

Important note regarding Unsatisfactory performance:

The intent of a Performance Assessment is not to introduce unsatisfactory performance. Unsatisfactory performance must be addressed through ongoing Performance Management independent of the Performance Assessment process and form. It can be added to a Performance Assessment form as a way to report progress.

Unsatisfactory performance requires significant improvement in job skills, ability, and/or performance. Employees who are reluctant or unable to meet expectations of job factor requirements in the performance of job duties and responsibilities are subject to further disciplinary action up to and including, termination of employment.

Competency Rating

Please review each competency and identify the employee's level of positive contribution or improvement needed in that area. Use the rating below to score each competency. Refer to our scoring scale and rubric.

Rating Scale:

- **Needs Improvement**
 - Does not consistently meet expectations of job factor requirements in the performance of job duties and responsibilities. Some improvement is needed in job skills, ability, and/or performance.
 - Performance Assessments with **three or more** factors with a rating of 'Needs Improvement' are subject to further review by Human Resources and may result in further developmental action, up to and including, a Performance Improvement Plan (PIP).
- **Meets Expectations**
 - Consistently fulfills job factor requirements in the performance of job duties and responsibilities.
- **Exceeds Expectations**
 - Frequently exceeds some of the job factor requirements in the performance of job duties and responsibilities.

Manager comments are **required** for all competencies. Additionally, any competency with a rating of 'Needs Improvement' or 'Exceeds Expectations' must also include a minimum of **two examples** that support the rating.

Other Resources

- [SAM 02.A.11](#): Staff Performance Appraisal
- [UHCL HR Webpage > Policies and Resources > Performance Management](#)
- [UHCL HR Webpage > Policies and Resources > Performance Assessment](#)
- Employee Assistance Program (EAP): www.deeroakseap.com (username & password: UHCL)
- [LinkedIn Learning](#)

UHCL Core Competencies Scoring Rubric

Source: Korn Ferry Leadership Architect™ Global Competency Framework

Competency	Definition	Needs improvement	Meets expectations	Exceeds expectations
Action Oriented	Takes on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm. Confirms understanding of tasks prior to engaging in next steps.	Is slow to act on an opportunity; often spends too much time planning versus doing; reluctant to step up to challenges.	Readily takes actions on challenges; able to identify opportunities and maintains a can-do approach at all times.	Is quick and decisive in fast-moving situations; demonstrates a high level of initiative and can quickly identify and act on opportunities.
Balances Stakeholders	Anticipates and balances the needs of multiple stakeholders.	Does not include the impact to all stakeholders with working through a task/project; struggles with the balancing of opposing needs.	Understands internal and external stakeholders and is able to anticipate their needs and expectations; Considers all factors in the decision-making process.	Serves as a liaison between different stakeholders; maintains frequent contact with impacted stakeholders to ensure proper alignment of expectations and outcomes.
Collaborates	Builds partnerships and works collaboratively with others to meet shared objectives.	Prefers to work alone and be accountable for individual contributions; does not seek out other perspectives from other people or groups.	Works collaboratively with others to meet shared objectives; credits others for their contributions and accomplishments; gains trust and support of others.	Facilitates and encourages open dialogue with a variety of groups/stakeholders; balances own interests with those of others and stays focused on the common goal.
Communicates Effectively	Develops and delivers multi-mode communications that convey a clear understanding of the unique needs of different audiences.	Has difficulty communicating clear written and verbal messages; does not adapt message to audience; messages are inconsistent and often lack the critical information that others need to do their jobs.	Communicates effectively through a variety of settings (one-on-one, small groups, large groups, email, phone, etc.); adapts message to fit the needs of the audience; encourages the sharing of other ideas and opinions.	Is clear, concise, and compelling in their messages; performs frequent check-ins to ensure audience understanding; is able to connect message to audience by selecting the appropriate communication channel and relating message to them.
Cultivates Innovation	Creates new and better ways for UHCL to be successful.	Stays within comfort zone when completing tasks; ideas are conventional and historical; is critical of the new ideas of others.	Presents ideas that are new, unique, and/or offer a better option; innovates using diverse thinking; looks at challenges through new ways to ensure multiple solutions are considered.	Challenges the status quo; stays informed of market trends for any possible ideas or solutions; champions creative ideas; builds excitement in others to explore creative options.
Customer Focus	Builds strong customer relationships and delivers customer-centric solutions.	Delivers on incomplete or inaccurate understanding of customer needs; does not build effective relationships with key internal and external customers.	Seeks to understand internal and external customer needs and builds a solution that meets their expectations; able to establish effective relationships with all customers.	Is a champion for a positive customer experience for internal and external customers; uses customer insights to develop new offerings; is a strategic partner in the ongoing development and growth of customer relationships.

Competency	Definition	Needs improvement	Meets expectations	Exceeds expectations
Develops Talent	Develops people to meet both their career goals and UHCL’s goals. Uses and champions available systems and resources to support skill development of employees.	Doesn’t make use of available organization resources and systems to develop others; has difficulty forming developmental plans or assignments for staff; doesn’t proactively seek learning opportunities for staff.	Places a high priority on developing others; uses coaching, feedback, and stretch assignments to develop others; aligns employee career development goals with UHCL strategic objectives.	Is a champion for ongoing staff development; views the development of talent as an imperative part of their work; constantly seeks out growth opportunities for staff both inside and outside their own workgroup.
Instills Trust	Gains the confidence and trust of others through honesty, integrity, authenticity, and consistently accurate work product.	Lacks consistent follow-through on commitments; covers up mistakes; misrepresents facts.	Follows through on commitments; is seen as direct and truthful; shows consistency between words and actions.	Honors commitments; expresses self in a credible and transparent manner; models high standards of honesty and integrity.
Optimizes Work Processes	Utilizes effective and efficient processes to get things done, with a focus on continuous improvement.	Has difficulty creating effective and efficient processes to get things done; pays little attention to process improvement; work is disorganized.	Identifies and creates the processes necessary to get work done; separates and combines activities into efficient workflow; seeks ways to improve processes.	Thinks about the whole system; focuses efforts on continuous improvement; separates and combines tasks into efficient and simple workflow.
Resilient	Rebounds from setbacks and adversity when facing difficult situations. Uses lessons learned from challenges or failures as a way to change their approach moving forward.	Exhibits low energy and motivation during times of stress and worry; takes too long to recover from setbacks; gets easily off-track in high-pressure situations.	Demonstrates confidence under pressure; maintains a positive approach despite adversity; bounces back from setbacks; grows from hardships and negative experiences.	Stays focused and composed in stressful situations; Maintains a positive and forward-thinking approach despite setbacks; takes action to navigate difficulties or obstacles.
Strategic Mindset	Sees ahead to future possibilities and translates them into breakthrough strategies that will influence current and future outcomes for UHCL.	Spends little time or effort thinking about or working on strategic issues; contributes little to strategic issues.	Anticipates future trends and implications accurately; readily poses future scenarios; creates strategies that show a clear connection between vision and action.	Formulates a clear strategy and maps the aggressive steps that will clearly accelerate the organization toward strategic goals; sees the big picture and presents credible pictures and visions of possibilities and likelihoods.
Values Differences	Recognizes the value that different perspectives bring to UHCL.	Does not adapt to other communication and thinking styles; lacks interest in other people’s perspectives.	Seeks to understand other perspectives; contributes to a work climate where differences are valued and supported.	Promotes a team environment that values, encourages, and supports differences; ensures that different perspectives are leveraged appropriately.