



Examples of Behavior Statements-

Professional Role

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

PROFESSIONAL ROLE:

Supports OU's strategic objectives, as an individual contributor, by applying professional knowledge and expertise to deliver services and support to internal and external customers

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 or meet objectives</p> <p>Struggles to define objectives, identify resources, and generate work plans for less clearly defined assignments</p> <p>Knowledge base is limited to own work area/procedures; fails to see application of expertise and skills across work groups</p> <p>Continues to use outdated technology even when new technology is available and more effective</p> <p>Conceptual knowledge base and skills demonstrated lag behind current practices and professional trends</p>	<p>Applies knowledge and expertise, analytical skills, creative thinking and business acumen to best meet customer needs/objectives</p> <p>Is able to clarify objectives, resources and/or approaches for assignments that are less defined</p> <p>May have team/project leadership responsibility</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 relevant emerging technology, professional trends and processes, including skills; seeks opportunities to apply available technology and processes to improve OU effectiveness</p>	<p><i>Fully Meets Expectations and:</i> Seeks opportunities to apply new knowledge to daily problem-solving</p> <p>Able to quickly determine objectives, resource needs, and work plans for less clearly defined assignments</p> <p>Is sought after to help solve problems within and across work area</p> <p>Responds well in situations of high ambiguity; effectively identifies objectives, resources, and/or approaches for assignments that are less defined</p>

Innovation & Managing Change

<i>Falls Below Expectations</i>	<i>Fully Meets Expectations</i>	<i>Exceeds Expectations</i>
<p>Loses focus of tasks and may fail to successfully complete tasks in situations of ambiguity and uncertainty</p> <p>Allows resistance to change to flourish; fails to promote the positive aspects of change</p>	<p>Understands and addresses resistance to change; recognizes when prevailing practices/beliefs should be challenged to accomplish process improvements</p> <p>Constructively voices new ideas; persists, takes extra steps to overcome rejection</p>	<p><i>Fully Meets Expectations and:</i> Champions new ideas with enthusiasm</p> <p>Recognizes and communicates the benefits and risks of change; promotes the benefits and takes steps to minimize the risks</p>

Fails to see the need for changes to current work processes/practices	<p>Adapts methods and approaches to a constantly changing environment</p> <p>Effectively carries out tasks in situations of ambiguity and uncertainty</p> <p>Encourages training to increase skills required by changing work environment</p>	Experiments and tries new approaches to solving problems; shares both successes and failures
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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 others</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 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> 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>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 reasons behind 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 of 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>Contributes to team efforts by sharing technical/process expertise and providing guidance</p> <p>Works with others to accomplish common goals</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 role in team assignments</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 responds 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 and effectively resolves misunderstandings</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:</i> Is an effective and timely communicator; keeps team members well informed of issues/direction</p>	<p><i>Fully Meets Expectations and:</i> Applies proficiency in active listening 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 and may repeat previous mistakes</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 future work</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>Maintains a consistently high level of productivity even under adverse conditions</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: May fail to clearly communicate project team objectives, status, and responsibilities</p> <p>Allows team members to miss commitments without consequences</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: Ensures project team members understand project objectives and what they need to do to support them</p> <p>Holds team members accountable for honoring their commitments</p>	<p>Thinks through implications of work projects; anticipates and prepares for work problems that are not obvious to others; shares lessons learned</p> <p>When leading projects: Continually checks with team members to ensure they have the information and resources they need to be well-prepared for their roles and responsibilities on projects</p>
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