



Examples of Behavior Statements- Administrative Technical Role
What does "below", "meets" and "exceeds" expectations really mean?

ADMINISTRATIVE/TECHNICAL (A/T) ROLE:

Supports OU's strategic objectives, as an individual contributor, by providing administrative, technical, and/or operational support and services to faculty, staff and/or students

Continuous Learning & Development

Application of Knowledge & Continuous Learning		
<i>Falls Below Expectations</i>	<i>Fully Meets Expectations</i>	<i>Exceeds Expectations</i>
<p>Demonstrates knowledge of only the most basic procedures and processes within area of responsibility</p> <p>Often looks to others to interpret information, solve problems, and recommend solutions</p> <p>Fails to comply with required health, safety and environmental programs</p> <p>Falls behind in knowledge of emerging technology</p> <p>Continues to use outdated technology even when new technology is available and more effective</p> <p>Lacks awareness of overall department issues and direction</p>	<p>Effectively applies knowledge of policies, procedures and processes within area of responsibility including applicable health, safety and environmental programs</p> <p>At entry level, typically operates within prescribed parameters; with more experience, uses judgment and draws upon past experience to interpret information, solve problems and/or recommend solutions</p> <p>May occasionally lead team projects/initiatives within a work area</p> <p>Recognizes barriers to completing assigned work/projects and uses judgment to determine when to seek assistance or clarification</p> <p>May serve as a resource/coach for those with less experience</p> <p>Stays current with relevant emerging technology; seeks opportunities to apply available technology to improve organization's results</p>	<p><i>Fully Meets Expectations and:</i></p> <p>Demonstrates superior expertise and knowledge of policies, procedures and processes within area of responsibility including health, safety and environmental programs; Is able to provide current information to others</p> <p>Is sought out to lead team projects/initiatives within a work area</p> <p>Is considered a key information source regarding emerging and cutting-edge technology</p> <p>Frequently coaches and mentors those with less work experience</p> <p>Foresees potential barriers to completing work assignments; suggests solutions and submits for approval where necessary</p> <p>Often presents innovative recommendations and solutions to supervisor, not just problems/obstacles</p>

Innovation & Managing Change

<i>Falls Below Expectations</i>	<i>Fully Meets Expectations</i>	<i>Exceeds Expectations</i>
<p>Refuses to accept and adapt to change</p> <p>Tends to view change as a hindrance to accomplishing work goals</p> <p>Clings to “the way we’ve always done things around here”</p> <p>May actively resist change by interfering with attempts to incorporate new work techniques and/or tools into daily work routine</p>	<p>Adapts to change by seeking to understand implications of change for one’s own job and adjusting as needed</p> <p>Is willing to try new ways of performing work that may lead to increase in one’s own effectiveness and/or that of work area</p> <p>Regularly seeks training to improve skills required by changing work environment</p>	<p><i>Fully Meets Expectations and:</i></p> <p>Recognizes the benefits and risks of change; promotes the benefits and takes steps to minimize the risks</p> <p>Suggests and supports new ways of performing work that may lead to increase in one’s own effectiveness and/or that of work area</p>

Performance Management & Development

<i>Falls Below Expectations</i>	<i>Fully Meets Expectations</i>	<i>Exceeds Expectations</i>
<p>Views performance management as a required administrative process rather than an opportunity for personal growth</p> <p>Only uses performance management process when requested by supervisor</p> <p>Fails to track progress against performance goals, resource issues, etc.; updates supervisor on progress only when asked</p> <p>Responds negatively to or disregards constructive feedback from others</p> <p>Provides feedback to others only when asked or required or in a disrespectful manner</p> <p>Lacks commitment to continuous development and performance improvement</p> <p>Falls behind in facilitating direct report’s performance management process</p>	<p>Actively uses performance management process in ongoing interaction with supervisor and peers; applies to direct reports where appropriate</p> <p>Keeps supervisor updated on progress against performance goals, resource issues, etc</p> <p>Shows willingness to learn from others; seeks feedback and responds quickly to it; provides feedback in a timely manner, in constructive and respectful terms</p> <p>Takes responsibility for continuous development and performance improvement</p>	<p><i>Fully Meets Expectations and:</i></p> <p>Views performance management as a key responsibility</p> <p>Integrates performance management process into daily work operations and encourages similar practices in direct reports, where appropriate</p> <p>Places high priority on personal development and continuous growth</p> <p>Is adept at providing constructive feedback to peers and others who may be resistant to suggestions</p>

Shared Accountability & Collaboration

Customer Focus		
<i>Falls Below Expectations</i>	<i>Fully Meets Expectations</i>	<i>Exceeds Expectations</i>
<p>Is slow to act on customer requests for assistance</p> <p>Can be rude and disrespectful to customers when hurried or under stress</p> <p>Often misinterprets customer requests and must correct previous actions taken on customer's behalf</p> <p>Takes the minimum action necessary to meet customer expectations</p> <p>Fails to follow-up with customer to ensure needs were met</p> <p>Fails to explain to customer's satisfaction rationale behind the inability to provide service</p> <p>Often forwards customer requests directly to peer or supervisor instead of taking personal responsibility for customer's needs</p> <p>Fails to see how changes to current work processes could increase customer satisfaction</p> <p>Maintains current work processes when changes could increase customer satisfaction</p>	<p>Responds promptly and courteously to customer requests for information and/or assistance</p> <p>Confirms/clarifies understanding of customer requests/issues in order to provide service and/or develop work solutions that meet or exceed customer needs; checks for customer satisfaction</p> <p>Effectively follows OU policies in a manner respectful to customers</p> <p>Takes personal responsibility for resolving customer issues</p>	<p><i>Fully Meets Expectations and:</i></p> <p>Asks customers for feedback on a regular basis; uses information gathered to anticipate future customer needs</p> <p>Keeps customer updated on status of request throughout process</p> <p>Checks for customer satisfaction both during and after the request for assistance</p> <p>Looks for opportunities to adjust personal work processes to become more customer driven</p> <p>Suggests opportunities to create more customer-focused work processes within work area</p>
Teamwork		
<i>Falls Below Expectations</i>	<i>Fully Meets Expectations</i>	<i>Exceeds Expectations</i>
<p>Can be uncooperative when working with team members</p> <p>Lacks enthusiasm when participating in team activities; may attend but not actively participate</p> <p>Keeps information and lessons</p>	<p>Develops effective working relationships inside and outside immediate work area</p> <p>Contributes ideas and shares information within and across work groups; shares lessons learned</p>	<p><i>Fully Meets Expectations and:</i></p> <p>Leads efforts to help others develop effective working relationships throughout the organization</p> <p>Conveys a positive manner and influence in a team environment</p>

<p>learned to self; does not share within or across work groups</p> <p>Puts own needs and concerns above the needs and concerns of the work group</p> <p>Prefers to do work independently even when work could be better accomplished by teaming with others</p>	<p>Works with others to accomplish common goals</p>	<p>Volunteers to lead team initiatives</p> <p>Acknowledges successes of others in accomplishing team goals</p> <p>Recognizes when a team approach is the better way to solve work problems</p> <p>Willing to invest extra time and effort towards accomplishing team goals</p>
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Respect for People

<i>Falls Below Expectations</i>	<i>Fully Meets Expectations</i>	<i>Exceeds Expectations</i>
<p>Fails to consider the views of others in daily work operations. Avoids communication except when necessary</p> <p>Is unable to handle sensitive situations with tact</p> <p>Reacts with hostility when opinions are challenged; resists compromise; may create conflict</p> <p>Avoids working with men and women from a variety of ethnic, social and educational backgrounds</p> <p>May use slurs and negative comments about other groups; calls attention to others' differences</p>	<p>Listens actively. Maintains frequent and open communication</p> <p>Shows understanding of others' perceptions and reacts accordingly</p> <p>Displays cooperative and open-minded behavior in working with others; demonstrates willingness to compromise</p> <p>Diplomatically handles situations without raising antagonism or hostility</p> <p>Behaves professionally and supportively when working with men and women from a variety of ethnic, social and educational backgrounds</p> <p>Avoids using stereotypes when dealing with others; may correct others on the use of slurs and negative comments about other groups</p>	<p><i>Fully Meets Expectations and:</i></p> <p>Serves as a role model for active listening and communication skills</p> <p>Able to positively influence and negotiate where there are opposing ideas or diverse perspectives</p> <p>Looks for opportunities to work with men and women from a variety of ethnic, social and educational backgrounds</p> <p>Communicates the benefits of welcoming diverse backgrounds and perspectives throughout work area and across organizational lines</p> <p>Sees differences in people and their views as opportunities for learning and personal growth</p> <p>Projects a sense of trust and trustworthiness to others</p> <p>Speaks out against the use of inappropriate language, slurs, and other negative comments</p>

Performance Initiative

<i>Falls Below Expectations</i>	<i>Fully Meets Expectations</i>	<i>Exceeds Expectations</i>
<p>Often misses deadlines; work assignments completed are of poor quality</p>	<p>Assumes responsibility for completing work assignments; meets commitments and deadlines</p>	<p><i>Fully Meets Expectations and:</i></p> <p>Frequently completes work assignments ahead of deadlines</p>

<p>Makes excuses for and often repeats mistakes</p> <p>Requires constant supervision and follow up; work must be carefully reviewed to ensure that it meets quality standards</p> <p>Does not work to improve the quality/productivity of work area</p>	<p>Accepts responsibility for mistakes; learns from them, and applies lessons learned to completion of future work</p> <p>Takes steps to maximize contribution of own work</p> <p>Takes actions and/or recommends actions to increase quality/productivity of work area</p>	<p>Sets and meets challenging goals for self</p> <p>Maintains a consistently high level of productivity even under adverse conditions</p> <p>Frequently catches own mistakes, takes measures to correct them promptly, and shares lessons learned.</p> <p>Thinks through implications of work projects; anticipates and prepares for work problems that are not obvious to others</p>
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