

# Performance Competency Tool

Last Updated 03/2020

**Introduction:** This tool is designed to help supervisors consistently evaluate employee performance in the University’s core competencies on the annual performance review. It is likely that an employee’s performance may have attributes identified in multiple categories (e.g., one item aligned within **Improvement Needed** and a number in **Solid Performance**). In these situations, supervisors should identify the category that most accurately represents the majority of the employee’s performance. Supervisors should then use the Comments section to indicate any overlap in other categories, provide examples, and give feedback.

**Questions?** Review additional resources available on the [Labor and Employee Relations web page](#). Contact your department’s [HR Rep](#) or Human Resource Services at [hrsinfo@uvm.edu](mailto:hrsinfo@uvm.edu) or 802-656-3150.

Job Knowledge & Innovation			
Unsatisfactory	Improvement Needed	Solid Performance	Exceptional Performance
<ul style="list-style-type: none"> <li>Lacks job knowledge, functional or technical proficiency.</li> <li>Makes frequent technical or functional errors.</li> <li>Fails to learn new skills, technology or processes.</li> <li>Regularly displays poor judgment and/or lack of critical thinking. Does not seek direction when appropriate.</li> <li>Openly resists changes that improve or enhance operations.</li> </ul>	<ul style="list-style-type: none"> <li>Inconsistently applies job knowledge and skills.</li> <li>Makes some technical or functional errors.</li> <li>Sometimes fails to learn new skills or share skills with others.</li> <li>Inconsistently exercises sound judgment and critical thinking in decision making. Sometimes fails to seek direction when appropriate.</li> <li>Reluctant to make changes that improve or enhance operations.</li> <li>Inexperienced or new to the field, and requires some additional training or professional development.</li> </ul>	<ul style="list-style-type: none"> <li>Possesses and applies the job knowledge and skills expected for the position.</li> <li>Makes few technical errors.</li> <li>Open to learning new skills and shares knowledge of technical skills or concepts with others.</li> <li>Exercises sound judgment and critical thinking in decision-making, even in the absence of specific guidance. Seeks direction when appropriate.</li> <li>Open to change, regularly contributes ideas for improvements in work methods and outcomes.</li> </ul>	<p><i>All of Solid Performance plus:</i></p> <ul style="list-style-type: none"> <li>Considered an expert in job knowledge and skills.</li> <li>Applies advanced analysis, using functional or technical knowledge for the purpose of process innovation and complex problem solving.</li> <li>Actively seeks improvements in work methods and outcomes.</li> <li>Promotes change.</li> </ul>

Civility & Cultural Competency			
Unsatisfactory	Improvement Needed	Solid Performance	Exceptional Performance
<ul style="list-style-type: none"> <li>Interactions with coworkers and/or the community do not align with UVM core values outlined in “Our Common Ground.”</li> <li>Resists efforts that align with the University’s commitment to the advancement of diversity and inclusion.</li> <li><b>For Supervisors:</b> Resists or ignores University policies related to affirmative action, equal opportunity, and diversity.</li> </ul>	<ul style="list-style-type: none"> <li>Interactions with coworkers and/or the community inconsistently align with UVM core values outlined in “Our Common Ground.”</li> <li>Indifferent to the University’s commitment to the advancement of diversity and inclusion.</li> <li><b>For Supervisors:</b> Inconsistently supports University policies related to affirmative action, equal opportunity, and diversity.</li> </ul>	<ul style="list-style-type: none"> <li>Embraces UVM core values outlined in “Our Common Ground” in interactions with coworkers/community.</li> <li>Demonstrates commitment to diversity and inclusion in words and actions.</li> <li>Actively supports, attends, and/or participates in activities, programs, and processes that promote the advancement of diversity and inclusion at UVM.</li> <li><b>For Supervisors:</b> Supports University policies related to affirmative action, equal opportunity, and diversity.</li> </ul>	<p><i>All of Solid Performance plus:</i></p> <ul style="list-style-type: none"> <li>Acts as a culture champion or change agent.</li> <li>Leads activities, programs and processes that promote the advancement of diversity and inclusion at the University.</li> <li><b>For Supervisors:</b> Promotes University policies related to affirmative action, equal opportunity and diversity.</li> </ul>

Teamwork, Collegueship & Communication			
Unsatisfactory	Improvement Needed	Solid Performance	Exceptional Performance
<ul style="list-style-type: none"> <li>• Fosters negativity and discord in a team environment.</li> <li>• Rarely communicates clearly.</li> <li>• Does not adjust style, language, or mode of communication based on audience.</li> <li>• Ignores feedback.</li> <li>• Insular; does not seek assistance or share information when needed.</li> <li>• Inflexible to changing priorities and ignores the needs of the organization.</li> <li>• <b>For Supervisors:</b> Does not provide opportunities for others to cross-train, share/seek new information and resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Struggles to maintain positive and respectful working relationships.</li> <li>• Sometimes communicates clearly.</li> <li>• Has difficulty tailoring style, language or mode of communication to suit audience.</li> <li>• Open to feedback but does not always incorporate or respond appropriately.</li> <li>• Inconsistently provides and/or seeks assistance from team members or provides/seeks information in inappropriate situations.</li> <li>• Sometimes flexible to changing priorities.</li> <li>• <b>For Supervisors:</b> Inconsistently provides opportunities for others to cross-train, share/seek new information and resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Contributes to positive and respectful working relationships in a diverse workplace.</li> <li>• Communicates clearly and succinctly in a variety of settings and styles and works to adapt to different audiences.</li> <li>• Appropriately incorporates and responds to feedback.</li> <li>• Provides and/or seeks assistance from team members as appropriate.</li> <li>• Flexible; adapts to changing priorities, and recognizes the needs of the organization.</li> <li>• <b>For Supervisors:</b> Provides opportunities for others to cross-train, share/seek new information and resources.</li> </ul>	<p><i>All of Solid Performance plus:</i></p> <ul style="list-style-type: none"> <li>• Cultivates positive and respectful working relationships in a diverse workplace.</li> <li>• Proficient in a variety of communication styles and readily adapts style, method, or language to suit audience.</li> <li>• Encourages feedback and embraces change.</li> <li>• Facilitates buy-in to change, acts as a culture/change champion.</li> <li>• <b>For Supervisors:</b> Promotes, encourages, and is an example for others to cross-train, share/seek new information and resources.</li> </ul>

Responsibility & Dependability			
Unsatisfactory	Improvement Needed	Solid Performance	Exceptional Performance
<ul style="list-style-type: none"> <li>• Regularly late or unprepared.</li> <li>• Often fails to complete work, misses deadlines or submits incomplete work that does not meet outlined expectations.</li> <li>• Does not notify supervisor of concerns when needed or appropriate.</li> <li>• Fails to take ownership for outcomes; often blames others.</li> <li>• Creates unsafe situations, as a result of not following established processes that are designed to ensure a safe work environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Inconsistently prompt and prepared.</li> <li>• Inconsistently completes work that meets expectations or deadlines.</li> <li>• Struggles to determine when it is appropriate to elevate issues to their supervisor.</li> <li>• Tends to take ownership only for positive outcomes.</li> <li>• Sometimes fails to follow established processes that are designed to ensure a safe work environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently prompt and prepared.</li> <li>• Reliably completes work expectations and meets deadlines.</li> <li>• Escalates concerns appropriately.</li> <li>• Takes ownership and responsibility regardless of outcomes.</li> <li>• Follows established processes that ensure a safe work environment. Notifies appropriate officials of safety concerns.</li> </ul>	<p><i>All of Solid Performance plus:</i></p> <ul style="list-style-type: none"> <li>• Known widely for being prompt and prepared.</li> <li>• Regularly exceeds work expectations and meets deadlines.</li> <li>• Appropriately anticipates need to escalate and proactively informs supervisor.</li> <li>• Takes ownership regardless of outcomes; acknowledges positive contribution of others.</li> <li>• Promotes and establishes processes that ensure the University is a secure and safe work environment.</li> </ul>

Work Quality & Quantity			
Unsatisfactory	Improvement Needed	Solid Performance	Exceptional Performance
<ul style="list-style-type: none"> <li>• Work is not thorough and work product is often incomplete.</li> <li>• Does not follow up on tasks.</li> <li>• Work product includes unacceptable errors or inaccuracies.</li> <li>• Productivity level does not meet expectations.</li> </ul>	<ul style="list-style-type: none"> <li>• Completes work superficially, but work is not always thorough or sufficiently detailed.</li> <li>• Inconsistently acts on follow-up tasks.</li> <li>• Task outcomes often include errors or inaccuracies.</li> <li>• Productivity is inconsistent.</li> </ul>	<ul style="list-style-type: none"> <li>• Work is thorough, complete and reflects the appropriate amount of depth and detail.</li> <li>• Follows-up via research and use of available resources.</li> <li>• Achieves expectations and outcomes with few errors or inaccuracies.</li> <li>• Completes the volume of work expected of the position in a timely manner.</li> </ul>	<p><i>All of Solid Performance plus:</i></p> <ul style="list-style-type: none"> <li>• Work is thorough and complete, and outcomes reflect flexibility and proactive thinking.</li> <li>• After follow-up, develops new resources for future projects and/or other colleagues.</li> <li>• Achieves expectations and outcomes without errors or inaccuracies.</li> <li>• Regularly exceeds the volume of work expected of the position.</li> </ul>

Customer/Client Service			
Unsatisfactory	Improvement Needed	Solid Performance	Exceptional Performance
<ul style="list-style-type: none"> <li>• Unresponsive, or does not follow-up with customers in a timely manner.</li> <li>• Unwilling to handle criticisms, complaints, and special requests; may be defensive.</li> <li>• Often impatient, dismissive, and/or abrupt with customers.</li> <li>• Fails to recognize issues that require additional research or elevation to a supervisor.</li> <li>• Does not apply University policies and practices when working to meet customer needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Inconsistently responds to customer needs in a timely, professional, helpful, and/or courteous manner.</li> <li>• Struggles to establish and maintain effective customer relationships.</li> <li>• Inconsistently recognizes issues that require additional research or elevation to a supervisor.</li> <li>• Sometimes fails to apply University policies and practices when meeting customer needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently responds to customer needs in a timely, professional, helpful, and courteous manner.</li> <li>• Understands customer needs. Establishes and maintains effective customer relationships.</li> <li>• Appropriately and consistently resolves customer issues; triages to a supervisor as appropriate.</li> <li>• Consistently applies University policies and practices when meeting customer needs.</li> </ul>	<p><i>All of Solid Performance plus:</i></p> <ul style="list-style-type: none"> <li>• Regularly receives unsolicited positive feedback from customers.</li> <li>• Anticipates customer needs.</li> <li>• Widely recommended as a helpful resource; inspires excellent customer service.</li> <li>• Demonstrates creativity in resolving customer problems.</li> <li>• Recommends alternative solutions that align with University policies and practices.</li> </ul>

**SUPERVISOR ONLY Competency: Leadership & Management**

Unsatisfactory	Improvement Needed	Solid Performance	Exceptional Performance
<ul style="list-style-type: none"> <li>Discourages, ignores or reacts inappropriately to feedback. Does not actively listen.</li> <li>Creates conflict and discord between individuals and groups.</li> <li>Refuses to align unit priorities with University culture and strategic initiatives.</li> <li>Does not utilize UVM performance management process, and/or does not conduct performance reviews.</li> <li>Does not establish goals and expectations for employees and/or the business unit.</li> <li>Fails to provide consistent and timely feedback.</li> </ul>	<ul style="list-style-type: none"> <li>Encourages input, but only occasionally or selectively responds or makes appropriate changes.</li> <li>Struggles to navigate conflict between individuals and groups.</li> <li>Sometimes fails to ensure unit priorities are in alignment with University culture and strategic initiatives.</li> <li>Conducts superficial performance reviews.</li> <li>Inconsistently holds employees accountable to established goals and expectations.</li> <li>Sometimes fails to provide consistent and timely feedback.</li> </ul>	<ul style="list-style-type: none"> <li>Actively listens, encourages engagement and input, responds and adjusts as appropriate.</li> <li>Successfully mediates conflict between individuals and groups.</li> <li>Ensures unit priorities are in alignment with overarching culture and strategic initiatives.</li> <li>Encourages and guides individuals toward higher levels of performance.</li> <li>Recognizes and leverages each person's strengths, developmental needs, and professional goals.</li> <li>Holds employees accountable to established goals and expectations; provides consistent and timely feedback.</li> </ul>	<p><i>All of Solid Performance plus:</i></p> <ul style="list-style-type: none"> <li>Empowers others and energizes them to do and to be their best.</li> <li>Fosters unity and inspires collaboration toward common goals.</li> <li>Considers their self in a position of responsibility for the advancement of others; identifies potential and assumes a role in fostering it.</li> <li>Masterfully defuses volatile situations; well-respected as being fair; exhibits foresight to identify and resolve potential conflicts before they occur.</li> </ul>

**OVERALL Level of Performance**

Unsatisfactory	Improvement Needed	Solid Performance	Exceptional Performance
<ul style="list-style-type: none"> <li>Employee's performance consistently fails to meet the job requirements in one or more areas and adversely affects the department's ability to accomplish its mission.</li> <li>Substantial improvement is immediately required in areas critical for success in the position.</li> <li>Formalized documentation of issues and/or expectations is appropriate and must be completed.</li> <li>If the supervisor identifies that performance is unsatisfactory, a Performance Improvement Plan (PIP) will be initiated to contribute to growth in the identified area(s).</li> </ul>	<ul style="list-style-type: none"> <li>Employee's performance needs to improve in one or more areas of competency and/or accountability for their position.</li> <li>Improvement is immediately required in areas critical for success in the position.</li> <li>If the supervisor identifies that performance improvement is needed, a Performance Improvement Plan (PIP) may be initiated to contribute to growth in the identified area(s).</li> </ul>	<ul style="list-style-type: none"> <li>Employee consistently and satisfactorily meets requirements for their position.</li> <li>May have one or more areas of exceptional performance and/or may have one or more competencies or accountabilities that need development or enhancement.</li> </ul>	<p><i>All of Solid Performance plus:</i></p> <ul style="list-style-type: none"> <li>Employee significantly and consistently surpasses performance expectations in the majority of competencies or accountabilities.</li> <li>Exceeds role requirements.</li> <li>Demonstrates exceptional depth and breadth of role knowledge.</li> <li>Recognized as a role model by others.</li> </ul>