offers criticism or complaints in unconstructive ways

### **Sometimes Achieves Expectations**

- ✚ Sometimes seeks resolution of conflicts when circumstances require it.
- ✚ Generally accepting of ideas and behaviors of others; displaying somewhat positive attitude.
- ✚ Willing to work with others when supervisor or circumstances require it, without complaining.

### **Fully Achieves Expectations**

- ✚ Strives to be helpful when conflicts arise.
- ✚ Communicates in an effective manner.
- ✚ Works well with others.

### **Fully Achieves and Occasionally Exceeds Expectations**

- ✚ Is diplomatic and helpful when conflicts arise.
- ✚ Communicates in a patient and courteous manner.
- ✚ Works well with others and is considerate of the needs and feelings of each individual.

### **Consistently Exceeds Expectations**

- ✚ Anticipates and works to avoid conflicts before they arise.
- ✚ Independently takes advantage of opportunities to seek out others, especially those beyond their immediate work environment, and forms effective working relationships.
- ✚ Helps with any task and/or initiates ways to help others.

## **Decision Making**

Extent to which the employee makes sound and logical job-related decisions that are in the best interest of the Libraries and the University.

### **Rarely Achieves Expectations**

- ✚ Does not demonstrate sound judgment or decision-making skills with or without supervisory consultation.
- ✚ Consistently avoids making decisions even though they are within scope of job authority.
- ✚ Makes poor decisions that do not anticipate future needs and cause problems for the team and/or department.
- ✚ Avoids responsibility for poor decisions.

### **Sometimes Achieves Expectations**

- ✚ Sometimes demonstrates sound judgment and decision-making skills.
- ✚ Generally makes effective decisions as the need arises.
- ✚ Occasionally anticipates outcomes and defers decisions when appropriate to others better suited or qualified.
- ✚ Sometimes takes responsibility for decisions and learns from mistakes.

### **Fully Achieves Expectations**

- ✚ Demonstrates sound judgment and decision-making skills
- ✚ Makes effective decisions as the need arises.
- ✚ Typically gathers, utilizes, and interprets information when making decisions and explains reasons for decisions.
- ✚ Takes responsibility for the outcome of decisions.

### **Fully Achieves and Occasionally Exceeds Expectations**

- ✚ Makes effective decisions using sound judgment
- ✚ Makes decisions that are productive for all members of the team, Libraries and the University
- ✚ Gathers, utilizes, and interprets information when making decisions and explains reasons for decisions
- ✚ Takes responsibility for the outcome of decisions and occasionally anticipates problems.

### **Consistently Exceeds Expectations**

- ✚ Can be relied upon to make appropriate decisions, even in the most difficult situations.
- ✚ Volunteers for duties that require strong decision-making skills, such as working on committees.
- ✚ Anticipates the results of complex decisions and takes responsibility to work for the most beneficial outcome.

## **Service**

Extent to which the employee recognizes the importance of library user satisfaction by providing students, other staff, and the public with prompt and accurate information in a respectful and helpful manner. Extent to which the employee demonstrates respect and responsiveness towards others while providing superior service.

### **Rarely Achieves Expectations**

- + Provides service to others if specifically ordered by supervisor, but does so grudgingly, hurriedly, and with sloppy execution.
- + Ignores requests for service and assistance.
- + Passes off requests to others and does not make an effort to obtain information that will help other staff answer questions.
- + Does not share relevant and work-related information, skills and knowledge with others.
- + Avoids contributions to team and/or department interactions and situations.

### **Sometimes Achieves Expectations**

- + Makes an effort to meet needs or obtain information. Sometimes makes referrals to someone else if more appropriate.
- + Sometimes responds to requests for service and assistance.
- + Generally shares relevant and work-related information, skills and knowledge with others.
- + Sometimes contributes to team interactions and situations.

### **Fully Achieves Expectations**

- + Responds to requests for service and assistance.
- + Explores most avenues within authority and makes appropriate referrals to other sources.
- + Shares information, skills and knowledge with others to meet the service request.
- + Contributes to team interactions and situations.

### **Fully Achieves and Occasionally Exceeds Expectations**

- + Responds with prompt and accurate information in a respectful and efficient manner.
- + Willingly shares information, skills and knowledge with others to meet the service request.
- + Willingly contributes to team interactions and situations.

### **Consistently Exceeds Expectations**

- + Always polite and willing to go out of way to provide service by anticipating needs and providing assistance before being asked.
- + Initiates and works to develop new techniques to meet needs or obtain information after communication with supervisor.
- + Consistently provides accurate and complete information and shares it appropriately to meet service requests.

- ✚ Encourages others to contribute to team interactions and situations.

## **Problem Solving**

Extent to which employee provides timely, appropriate and ethical resolution to problems. Extent to which employee analyzes facts and data, using sound judgment, to arrive at most effective solution.

### **Rarely Achieves Expectations**

- ✚ Makes little or no effort to solve routine problems.
- ✚ Does not demonstrate the ability to recognize problems, gather information, and propose solutions.
- ✚ Routinely leaves problems for others to solve or seeks to manipulate others into solving problems on their behalf.
- ✚ Rarely informs supervisor that problems are not being resolved in a timely manner or at all.

### **Sometimes Achieves Expectations**

- ✚ Demonstrates some ability to recognize problems, gather information, and propose solutions.
- ✚ Sometimes leaves problems for others to solve.
- ✚ Occasionally informs supervisor that problems are not being resolved in a timely manner.

### **Fully Achieves Expectations**

- ✚ Recognizes problems, gathers information, and proposes solutions.
- ✚ Seeks assistance of others when unable to resolve a problem.
- ✚ Informs supervisor when problems cannot be resolved in a timely manner.

### **Fully Achieves and Occasionally Exceeds Expectations**

- ✚ Anticipates and proactively solves complex problems in a diplomatic and tactful way.
- ✚ Independently resolves problems and occasionally helps others in problem resolution.
- ✚ Identifies developing problems that are not easily resolved and refers them to supervisor.

### **Consistently Exceeds Expectations**

- ✚ Creates unique solutions to difficult problems.
- ✚ Seeks to help others solve problems and complete work objectives.
- ✚ Anticipates developing problems and then works with supervisors to develop a course of action/procedure.