REIMAGINING
PERFORMANCE MANAGEMENT @ USC

Stronger Trojans. Stronger Troy.

USC Staff Performance Evaluation for Manager

Please feel free to use this Performance Evaluation Template as you prepare for your one on one conversations and input into Workday. Be sure to save your final performance reviews in the Workday system.

1. Quality of work

Definition: Produces results and/or provides services consistent with defined University standards for the position

Behavioral Indicators:
   a. Demonstrates attention to detail and accuracy
   b. Produces work that is accurate, complete and of high quality
   c. Provides service that is responsive, courteous and respectful
   d. Seeks opportunities and takes action to improve skills and quality of work product and/or services
   e. Maintains a safe workplace for self and others

0	1	2	3	4	5
Not applicable	Below Expectations	Meets some Expectations	Meets Expectations	Exceeds some Expectations	Exceeds Expectations

Comments:

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2. Productivity

Definition: Takes initiative and produces work that is consistent with defined productivity standards for the position

Behavioral Indicators:

a. Completes assignments on or ahead of schedule; demonstrates project planning and time management capabilities
b. Prioritizes tasks and implements efficient work procedures, routines and/or systems to maximize productivity
c. Successfully overcomes obstacles and barriers to timely completion of tasks, projects and/or goals
d. Cooperates with and motivates others to achieve goals and meet deadlines

0	1	2	3	4	5
Not applicable	Below Expectations	Meets some Expectations	Meets Expectations	Exceeds some Expectations	Exceeds Expectations

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3. Reliability/Accountability

Definition: Demonstrates reliability, dependability and accountability in all aspects of the defined role

Behavioral Indicators:

a. Is reliable and trustworthy
b. Regularly completes all duties and goals with minimal supervision or assistance
c. Is punctual and meets work attendance and deadline requirements
d. Adapts well to changes in work assignments or goals
e. Accepts accountability for outcomes

0	1	2	3	4	5
Not applicable	Below Expectations	Meets Some Expectations	Meets Expectations	Exceeds Some Expectations	Exceeds Expectations

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4. Integrity/Ethics

Definition: Operates in accordance with USC policies and applicable laws and exhibits conduct consistent with USC's Code of Ethics.

Behavioral Indicators:

    a. Is fair, straightforward and honest
    b. Cooperates and is responsive to requests and/or reviews conducted by USC and is accountable for actions
    c. Maintains confidentiality
    d. Supports diversity and creates an inclusive environment of mutual respect and collegiality
    e. Raises questions or concerns regarding ethical and/or policy violations to supervisor as appropriate

0	1	2	3	4	5
Not applicable	Below Expectations	Meets Some Expectations	Meets Expectations	Exceeds Some Expectations	Exceeds Expectations

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5. Communication

Definition: Is effective in interpersonal interactions as well as communicating both verbally and in writing.

Behavioral Indicators:

    a. Shares pertinent information and ideas with others as appropriate
    b. Listens carefully, is open to other points of view and accepts constructive feedback
    c. Uses appropriate language, tone, style and structure in all communications
    d. Fosters and maintains effective work relationships

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Not applicable	Below Expectations	Meets Some Expectations	Meets Expectations	Exceeds Some Expectations	Exceeds Expectations

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6. Customer Service/Customer Focus

Definition: Effectively applies knowledge of departmental service or product to best satisfy the customer's needs and expectations

Behavioral Indicators:

a. Resolve customer questions and/or complaints efficiently, effectively and professionally
b. Demonstrates a sense of urgency and responsibility to consistently provide service at all levels
c. Is committed to increasing customer satisfaction and confidence
d. Regularly seeks feedback and input from customers
e. Demonstrates consistent customer follows-up

0	1	2	3	4	5
Not applicable	Below Expectations	Meets Some Expectations	Meets Expectations	Exceeds Some Expectations	Exceeds Expectations

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7. Problem Solving/Decision Making

Definition: Builds a logical approach to address problems and/or manage the situation at hand by drawing on one's knowledge and experience, calling on other references and resources as necessary

Behavioral Indicators:

a. Undertakes a complex task by breaking it down into manageable parts in a systematic and detailed manner utilizing critical thinking and analysis
b. Thinks of several possible explanations or alternatives for a situation, anticipates potential obstacles, and develops contingency plans to overcome them
c. Identifies the information needed to solve problems effectively and communicate outcomes
d. Presents problem analysis with recommended solutions, rather than simply describing the problem

0	1	2	3	4	5
Not applicable	Below Expectations	Meets Some Expectations	Meets Expectations	Exceeds Some Expectations	Exceeds Expectations

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8. Creativity/Innovation

Definition: Thinks and operates creatively. Seeks out new responsibilities; acts on opportunities. Has significant impact in creating breakthrough products or services that fulfill an institutional need

Behavioral Indicators:

a. Generates new and progressive ideas; appropriately challenges the status quo
b. Takes responsibility and informed risks
c. Supports and fosters change; encourages and rewards innovative practices
d. Solves problems creatively and independently

0	1	2	3	4	5
Not applicable	Below Expectations	Meets Some Expectations	Meets Expectations	Exceeds Some Expectations	Exceeds Expectations

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9. Teamwork/Collaboration

Definition: Interfaces and works with internal and external team members in ways that foster optimal team interaction and results

Behavioral Indicators:

    a. Meets team deadlines and responsibilities; keeps stakeholders informed appropriately
    b. Listens to and values others' opinions, promoting a collegial team atmosphere
    c. Supports, assists and empowers team leaders while also leveraging own expertise to accomplish group goals
    d. Contributes to effective team processes and deliverables (e.g., team communication, team meetings, team exercises, etc.)

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Not applicable	Below Expectations	Meets Some Expectations	Meets Expectations	Exceeds Some Expectations	Exceeds Expectations

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10. Management

Definition: Manages projects, resources, individuals and teams to effectively accomplish defined goals and objective within all applicable ethics and compliance standards

Behavioral Indicators:

    a. Establishes high standards of performance; provides coaching, feedback, and corrective action when necessary with fairness and consistency
    b. Is approachable to subordinates and effectively manages the talent lifecycle (workforce planning, hiring, compensation, training, career development, rewards/recognition, and performance evaluation)
    c. Manages staff in planning and organizing projects; develops goals, milestones and accountabilities; ensures effective execution and delivery of results

d. Effectively allocates resources, manages budgets and establishes metrics to minimize costs and maximize impact
e. Is alert to possible misconduct and accountable for taking action to resolve issues effectively and efficiently

0	1	2	3	4	5
Not applicable	Below Expectations	Meets Some Expectations	Meets Expectations	Exceeds Some Expectations	Exceeds Expectations

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11. Leadership

Definition: Establishes the vision, strategic directions and high performance culture within his/her area of responsibility and exhibits the ability to build trust, influence outcomes, and inspire others to effectively deliver results that positively impact the institution

Behavioral Indicators:

a. Facilitates the process of co-creating and communicating a vision and strategy that supports institutional goals and priorities with measurable results
b. Develops self and others; fosters a culture of mutual respect, continuous learning, innovation and focus on results
c. Continuously scans the environment and makes adjustments to strategy and organizational direction as appropriate; effectively navigates through change and transformation cycles
d. Supports, communicates and embodies institutional values, vision and strategic priorities
e. Leads by example

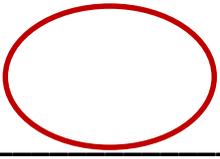| 0	1	2	3	4	5
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Comments:

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OVERALL PERFORMANCE RATING SCORE:

Add Individual Competency Ratings / Number of Competencies   **Overall Performance Rating**

_____ / _____   =   _____

Additional Performance Documentation

Annual Performance Goals:

1. _____

Circle One:

Goal Not Met   Goal Partially Met   Goal Completed   Goal Exceeded   Goal Deferred

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2. _____

Circle One:

Goal Not Met   Goal Partially Met   Goal Completed   Goal Exceeded   Goal Deferred

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3. _____

Circle One:

Goal Not Met   **Goal Partially Met**   **Goal Completed**   **Goal Exceeded**   **Goal Deferred**

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4. _____

Circle One:

Goal Not Met   **Goal Partially Met**   **Goal Completed**   **Goal Exceeded**   **Goal Deferred**

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Circle One:

Goal Not Met   **Goal Partially Met**   **Goal Completed**   **Goal Exceeded**   **Goal Deferred**

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Annual Development Goals:

1. _____

Circle One:

Goal Not Met   **Goal Partially Met**   **Goal Completed**   **Goal Exceeded**   **Goal Deferred**

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Circle One:

Goal Not Met   **Goal Partially Met**   **Goal Completed**   **Goal Exceeded**   **Goal Deferred**

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