

Ratings Guide for Performance Evaluation Form for Staff Employees

Note: If any performance rating falls into a category below “M” (meets), please partner with your Labor/Employee Relations (L/ER) Specialist to address employee performance issues as they arise.

To locate your L/ER Specialist please visit: <https://hr.ucsf.edu/hr.php?function=hrrep>

Performance Rating	M	MA	CE
<p>Job Knowledge Demonstrates knowledge of techniques, skills, equipment, procedures and materials. Applies knowledge to identify issues and internal problems; works to develop additional technical knowledge and skills; understands objectives and goals.</p>	<p>Uses job knowledge/skills to satisfactorily perform all aspects of job position; learns skills needed to perform the responsibilities of the position.</p> <p>Demonstrates a working knowledge of and competency in the skills and duties of the position.</p> <p>Integrates individual job components with a clear understanding of how each relates to the whole job.</p> <p>Stays current in job field by participating in UCSF sponsored training/workshops or external opportunities to increase skillsets.</p> <p>Consistently and accurately applies and/or refers to documented standard processes, when appropriate, including effectively utilizing available resources and tools that are relevant to the role.</p>	<p>Includes everything in ‘M’ plus:</p> <p>Seeks additional project assignments or growth opportunities.</p> <p>Openly shares knowledge with others.</p> <p>Demonstrates initiative to augment and improve skills, knowledge, and abilities applicable to the job through external training and education.</p> <p>Willingly serves as a mentor to others in the organization.</p> <p>Actively contributes to the planning and implementation of process improvement workgroups and initiatives.</p>	<p>Includes everything in ‘M’ and ‘MA’ plus:</p> <p>Consistently demonstrates advanced knowledge and expert judgment.</p> <p>Makes well-informed decisions based on depth of professional knowledge.</p> <p>Is sought out by customers, peers, and leaders to provide input on issues.</p> <p>Independently identifies and pursues learning opportunities.</p> <p>Exhibits expertise, advanced job knowledge, and outstanding skills in even the most difficult and complex aspects of the job.</p> <p>Leads process improvement workgroups and initiatives from end to end, including implementation when applicable.</p> <p>Adaptable and forward thinking. Regularly initiates innovative solutions to problems.</p>
<p>Quality of Work Produces accurate, thorough and timely work.</p>	<p>Consistently completes work assignments on schedule and accurately. Uses available resources to maximize efficiency.</p> <p>Effectively prioritizes work assignments and adapts to changing demands as needed.</p>	<p>Includes everything in ‘M’ plus:</p> <p>Displays a high level of initiative, effort and typically completes projects/assignments ahead of schedule.</p> <p>Demonstrates flexibility and effectively manages periodic increases in work</p>	<p>Includes everything in ‘M’ and ‘MA’ plus:</p> <p>Consistently exceeds expectations in job assignments/projects and deadlines are always met or exceeded.</p> <p>Leads or actively participates in work that carries a broad impact, internally or</p>

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	<p>Provides timely and clear communication to customer, manager or other units with regular status updates including any deadlines that may not be met; provides revised plans and timelines to resolve issues that may have been a result of missed deadlines.</p>	<p>volume while continuing to meet pre-established deadlines.</p>	<p>externally to the unit.</p> <p>Develops and implements strategies and processes to more effectively handle increased volume and shares with and/or trains team members.</p>
<p>Judgment Utilization of analytical and problem-solving skills; ability to make sound decisions.</p>	<p>Analyzes specific circumstances of a particular situation and utilizes established policy, procedures, past practice and relevant resources to resolve issues or prioritize work.</p> <p>Utilizes critical thinking skills to analyze issues, identify problems, and resolve conflicts.</p> <p>Makes clear, consistent, timely and transparent decisions.</p> <p>Knows when to consult supervisor and when to proactively ask others for help.</p>	<p>Includes everything in 'M' plus:</p> <p>Anticipates problems and is forward-thinking in problem solving and decision making.</p> <p>Takes initiative in addressing issues.</p> <p>Proactively identifies other options and considers consequences of all decisions.</p>	<p>Includes everything in 'M' and 'MA' plus:</p> <p>Recognized as a leader and frequently sought out as a resource for problem solving.</p> <p>In the most complex and difficult situations, exercises initiative and independent judgment to interpret the situation correctly and make sound evaluations as demonstrated by practical and timely decisions.</p>

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<p>Communication Effectiveness in verbal and written communications as well as effective active listening skills. Responds clearly and directly in a timely manner.</p>	<p>Responds to colleagues in a timely manner and communicates out of office notifications to direct colleagues as appropriate.</p> <p>Communicates clearly, both verbally and in writing with all levels.</p> <p>Uses active listening skills to engage with others.</p> <p>Proactively follows up on requests/emails/voicemails until issue(s) is resolved.</p>	<p>Includes everything in 'M' plus:</p> <p>Is an excellent communicator both orally and in writing.</p> <p>Develops tools and resources to aid customers and colleagues to achieve operational goals; assists with presenting materials to customer departments.</p>	<p>Includes everything in 'M' and 'MA' plus:</p> <p>Is a role model in communicating the appropriate message and using the most effective communication methodology.</p> <p>Independently researches and prepares well drafted proposals of options and effectively articulates solutions for customers.</p>
<p>Stewardship & Managing Resources Demonstrates competence, accountability, discretion, and sound judgment in managing resources.</p>	<p>Demonstrates accountability and discretion in managing University resources, including budget, travel, staffing, recycling, supplies, time management.</p> <p>Manages risks appropriately.</p>	<p>Includes everything in 'M' plus:</p> <p>Participates in and implements strategies to achieve operational efficiencies.</p> <p>Recommends new ideas to save resources, including budget, travel, staffing, recycling, supplies, and time management.</p>	<p>Includes everything in 'M' and 'MA' plus:</p> <p>Is a role model to others in wisely managing University resources.</p> <p>Expertly acquires, maintains and manages financial and capital assets to ensure maximum productive use of University resources.</p>
<p>Professionalism Competent, accountable, reliable, and responsible in work habits; interacts positively and collaboratively with all colleagues, faculty, students, patients, visitors, business partners and customers.</p>	<p>Consistently identifies customers' needs and establishes ongoing communications to resolve concerns and/or service problems promptly and appropriately.</p> <p>Builds effective working relationships with customers and colleagues.</p>	<p>Includes everything in 'M' plus:</p> <p>Proactively anticipates customer needs and concerns, working collaboratively to achieve shared goals.</p>	<p>Includes everything in 'M' and 'MA' plus:</p> <p>Delivers outstanding results when working with customers, modeling best practices.</p> <p>Demonstrates advanced knowledge and judgment when working with customers.</p>

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<p>Respect Courteous, kind and acting with utmost consideration for others.</p>	<p>Is consistently courteous, respectful and professional.</p>	<p>Includes everything in 'M' plus: Provides suggestions to promote a positive working environment and leads by example.</p>	<p>Includes everything in 'M' and 'MA' plus: Proactively engages colleagues in activities to promote a positive working environment.</p>
<p>Integrity Honest, trustworthy and ethical; strives to always do the right thing without comprising the truth; fair and sincere.</p>	<p>Exhibits sound and fair judgment. Admits mistakes and strives to learn from them. Integrates values and ethics into business practices. Complies with all required ethical standards and policies.</p>	<p>Includes everything in 'M' plus: Provides suggestions to promote ethical behavior and leads by example.</p>	<p>Includes everything in 'M' and 'MA' plus: Proactively engages colleagues in activities to promote ethical behavior.</p>
<p>Diversity Supports an environment of equity and inclusion with opportunities for everyone to reach their own potential. Demonstrates respect for the variety of experiences and perspectives, which arise from differences in race, culture religion, mental or physical abilities, heritage, age, gender, sexual orientation and other characteristics.</p>	<p>Consistently models inclusive behaviors. Contributes to creating a work environment that supports every person in an atmosphere of mutual respect, cooperation, professionalism and fairness.</p>	<p>Includes everything in 'M' plus: Regularly identifies opportunities and shares with colleagues available and/or new resources related to diversity. Leverages diverse perspectives in group processes and decision making. Proactively participates in department or UCSF-wide diversity initiatives, trainings and/or activities.</p>	<p>Includes everything in 'M' and 'MA' plus: Champions the development and implementation of strategies and/or values that promote awareness and integration of diversity principles. Demonstrates a high level of commitment or holds a leadership position in a diversity and inclusion focused group or committee.</p>
<p>Excellence Dedicated, motivated, innovative and shows leadership by supporting a culture of continuous improvement, and encouraging and supporting others to excel.</p>	<p>Maintains a positive attitude and brings their best effort to work. Understands strategic and organizational goals and works collaboratively with others to achieve them.</p>	<p>Includes everything in 'M' plus: Frequently identifies and capitalizes on new opportunities that will improve the organization.</p>	<p>Includes everything in 'M' and 'MA' plus: Leads and/or develops opportunities for learning, leadership development, and advancement for self and/or others.</p>