



# Rating Scale

Rating	Description
Significantly exceeds expectations	<p><i>The employee displays the following behaviors around their Expectations/Goals:</i></p> <ul style="list-style-type: none"> <li>• Consistently and substantially exceeds requirements</li> <li>• Frequently seeks opportunities to accomplish additional goals and/or duties</li> <li>• Initiates transformation with significant positive impact</li> <li>• Extremely contributive and impactful to work environment through frequent and consistent behavior that results in positive change</li> </ul> <p><i>The employee displays the values in the following ways:</i></p> <ul style="list-style-type: none"> <li>• Accountability: Takes responsibility and ownership for decisions, action, and results. Accountable for both how and what is accomplished. <ul style="list-style-type: none"> <li>• Takes collective responsibility for total organization’s success and failures within the scope of influence, takes action to correct and help others learn from mistakes</li> <li>• Frequently sets stretch target for self and/or others</li> <li>• Initiates transformational action resulting in significant impact to the organization</li> <li>• Recommends resource-saving ideas with budget impact</li> <li>• Seeks out improvements to existing safety procedures and identifies potential hazards and abatement measures</li> </ul> </li> <li>• Leadership in Excellence: Demonstrates energy and commitment to improving results, take initiatives often involving calculated risks while considering the common good. <ul style="list-style-type: none"> <li>• Actively challenges current practices, thought processes, and perspectives</li> <li>• Researches other organizations and recommends what is best for Notre Dame</li> <li>• Creates opportunities for unique, leading edge, or new initiatives for the University</li> </ul> </li> <li>• Integrity: Demonstrates honest and ethical behavior that displays a high moral standard. Widely trusted, respectful, and honorable. <ul style="list-style-type: none"> <li>• Stands up for unpopular views in a confident manner</li> <li>• Creates an environment of trust</li> <li>• Advocates for each individual</li> <li>• Addresses difficult issues in an appropriate manner which resolves the issue and maintains relationships</li> </ul> </li> <li>• Leadership in Mission: Understands, accepts and supports the Catholic mission of the University and fosters values consistent with that mission. <ul style="list-style-type: none"> <li>• Educates others about the University mission</li> <li>• Presents controversial issues in a framework that brings forth and allows for discussion of spiritual values</li> <li>• Seeks to attract candidates that embrace the University mission</li> <li>• Fully understands, respects and consistently contributes to the University mission as a top priority</li> </ul> </li> <li>• Teamwork: Works cooperatively as a member of a team and is committed to the overall team objectives rather than own interests. <ul style="list-style-type: none"> <li>• Seeks out opportunities for interdisciplinary collaboration</li> <li>• Encourages vigorous debate to create a better outcome, and supports the final decision</li> <li>• Turn a group into a high performing team</li> <li>• Challenges others who may behave in ways that hurt teamwork</li> </ul> </li> </ul>
Exceeds expectations	<p><i>The employee displays the following behaviors around their Expectations/Goals:</i></p> <ul style="list-style-type: none"> <li>• Performs at maximum levels of effectiveness during challenging situations producing exceptional quality</li> <li>• Exhibits role model level behaviors consistent with University values</li> <li>• Proactively and creatively solves problems resulting in positive change</li> <li>• Willingly takes on new or additional work</li> </ul> <p><i>The employee displays the values in the following ways:</i></p>



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	<ul style="list-style-type: none"> <li>● Accountability: Takes responsibility and ownership for decisions, actions and results. Accountable for both how and what is accomplished. <ul style="list-style-type: none"> <li>● Takes collective responsibility for total organization’s success and failures within the scope of influence, takes action to correct and help others learn from mistakes</li> <li>● Frequently sets stretch target for self and/or others</li> <li>● Initiates transformational action resulting in significant impact to the organization</li> <li>● Recommends resources saving ideas with budget impact</li> <li>● Seeks out improvements to existing safety procedures and identifies potential hazards and abatement measures</li> </ul> </li> <li>● Leadership in Excellence: Demonstrates energy and commitment to improving results, take initiatives often involving calculated risks while considering the common good. <ul style="list-style-type: none"> <li>● Creates an environment for individuals to take risks and make improvements</li> <li>● Challenges the status quo by suggesting new and better ways to achieve results</li> <li>● Takes risks with innovative ideas, balancing change with tradition</li> <li>● Rewards and recognizes responsible risk taking</li> <li>● Sets and achieves high standards and goals</li> </ul> </li> <li>● Integrity: Demonstrates honest and ethical behavior that displays a high moral standard. Widely trusted, respectful and honorable. <ul style="list-style-type: none"> <li>● Acts and is seen as a conscience for the organization</li> <li>● Visibly and consistently supports the organization’s beliefs, mission and strategy</li> <li>● Actions exemplify the spirit and letter of regulations</li> <li>● Encourages others to act with a high degree of integrity</li> </ul> </li> <li>● Leadership in Mission: Understands, accepts and supports the Catholic mission of the university and fosters values consistent with that mission. <ul style="list-style-type: none"> <li>● Creates a supportive environment where diverse views can be explored</li> <li>● Concerned for the well-being of the whole person in our student - the cultivation of their moral and spiritual values</li> <li>● Creates an inviting and hospitable environment</li> <li>● Exemplifies commitment to family, community and organization</li> <li>● Leads in maintaining the tradition of the university balances with business reality</li> </ul> </li> <li>● Teamwork: Works cooperatively as a member of a team and is committed to the overall team objective rather than own interests. <ul style="list-style-type: none"> <li>● Creates a feeling of belonging on the team</li> <li>● Allows all members to excel</li> <li>● Encourages team members to be advocates of their own ideas</li> <li>● Showcases the ideas and work of team members and proactively promotes their visibility in the University</li> <li>● Creates a climate where people want to do their best</li> </ul> </li> </ul>
Meets expectations	<p><i>The employee displays the following behaviors around their Expectations/Goals:</i></p> <ul style="list-style-type: none"> <li>● Consistently meets expectations and occasionally goes beyond requirements in terms of quality, quantity, and initiative</li> <li>● Achieves established goals and sometimes accomplishes additional goals as opportunities arise</li> <li>● Applies creativity and problem solving skills in certain situations and willingly implements and adapts to new process or enhancements</li> <li>● Consistent with University values</li> </ul> <p><i>The employee displays the values in the following ways:</i></p> <ul style="list-style-type: none"> <li>● Accountability: Takes responsibility and ownership for decisions, actions and results. Accountable for both how and what is accomplished. <ul style="list-style-type: none"> <li>● Recognizes and asks for assistance to solve problems, reacts appropriately</li> <li>● Accountable for how and what results are achieved, recognizes and admits mistakes and takes action to correct it</li> </ul> </li> </ul>



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	<ul style="list-style-type: none"> <li>• Acts as a good steward of resources, uses time effectively and efficiently</li> <li>• Monitors process, progress and results for self and/or others</li> <li>• Handles stress and can be counted on to hold things together during tough times</li> <li>• Shares information freely with supervisor and peers, gives honest and timely feedback</li> <li>• Leadership in Excellence: Demonstrates energy and commitment to improving results, take initiatives often involving calculated risks while considering the common good. <ul style="list-style-type: none"> <li>• Shared knowledge and expertise willingly, develops skills and encourages learning</li> <li>• Seeks out information to solve problems - will research best practices</li> <li>• Facilitates and participates in brainstorming, solicits feedback regularly and accepts constructive criticism</li> <li>• Inquires and is curious about new approaches, embraces change as opportunity</li> <li>• Establishes and maintains relationships in order to implement improvements</li> <li>• Demonstrates creative thinking -is visionary</li> <li>• Understands personal areas of opportunity and takes action to make improvements</li> </ul> </li> <li>• Integrity: Demonstrates honest and ethical behavior that displays a high moral standard. Widely trusted, respectful and honorable. <ul style="list-style-type: none"> <li>• Handles confidential information appropriately, keeps confidences</li> <li>• Stands up for personal convictions when convinced they are in the University’s best interest</li> <li>• Does not participate in gossip or other behavior that is not appropriate - diffuses the situation</li> <li>• Takes responsibility for decisions, follows through on commitments</li> <li>• Respects the human dignity of each individual, can disagree respectfully</li> </ul> </li> <li>• Leadership in Mission: Understands, accepts and supports the Catholic mission of the university and fosters values consistent with that mission. <ul style="list-style-type: none"> <li>• Understands and aligns department and individuals goals with University mission and values, serving as an ambassador for the university</li> <li>• Supports work and life balance</li> <li>• Respects the dignity, spiritual values and faith of each individual allows for open expression of prayer and worship</li> <li>• Shows compassion and concern for others, lives the “golden” and “platinum” rules</li> <li>• Acts with humility</li> </ul> </li> <li>• Teamwork: Works cooperatively as a member of a team and is committed to the overall team objective rather than own interests. <ul style="list-style-type: none"> <li>• Participates actively in the work of the team, seeks and listens to contribution of others</li> <li>• Fosters open dialogue with individuals and other units developing peer relationships</li> <li>• Contributes, encourages and accepts input from team members</li> <li>• Partners with people from other work units to improve overall performance</li> <li>• Demonstrates respect for cultural individual differences between team members</li> <li>• Supports team decisions over individual opinion</li> <li>• Shares wins, successes and promotes a positive environment by valuing teamwork</li> </ul> </li> </ul>
Meets some but not all expectations	<p><i>The employee displays the following behaviors around their Expectations/Goals:</i></p> <ul style="list-style-type: none"> <li>• Not fully functional in all aspects but is progressing at the expected pace</li> <li>• Needs to gain proficiency in certain skills, knowledge, processes, speed and job standards due to newness of the position or change in task assignment</li> <li>• Continued development and progress is seen and/or anticipated</li> <li>• Shows positive change, progress in ability, and promise when advised and/or taught</li> <li>• Exhibits strength and consistency in many if not most areas of work</li> </ul> <p><i>The employee displays the values in the following ways:</i></p> <ul style="list-style-type: none"> <li>• Accountability: Takes responsibility and ownership for decisions, actions and results. Accountable for both how and what is accomplished. <ul style="list-style-type: none"> <li>• Admits mistakes and/or surfaces issues when approached</li> <li>• Still developing knowledge or skills for the job due to newness of position</li> </ul> </li> </ul>



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	<ul style="list-style-type: none"><li>• Works needs periodic review to ensure accuracy</li><li>• Requests assistance in making non-routine decisions</li><li>• Works effectively but proficiency is still evolving in some areas</li><li>• Learning to follow prescribed safety standards and exhibits a commitment to follow them</li><li>• Leadership in Excellence: Demonstrates energy and commitment to improving results, take initiatives often involving calculated risks while considering the common good.<ul style="list-style-type: none"><li>• Uses available information to solve problems</li><li>• Is too new suggest improvements for change willingly listens to feedback</li><li>• Demonstrates curiosity about learning the position and practices at the university</li><li>• Works to improve competencies on the job</li></ul></li><li>• Builds relationships with others</li><li>• Integrity: Demonstrates honest and ethical behavior that displays a high moral standard. Widely trusted, respectful and honorable.<ul style="list-style-type: none"><li>• Behavior is appropriate in most situations</li><li>• May be new and learning university values and standards</li><li>• Uses authority appropriately, but may be unsure at times</li></ul></li><li>• Leadership in Mission: Understands, accepts and supports the Catholic mission of the university and fosters values consistent with that mission.<ul style="list-style-type: none"><li>• Gives of him/herself when asked</li><li>• Works well with others who have similar beliefs</li><li>• New and is learning University mission</li><li>• May understand University mission and is learning how to contribute</li></ul></li><li>• Teamwork: Works cooperatively as a member of a team and is committed to the overall team objective rather than own interests.<ul style="list-style-type: none"><li>• Is inconsistent in attempts to consider the team or communicates on limited basis</li><li>• May still be learning which individuals he/he needs to work within their own or in other units</li><li>• Contributes ideas to the team when asked, learning to be collaborative</li><li>• Is building positive relationships with immediate peers</li><li>• Unsure when to offer ideas or assistance to others</li></ul></li></ul>
Does not meet expectations	<p><i>The employee displays the following behaviors around their Expectations/Goals:</i></p> <ul style="list-style-type: none"><li>• Fails to use resources appropriately</li><li>• Lacks required skills and/or knowledge to meet established standards and goals</li><li>• Lacks willingness or capability to perform expectations</li><li>• Does not make necessary change when advised of the need</li><li>• Behaviors are not consistent with University values</li><li>• May already be under corrective action or a performance improvement plan</li><li>• Immediate and sustained improvement required for staff in this category</li></ul> <p><i>The employee displays the values in the following ways:</i></p> <ul style="list-style-type: none"><li>• Accountability: Takes responsibility and ownership for decisions, actions and results. Accountable for both how and what is accomplished.<ul style="list-style-type: none"><li>• Does not deliver results or meet all standards and deadlines consistently</li><li>• Often blames others for shortcomings in own area of responsibility</li><li>• Regularly does not keep others informed on progress of work</li><li>• Overreacts to situations</li><li>• Uses time inefficiently</li><li>• Allows issues to go unaddressed</li><li>• Does not consistently follow safety guidelines or rules</li></ul></li><li>• Leadership in Excellence: Demonstrates energy and commitment to improving results, take initiatives often involving calculated risks while considering the common good.<ul style="list-style-type: none"><li>• Does little or no problem solving - looks to others to resolve problems</li><li>• Listens to, but does not act on feedback provided</li></ul></li></ul>



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- Demonstrates little or no curiosity, satisfied with the current state
- May actively resist or not participate in change, unwilling to share knowledge
- Does not seek out trends or benchmark information
- Integrity: Demonstrates honest and ethical behavior that displays a high moral standard. Widely trusted, respectful and honorable.
- Does not share beliefs and opinions openly
  - Behaviors are not always consistent with university values and moral standards, does not follow professional standards
  - Undermines decisions made by others
  - Uses authority inappropriately
  - Lacks follow through on commitments
  - Does not maintain confidentiality, perceived as untrustworthy
- Leadership in Mission: Understands, accepts and supports the Catholic mission of the university and fosters values consistent with that mission.
  - Does not share him/herself - time, talent, ideas or resources - not value in "community"
  - Focused on the bottom line without consideration of the university mission and values or other ideas and contributions from the team
  - Does not treat university property or resources appropriately or with regard
  - Shows no humility
  - Makes no effort to understand, respect or contribute to the university mission
- Teamwork: Works cooperatively as a member of a team and is committed to the overall team objective rather than own interests.
  - Focused on individual work and does not consider the team, does not trust team to perform
  - Rarely communicates with others, does not communicate ideas to the team
  - Disregards the need to work with people from their own or other units
  - Has few relationships with peers and does not seek to build those relationships
  - Does not set reasonable expectations or communicate them thoroughly
  - May provide opinions when asked but criticizes or does not support decisions after the fact