



Examples of Behavior Statements-

Manager Role

What does "below", "meets" and "exceeds" expectations really mean?

MANAGER ROLE:

Supports OU's strategic objectives by accomplishing results through others. Primary responsibility for a major organizational component (i.e. a department, a shift, or larger unit). Impacts the organization by setting the direction and agenda for their area of specialty in support of the academic or administrative area's goals

Continuous Learning & Development

Application of Knowledge & Continuous Learning		
<i>Falls Below Expectations</i>	<i>Fully Meets Expectations</i>	<i>Exceeds Expectations</i>
<p>Tends to apply previously accepted solutions instead of using creative thinking and/or business acumen to solve problems and meet objectives</p> <p>Manages people with a focus on task completion without seeking opportunities for continuous learning/development of direct reports</p> <p>Avoids taking on leadership responsibilities beyond responsibility for direct reports</p> <p>Conceptual knowledge base and skills demonstrated lag behind current practices and professional trends</p> <p>Continues to use outdated technology even when new technology is available and more effective</p>	<p>Applies knowledge and expertise, analytical skills, creative thinking, business acumen and people skills to accomplish results through others</p> <p>Takes responsibility for technical/professional excellence and continuous improvement of self and direct reports</p> <p>Increasingly applies knowledge to help solve problems across work groups</p> <p>Is continually building on conceptual knowledge base</p> <p>Stays current with emerging technology and processes; seeks opportunities to apply available technology and processes to improve OU effectiveness</p>	<p><i>Fully Meets Expectations and:</i> Is sought after to help solve problems within and across work area</p> <p>Ensures that direct reports have access to resources needed to improve their knowledge and technical skills</p> <p>Continually seeks opportunities to put new content knowledge into practice</p> <p>Often takes on leadership responsibilities beyond direct reports</p>
Innovation & Managing Change		
<i>Falls Below Expectations</i>	<i>Fully Meets Expectations</i>	<i>Exceeds Expectations</i>
<p>Allows resistance to change to flourish without attempting to control or minimize</p> <p>Fails to recognize when existing practices/beliefs are no longer effective in OU environment</p>	<p>Understands and addresses resistance to change; recognizes when prevailing practices/beliefs should be challenged to accomplish process improvements</p>	<p><i>Fully Meets Expectations and:</i> Champions new ideas with enthusiasm</p> <p>Regularly offers innovative solutions and changes to current processes to improve results; acknowledges risks</p>

<p>May give up easily or become aggressive when ideas are faced with opposition</p> <p>Loses focus of tasks and may fail to successfully complete tasks in situations of ambiguity and uncertainty</p> <p>May implement changes to current work processes without seeking input from others; fails to explain the need for change and its benefits</p> <p>Reacts negatively to innovative suggestions for change; may attempt to sabotage change efforts</p>	<p>Constructively voices new ideas; persists, takes steps to overcome opposition</p> <p>Adapts methods and approaches to a constantly changing environment</p> <p>Effectively carries out tasks in situations of ambiguity and uncertainty</p> <p>Works with and through others to implement change; encourages innovation in others</p> <p>Helps direct reports and others understand rationale for change</p> <p>Encourages training to increase skills required by changing work environment</p>	<p>of change and promotes benefits</p> <p>Often takes on leadership role for uncertain and ambiguous projects; quickly identifies objectives, resource needs, and effective solutions</p> <p>Accepts others' ideas for change with enthusiasm; lends support and professional expertise to help implement change</p> <p>Regularly voices the need for change to direct reports and others; incorporates change updates into regularly scheduled communications</p>
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Performance Management & Development

<i>Falls Below Expectations</i>	<i>Fully Meets Expectations</i>	<i>Exceeds Expectations</i>
<p>Fails to incorporate performance management process into daily operations and interactions with subordinates and supervisors</p> <p>Provides feedback and coaching to direct reports only during performance review meetings; often falls behind in conducting performance reviews</p> <p>Performance goals set are often unclear or not communicated effectively to subordinates</p> <p>Seeks feedback from others only occasionally; can react negatively when direct reports, peers, and customers offer feedback</p> <p>Fails to see the development of direct reports as a key responsibility of job</p> <p>Views training activities as unimportant and/or as a barrier to completing work duties</p> <p>Resists adjusting work schedules or routines to accommodate development activities</p>	<p>Actively uses performance management process in interaction with subordinates and supervisors:</p> <ul style="list-style-type: none"> - Establishes up-front performance goals and expectations - Provides regular performance feedback and coaching with high level of sensitivity - Works with direct reports to develop performance improvement plans when needed - Conducts timely performance reviews - Seeks and accepts feedback from direct reports, peers, customers - Rewards and recognizes employee's performance using appropriate tangible & intangible methods <p>Takes responsibility for continuous development and performance improvement of self and direct reports</p>	<p><i>Fully Meets Expectations and:</i></p> <p>Allocates or assists in directing use of approved resources to support development of direct reports</p> <ul style="list-style-type: none"> - Identifies/creates development opportunities - Identifies and may approve training - Assigns special projects - Authorizes re-scheduling of work to accommodate development activities <p>Views continuous development and performance improvement as a high priority for self and direct reports</p> <p>Works with direct reports to develop career paths based on their personal interests and aligned with university needs</p>

Shared Accountability & Collaboration

Customer Focus		
<i>Falls Below Expectations</i>	<i>Fully Meets Expectations</i>	<i>Exceeds Expectations</i>
<p>Fails to uncover underlying customer needs; resolves surface issues only</p> <p>Is reactive rather than proactive in resolving customer requests</p> <p>Can be rude or disrespectful when hurried or under stress</p> <p>Fails to follow up with customer to ensure needs were met and/or obtain feedback on customer service performance</p> <p>Fails to explain to customer's satisfaction rationale behind the inability to provide service</p>	<p>Treats customers as partners; builds "win-win" relationships</p> <p>Partners with customers to resolve complex problems, responds to unique needs and delivers timely, cost-effective, quality solutions; monitors customer satisfaction</p> <p>Anticipates customer needs; keeps customers abreast of relevant changes; distributes helpful information</p> <p>Effectively follows OU policies in a manner respectful to customers</p> <p>Provides courteous service</p>	<p><i>Fully Meets Expectations and:</i></p> <p>Helps create and implement customer-driven work processes within work area; may suggest similar improvements to other work areas</p> <p>Takes steps to address underlying customer needs beyond those initially expressed</p> <p>Identifies opportunities to modify work processes for improved customer service</p>
Teamwork		
<i>Falls Below Expectations</i>	<i>Fully Meets Expectations</i>	<i>Exceeds Expectations</i>
<p>Working relationships tend to be strained</p> <p>Lacks enthusiasm when participating in team activities; may attend but not actively participate</p> <p>Often accomplishes work group tasks independently and without input from team members</p> <p>Puts own needs and concerns above the needs and concerns of the work group</p> <p>Keeps technical/process expertise to self; shares information only when asked</p>	<p>Develops effective working relationships across OU</p> <p>Significantly contributes to team efforts by sharing technical/process expertise and providing guidance</p> <p>Works with others to accomplish common goals</p> <p>May have team/project leadership responsibility (beyond direct reports)</p> <p>Regularly seeks and provides updates on team project status</p>	<p><i>Fully Meets Expectations and:</i></p> <p>Recognizes when a team approach is the better way to solve work problems</p> <p>Inspires team members to accomplish project objectives</p> <p>Often takes on leadership responsibilities beyond direct reports</p> <p>Regularly shows willingness to put team needs above personal self-interest</p> <p>Builds/maintains a network of colleagues within and across work groups to exchange ideas and share expertise</p> <p>Leads efforts to help others develop effective working relationships throughout the organization</p>

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><i>When leading projects:</i> Fails to update team members of project status</p> <p>Gives inconsistent or unclear directions</p> <p>Allows outstanding team issues to reach critical status before addressing</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 and effectively resolves misunderstandings 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>When leading projects and/or direct reports</i> Is an effective and timely communicator; keeps team members/direct reports well informed of issues/direction</p> <p>Note: Accountability of the manager on this and other competencies is in the performance initiative competency</p>	<p><i>Fully Meets Expectations and:</i> Applies proficiency in active listening skills and communication skills to positively influence and negotiate where there are opposing ideas or diverse perspectives</p> <p>Sees differences in people and their views as opportunities for learning and personal growth</p> <p>Communicates the benefits of welcoming diverse backgrounds and perspectives throughout work area and across organizational lines</p> <p>Speaks out against the use of inappropriate language, slurs, and other negative comments</p> <p>Projects a sense of trust and trustworthiness to others</p> <p><i>When leading projects:</i> Effectively engages all team members in the problem-solving process</p>

Performance Initiative

<i>Falls Below Expectations</i>	<i>Fully Meets Expectations</i>	<i>Exceeds Expectations</i>
<p>Often misses deadlines and work commitments; work assignments completed are of poor quality</p> <p>Tends to use excuses or blame others when mistakes are made; fails to incorporate lessons learned</p>	<p>Assumes responsibility for completing work assignments; meets commitments and deadlines</p> <p>Accepts responsibility for mistakes; learns from them, and applies lessons learned to completion of</p>	<p><i>Fully Meets Expectations and:</i> Frequently completes work assignments ahead of deadlines</p> <p>Sets and meets challenging goals for self and unit</p>

<p>and may repeat previous mistakes</p> <p>Takes action to improve effectiveness of work processes only when specifically instructed by supervisor</p> <p>Seeks quick-fix solutions to work process issues; often overlooks root cause of process inefficiencies</p> <p>When leading projects:</p> <p>May fail to clearly communicate project objectives, status, and responsibilities</p> <p>Allows team members to miss commitments without consequences</p>	<p>future work</p> <p>Seeks opportunities and takes actions to improve effectiveness of work processes</p> <p>Carefully weighs benefits and costs of process improvement initiatives; ensures that value-added processes are implemented</p> <p>When leading projects and/or direct reports:</p> <p>Ensures team members/direct reports understand project/unit objectives and what they need to do to support them</p> <p>Holds team members/direct reports accountable for honoring their commitments</p>	<p>Maintains a consistently high level of productivity even under adverse conditions</p> <p>Thinks through implications of work projects; anticipates and prepares for work problems that are not obvious to others, and shares lessons learned</p> <p>When leading projects:</p> <p>Takes responsibility for providing team members with the resources they need to successfully meet their commitments</p> <p>Continually checks with team members to ensure they have the information they need to be well-prepared regarding their roles and responsibilities on projects</p>
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