ANR Performance Standards

	Exceptional	Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Improvement Needed
Overview of Ratings	TRANSFORMATIVE work. In addition to exceeding performance goals, the organization (office, unit or program) is fundamentally better as a result of the employee's contributions. The individual is a role model for others in the organization.	The work EXCEEDS the quality, quantity and timing for performance goals established by the employee and the supervisor.	Strong work that is MERITORIOUS, the work product MEETS quality, quantity and timing of performance goals established by the employee and supervisor.	The work product PARTIALLY MEETS the quality, quantity and/or timing of performance goals established by the employee and supervisor.	UNSATISFACTORY work. The work product DOES NOT MEET the quality, quantity and/or timing of performance goals established by the employee and supervisor.

University of California
Agriculture and Natural Resources

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Competency	**Exceptional**	**Exceeds Expectations**	**Meets Expectations**	**Partially Meets Expectations**	**Improvement Needed**
Communication	Is an excellent communicator, both verbally and in writing	Is a strong communicator, both verbally and in writing	Consistently uses clear and appropriate language, both verbally and in writing. Readily shares work-related information.	Sometimes unclear in verbal or written communication	Verbal and/or written communications often are unclear or inaccurate
Job Mastery and Continuous Learning	Exhibits expertise, superior job knowledge, and outstanding skills in even the most difficult and complex aspects of the job. Is sought by others as a subject matter expert.	Openly shares knowledge with others; provides training to colleagues. Seeks opportunities to expand job knowledge and skills.	Demonstrates a working knowledge of and competency in the skills and duties of the position. Learns skills needed to perform the responsibilities of the position.	Needs more training and/or knowledge in order to perform adequately in the position. At times, demonstrates a lack of job knowledge in some areas of assigned responsibilities.	Has not developed or retained job knowledge required to perform in the position. Makes little effort to obtain new/current information related to job.
	Work is consistently high quality and deadlines are always met or exceeded	Typically completes projects/assignments accurately and ahead of schedule	Consistently completes work on schedule and accurately	Sometimes misses deadlines. At times submits inaccurate work.	Frequently misses deadlines. Makes frequent errors, even when within skill ability
	Is a role model to others in setting well-defined and realistic work goals.	Proactively develops well-defined and realistic work goals.	Works with supervisor to set well-defined and realistic work goals	Inconsistently establishes priorities based on overall department objectives	Demonstrates unreliable or irresponsible behavior.
	Is able to consistently contribute more to the department/ organization than others	Actively seeks ways to streamline/ improve processes.	Uses available resources to maximize efficiency.	Does not always use available resources to complete job assignments/projects	Does not complete appropriate amount of work based on experience and skills
	Regardless of situations, strives to ensure performance is steady and strong. Works positively through obstacles, pressures, and demands that might derail others.	Can be depended upon to take on additional work to support organizational needs. Keeps commitments. Makes the extra effort to get the job done right.	Can be counted upon for steady performance. Demonstrates consistent, solid performance in all aspects of work. Handles projects conscientiously from start to finish.	At times unreliable. Energy, drive, and performance levels are inconsistent and unpredictable. Does not consistently deliver on work commitments	Disappoints others who depend on him/ her. Makes work commitments that he/she does not keep. Blames others for work lapses.

Competency	Exceptional	Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Improvement Needed
Job Mastery and Continuous Learning *continued*	Seen as a leader and resource for colleagues in the use of technology to enhance how the work is performed.	Technically proficient, and proactively seeks opportunities to expand skills and improve work through technology.	Proficient use of work-related equipment, tools and technology	Does not consistently use work-related equipment, tools and technology. Some work could be done more efficiently through technology.	Lack of technical ability impacts ability to perform job responsibilities. Resists using new technologies to improve how the job is performed.
Service Focus	Consistently develops innovative ways to engage customers, consistently leads the way to remove barriers to collaboration and service delivery	Proactively anticipates customer needs and concerns. Is creative in identifying solutions to customer issues	Establishes and maintains good working relationships with external and internal customers. Consistently delivers on service commitments.	Is inconsistent in identifying customer needs. At times does not meet time commitments, or does not always follow through on customer requests.	Often demonstrates a lack of responsiveness to customer needs. Unwilling to take additional responsibility to fulfill client needs.
Results Orientation and Execution	Exerts leadership in anticipating and proactively resolving new and complex problems. Leads others to consider the broader picture and long-term impact of decisions.	Takes initiative in addressing issues. Identifies a range of options and considers the consequences of decisions.	Reviews facts and data, and uses sound judgement to solve issues effectively. Makes clear, consistent, timely, and transparent decisions.	At times, makes decisions without adequate knowledge or appropriate consideration of consequences.	Makes inappropriate judgments or decisions. Denies existing problems and issues. Judgments and decisions are faulty or show lack of understanding.
	Is seen by colleagues as a resource to advise on complex and difficult problems	Others trust the individual to make solid decisions and reach out to get input from him/her	Engages others when assessing problems and making decisions. Knows when to consult supervisor and when to ask others for help.	Occasionally needs prompting to gather information, propose solutions, and identify possible tools and resources.	Blames others for poor decisions.
Employee Engagement	Is a model employee in exhibiting behaviors of mutual respect, cooperation, professionalism and fairness. Actively promotes a positive work environment.	Is proactive in demonstrating high standards of mutual respect, cooperation, professionalism and fairness.	Builds productive rapport with employees at all levels within and outside the department. Treats others with fairness, dignity and respect.	Occasionally exhibits behaviors of mutual respect, cooperation, professionalism, and/or fairness in interacting with others	Exhibits behaviors of disrespect and/or a lack of professionalism and fairness.

Competency	Exceptional	Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Improvement Needed
Teamwork & Collaboration	Is a leader in collaborating with others and promoting teamwork with internal and external partners and the broader organization	Uses every opportunity to proactively collaborate with colleagues (and external partners, if applicable) to achieve goals	Collaborates effectively with colleagues (and external partners, if applicable) to achieve goals	Sometimes has difficulty in establishing collaborative relationships	Does not collaborate with others in the organization. Is uncooperative on group projects or in work groups.
Innovation & Change Management	Identifies organizational changes and advocates for improvements	Assists coworkers in implementing change	Demonstrates willingness to assume new and/or different work assignments and is open to modifying work methods in concert with changing needs	Is inconsistent in supporting change	Continues to use outdated work processes
	Identifies organizational changes and advocates for improvements. Constructively puts together concepts from beginning to end	Makes regular and valuable recommendations for improving their own or group work and processes, including developing creative and specific plans for implementation	Develops creative and innovative approaches to responsibilities and projects	Does not recommend improvements when appropriate	Is unwilling to assume new and/or different work assignments or to modify work methods in concert with changing needs
Diversity and Inclusion	Actively seeks opportunities to incorporate diversity of ideas into projects and processes	Promotes inclusivity of diverse opinions/ideas among colleagues	Contributes to creating a work environment that supports every person in an atmosphere of mutual respect, cooperation, professionalism and fairness	Inconsistently involves a diversity of people and ideas in making decisions	Is resistant to including or considering diverse points of view. Consistently unresponsive to others
Resource Management	Excels at controlling costs, innovatively maximizes resources of staff, materials, funds, and time; eliminates waste	Recommends and promotes new ideas to save resources, including budget, travel, staffing, supplies, and time management.	Demonstrates accountability and discretion in the use or management of ANR resources, including budget, travel, staffing, supplies, and time management.	Occasionally demonstrates a lack of judgement or accountability in the use or management of ANR resources.	Misuses ANR resources

University of California
Agriculture and Natural Resources

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Resource Management *continued*	Is an expert at managing risks appropriately and raises awareness in others about inappropriate risks	Proposes, develops, and implements strategies to achieve operational efficiencies	Participates in and implements strategies to achieve operational efficiencies	At times, does not consider all potential resource costs and impacts	Wastes resources, or expends resources on outmoded or unsuccessful programs or activities

ANR Performance Standards for Managers and Supervisors

Competency	Exceptional	Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Improvement Needed
People Management (For Managers and Supervisors only)	Frequently identifies and capitalizes on new opportunities that will improve the organization.	Consistently seeks new opportunities for learning, leadership development and advancement for self and others.	Mobilizes and motivates teams to achieve objectives.	Inconsistently responds to individual/ team needs.	Typically takes a historical perspective rather than future-focused.
	Shows leadership, integrity in communication; has exemplary ability to foster open and productive work environment for self and others across the organization.	Consistently demonstrates skill and initiative in communicating and creating an open and productive work environment. Seeks opportunities to collaborate beyond work unit.	Demonstrates effective communication for an open and productive work environment.	Sometimes demonstrates effective communication with employees, peers and upper management.	Does not communicate effectively with employees, peers and upper management; struggles in sharing of ideas and participative involvement in decision-making.
	Understands how and when to recognize employees; uses reward-recognition programs with exemplary effect; understand value of promotions.	Understands how and when to recognize employees; uses not only formal programs but is creative in designing for situation.	Understands and uses techniques for coaching; ensures all direct reports have development plans, are achieving them and gaining diverse experiences for growth.	Occasionally uses coaching techniques; Sometimes demonstrates focus on development and helps employees gain diverse experiences and train for necessary skills.	Rarely addresses developmental needs of employees, either in planning or required feedback and coaching.

Competency	Exceptional	Exceeds Expectations	Meets Expectations	Partially Meets Expectations	Improvement Needed
People Management (For Managers and Supervisors only) *continued*	Coaches for performance; ensures all staff have development plans; ensures key role succession in place	Uses coaching techniques consistently; Ensures direct reports and next level have development plans, are achieving them and preparing for future needs.	Consistently shares knowledge and insight to promote growth.	Inconsistent and not always available to provide guidance and encouragement for staff's personal development.	Lacks the ability to provide constructive guidance for career growth.
	Excels at *developing* and implementing standards to measure performance goals, improving the efficiency and effectiveness of the organization.	Sets SMART goals for employees and organization.	Sets SMART goals for employees and unit; demonstrates ability to establish challenging but realistic goals.	Usually establishes SMART goals for employees and work unit; sometimes has difficulty establishing goals that are challenging but realistic.	Does not establish SMART goals with employees and for the organization.
	Sets SMART goals for all, including stretch; influences across boundaries and aligns goals	Effectively measures progress and accomplishment(s); intervenes when necessary; is a resource to others on setting high standards.	Effectively measures progress, accomplishment(s) and intervenes when necessary to correct-course individuals and team.	Does not always measure progress, accomplishment(s); may lack skills and experience to intervene when performance is lacking.	Rarely monitors performance against set goals to ensure progress and accomplishment(s).
	Envisions and articulates a future state and rallies others to achieve strategic and organizational goals	Encourages team to focus on strategic and organizational goals	Frames issues and develops strategies that reflect a thorough understanding of broad external and internal trends.	Inconsistent in identifying future goals and strategies	Does not articulate future goals and strategies