

## **PERFORMANCE FACTORS**

**LEADERSHIP ABILITY:** Is the supervisor able to get employees and co-workers to do willingly and well the duties that need to be accomplished? Consider the ability to get the work done while being sensitive to the morale and satisfaction of those doing the work and the ability to function consistently and effectively in an objective and rational manner regardless of pressures.

**TEAMWORK and INTERPERSONAL RELATIONS:** Does employee maintain positive working relationships with colleagues, subordinates, supervisors, customers, and the general public? Consider respect and courtesy the employee shows to others and how the employee's behavior affects the work area. Is the employee able to work collaboratively with others? Does the employee exercise tact and diplomacy and avoid or resolve conflicts? Does the employee promote enthusiasm about working with others and look for constructive ways to encourage others? Is employee able to gain the confidence and trust of others? Does employee acknowledge the input of others?

**FLEXIBILITY/ADAPTABILITY:** Meets changing conditions and situations in work responsibilities. Accepts constructive criticisms and suggestions and uses them to advantage. Appropriately handles frustration and disappointment and maintains objectivity in the midst of conflict situations.

**PROBLEM SOLVING/DECISION MAKING:** Does employee clearly and carefully evaluate situations and use sound reasoning to identify, solve, and prevent problems? Does the employee take timely action? Does the employee exhibit knowledge of the University's policies and procedures applicable to his/her assignment? Does the employee strictly adhere to established NCAA, Southland Conference, Lamar University and Texas State University System rules and regulations? Does the employee exhibit willingness to comply with all reasonable requirements? Is employee able to anticipate obstacles and plan effectively?

**PLANNING/FISCAL MANAGEMENT/BUDGETING:** How effective is the supervisor in setting effective goals, planning ahead and establishing priorities? Consider ability to make the most effective use of time, facilities, material, equipment, employee's skills and other resources. Examine ability to prepare and administer budget effectively. Demonstrates fiscal responsibility for department/unit and University. Safeguards Lamar University assets, effectively and consistently allocates resources, demonstrates ability to monitor and control spending within established boundaries.

**EFFECTIVE COMMUNICATION:** To what extent does supervisor demonstrate ability to communicate effectively in both oral and written expression with employees and his/her supervisor? Are issues confronted and resolved constructively? Consider ability to help employees with their work problems, ability to keep employees informed of decisions and plans for own office as well as policies and procedures of the University. Is the supervisor also a good listener?

**INITIATIVE and RESOURCEFULNESS:** Does the employee see things to be done and then take appropriate action without being so directed? Consider ability to contribute, develop and/or carry out new ideas or methods. Consider ability to be a self-starter, to offer suggestions, to anticipate needs and to seek additional tasks as time permits. Demonstrates ability to successfully manage multiple priorities.

**STAFF DEVELOPMENT:** Does supervisor demonstrate ability to select, train and provide opportunities for development of employees by recognizing and improving their abilities. Consider ability to exhibit fairness and impartiality with employees in assigning job duties and objectively appraising work performance. Delegates effectively and empowers staff.

**JOB KNOWLEDGE/TECHNICAL KNOWLEDGE:** Displays mastery of all aspects of the job. Keeps abreast of new technology. Consider knowledge gained through experience, education, and specialized training. Does the employee seek to maintain current knowledge of changes in policies and procedures? Does the employee keep abreast of new developments and major issues in the field? Is employee at times consulted by others for guidance?

**SELF-DEVELOPMENT:** Strives to expand job knowledge and improve job skills. Quickly learns new procedures and technologies. Continually utilizes expanding knowledge and skills in the performance of job duties.

**CONTINUOUS IMPROVEMENT:** Identifies and shares better ways of performing the job. Understands the “big picture” and how job fits into it. Open to change. Willing to try new ideas and approaches. Displays original (“out of the box”) thinking.