

# EPAS

## Employee Performance Evaluation Criteria

*Active Minds Changing Lives – Western Washington University*

**Employee Name:** \_\_\_\_\_ **Date:** \_\_\_\_\_

WWU core evaluation criteria are highlighted in yellow and listed below. All Professional Staff evaluations include these criteria.

Each division may also elect additional core evaluation criteria, as noted below, that should be included on all Professional Staff evaluations in their division. The supervisor will need to select these criteria when creating the evaluation within EPAS.

<p><b>Western core evaluation criteria for all Professional Staff:</b></p> <ul style="list-style-type: none"><li>• Communication</li><li>• Leadership</li><li>• Equal Opportunity &amp; Diversity</li><li>• Policy Compliance/Development</li><li>• Customer Service</li><li>• Job Knowledge</li><li>• Productivity</li><li>• Integrity</li></ul>	<p><b>Academic Affairs additional criteria:</b></p> <ul style="list-style-type: none"><li>• Student Centered</li><li>• Innovation</li><li>• Teamwork</li></ul> <p><b>Business &amp; Financial Affairs additional criteria:</b></p> <ul style="list-style-type: none"><li>• Engagement</li><li>• Innovation</li><li>• Teamwork</li></ul> <p><b>Enrollment &amp; Student Services additional criteria:</b></p> <ul style="list-style-type: none"><li>• No additional core criteria required</li></ul> <p><b>President's Office Staff additional criteria:</b></p> <ul style="list-style-type: none"><li>• Information Sharing</li><li>• Professional Attitude</li><li>• Pursues Excellence</li></ul>
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Mark if Criteria To Be Evaluated	Criteria	Sub-Criteria below will be evaluated if "Criteria" is selected	
<b>CATEGORY: COMMUNICATION</b>			
<input checked="" type="checkbox"/>	<b>Communication</b>	a	Clearly exchanges ideas, messages and information both verbally and in writing.
		b	Actively listens to understand.
		c	Is generally understood and provides clear direction or expectations allowing others to deliver the desired result.
		d	Is approachable; exhibits open and receptive verbal and non-verbal communication.
<input type="checkbox"/>	<b>Conflict Management</b>	a	Proactively and respectfully deals with issues and concerns directly and honestly.
		b	Values differences of opinion and work approaches.
		c	Manages and resolves conflicts and disagreements in a constructive manner; plans and takes steps to prevent counter-productive confrontations.
<input type="checkbox"/>	<b>Information Sharing</b>	a	Consistently and accurately exchanges information between appropriate faculty / staff and administration.
		b	Appropriately keeps team members and/or management informed.
		c	Consistently maintains confidentiality and/or uses appropriate discretion.
<b>CATEGORY: LEADERSHIP/MANAGEMENT</b>			
<input type="checkbox"/>	<b>Budget Management</b>	a	Develops budget to achieve department/university goals and objectives.
		b	Manages resources to stay within budget and effectively responds to changing priorities.
		c	Adheres to internal processes and procedures.
<input type="checkbox"/>	<b>Delegation</b>	a	Knows when it is appropriate to delegate work.
		b	Plans and assigns work to the appropriate person(s), providing for optimal performance.
		c	Provides support and directions, including clear expectations and timelines.
<input type="checkbox"/>	<b>Labor Contract Administration</b>	a	Correctly administers collective bargaining agreements; respects employee rights.
		b	When needed, seeks interpretation and clarification from Human Resources in advance of implementing decisions that affect bargaining unit employees.
		c	Provides feedback to improve the workability of collective bargaining agreements.
<input checked="" type="checkbox"/>	<b>Leadership</b>	a	Effectively leads through times of change; identifies opportunities associated with change.
		b	Professionally and effectively approaches conflict resolution.
		c	Builds consensus and commitment for achieving the organization's vision.
		d	Motivates others; takes measurable steps to develop the mutual trust and respect necessary for a productive, positive work environment.
		e	Serves as a role model by setting a personal example of what is expected.

Mark if Criteria To Be Evaluated	Criteria	Sub-Criteria below will be evaluated if “Criteria” is selected	
<input type="checkbox"/>	<b>Personnel Management</b>	a	Provides developmental tools to staff; encourages them to perform and contribute to the organization by providing ongoing feedback and opportunities to learn through formal and informal methods.
		b	Inspires and fosters team commitment, spirit, pride and trust. Facilitates cooperation and motivates team members to accomplish group goals.
		c	Strategically plans workload of unit and assigns work to maximize skills and abilities of each team member. Team is seen as responsive to the needs of the university.
		d	Consistently selects best qualified candidates for positions; implements effective new hire training to promote employee success.
<input type="checkbox"/>	<b>Recognition</b>	a	Regularly acknowledges a job well done.
		b	Expresses confidence in people's abilities.
		c	Finds ways to celebrate accomplishments.
<input type="checkbox"/>	<b>Training and Professional Development</b>	a	Effectively identifies training needs and seeks appropriate resources and opportunities for skill development of self and staff.
		b	Provides ongoing appraisal of a employee's work performance; addresses performance issues as they occur; provides regular and constructive performance evaluations in accordance with the appropriate bargaining unit agreement or handbook.
		c	Creatively finds appropriate training resources and shows efficient use of resources.
<b>CATEGORY: COMMITMENT TO THE UNIVERSITY</b>			
<input checked="" type="checkbox"/>	<b>Equal Opportunity &amp; Diversity</b>	a	Treats all individuals fairly, equitably and without regard to legally protected categories [Race, Sex, Veteran Status, Color, National Origin, Sexual Orientation (including gender expression and identity), Religion, Age, Marital Status, Disability, Creed and Genetic Information]
		b	Values and respects different cultures, backgrounds and orientations of others.
		c	Supports diversity related policies and initiatives and incorporates into work as appropriate.
<input type="checkbox"/>	<b>Engagement</b>	a	Actively involved with team and/or department; works with colleagues to improve performance within the job for the benefit of WWU.
		b	Exhibits commitment to and a positive attitude towards WWU and its values.
		c	Networks and builds positive relationships with colleagues, students, and community members.
<input type="checkbox"/>	<b>Innovation</b>	a	Exhibits and encourages creativity and is willing to experiment.
		b	Challenges the status quo, supports change, and takes appropriate risks.
		c	Receptive to new ideas and collaborative problem solving.

Mark if Criteria To Be Evaluated	Criteria	Sub-Criteria below will be evaluated if "Criteria" is selected	
<input type="checkbox"/>	<b>Leadership in Technology</b>	a	Has found ways to increase efficiency and effectiveness of services and programs through the incorporation of technology into work functions.
		b	Ensures efficient operations through the use of effective information systems.
		c	Leads by example, learning to use technology as appropriate to his/her duties.
<input checked="" type="checkbox"/>	<b>Policy Compliance/ Development</b>	a	Demonstrates a working understanding of the rules, processes and regulations that govern administrative functions.
		b	Follows established regulations and university policies.
		c	Seeks and incorporates consultation from appropriate subject matter experts when needed.
		d	Seeks necessary change when policy/procedure/rules are non-existent, obsolete, ineffective or non-compliant.
<input type="checkbox"/>	<b>Pursues Excellence</b>	a	Independently pursues a high level of performance and quality in programs managed or services provided.
		b	Anticipates and plans by regularly reviewing the need for change in the design and delivery of programs and services.
		c	Consistently self-evaluates to improve performance and identify opportunities for growth.
<input type="checkbox"/>	<b>Student Centered</b>	a	Recognized as service focused and works consistently for the best interest of students and the institution.
		b	Creates and/or supports an environment that encourages learners of all backgrounds to achieve their personal, academic and professional goals.
		c	Considers the impact on students when making decisions or determining courses of action.
<b>CATEGORY: PROFESSIONAL SKILLS/JOB KNOWLEDGE</b>			
<input checked="" type="checkbox"/>	<b>Customer Service</b>	a	Spends time to educate the customer as appropriate.
		b	Is considered approachable and courteous.
		c	Responsive to customer communications.
<input checked="" type="checkbox"/>	<b>Job Knowledge</b>	a	Maintains knowledge and skills required for successfully carrying out job responsibilities.
		b	Applies most efficient and effective methods in completing job duties and responsibilities.
		c	Maintains knowledge of general profession trends.
<input type="checkbox"/>	<b>Problem Analysis and Decision Making</b>	a	Decisions are considerate of past experiences; seeks appropriate input when uncommon situations arise.
		b	Effectively analyzes a problem and can develop a sound plan of action considering all significant factors and stakeholders.
		c	Actively reflects upon completion and incorporates "lessons-learned" into future processes.

Mark if Criteria To Be Evaluated	Criteria	Sub-Criteria below will be evaluated if "Criteria" is selected	
<input type="checkbox"/>	Quality of Work	a	Produces accurate, thorough, and reliable results/service.
		b	Provides complete and effective service to customers.
		c	Documentation, files, reports and/or correspondence are clear, complete and accurate.
<input checked="" type="checkbox"/>	Productivity	a	Identifies long and short term work priorities; work is organized and prioritized appropriately.
		b	Assignments and projects are completed within specified time frame; deadlines are consistently met.
		c	Volume of work accomplished is appropriate.
		d	Delegates work when appropriate; consults with manager regarding department workload management when necessary.
<input type="checkbox"/>	Versatility	a	Willingly adapts to changing circumstances.
		b	Responsive to needs of department or work unit; possesses a variety of skills.
		c	Recognizes and evaluates how change impacts work and recommends/makes modifications.
<b>CATEGORY: PERSONAL ATTRIBUTES/INTERPERSONAL SKILLS</b>			
<input type="checkbox"/>	Acceptance of Supervision	a	Open to receiving guidance from supervisor.
		b	Appropriately communicates with supervisor when in disagreement or has concerns about directives.
		c	Once decision has been made does his/her part to ensure that decision's success.
<input type="checkbox"/>	Assessment	a	Demonstrates a commitment to assessment activities.
		b	Carefully considers, plans, and executes assessment activities.
		c	Selects assessment methods that are relevant and useful.
		d	Analyzes assessment results and understands them within the context of established goals and objectives.
		e	Utilizes results to monitor outcomes and inform program decisions.
<input type="checkbox"/>	Comprehension	a	Trusted to fully and completely carry out instructions.
		b	Takes the initiative to fully understand directives; seeks clarification as needed.
<input type="checkbox"/>	Confidence	a	Self-assured, demonstrates faith in his/her ability to successfully complete a task.
		b	Takes initiative and seeks guidance when appropriate.
		c	Successfully completes tasks and handles situations within the scope of responsibility without assistance or direct supervision.
<input type="checkbox"/>	Dependability	a	Manages time well and meets commitments; job attendance is reliable and meets expectations.
		b	Available and accessible as a resource for others.
		c	Remains effective under pressure.
		d	Keeps information organized and accessible to others.

Mark if Criteria To Be Evaluated	Criteria	Sub-Criteria below will be evaluated if "Criteria" is selected	
<input checked="" type="checkbox"/>	<b>Integrity</b>	a	Interacts honestly and ethically with colleagues, students and the community.
		b	Uses appropriate discretion in communicating with others.
		c	Maintains confidentiality as appropriate and is considered trustworthy.
		d	Is considered fair, someone who actively listens to all sides concerned; makes decisions only after considering all the facts.
<input type="checkbox"/>	<b>Professional Appearance</b>	a	Meets "reasonable person" standard for appropriate appearance, dress, and grooming.
		b	Overall appearance reflects positively on work unit, college and university.
<input type="checkbox"/>	<b>Professional Attitude</b>	a	Demonstrates a positive attitude about the job and the work environment.
		b	Attitude inspires co-workers, fostering a positive work environment.
		c	Maintains composure and professionalism in stressful situations.
<input type="checkbox"/>	<b>Planning</b>	a	Actively creates a plan of action to accomplish goals.
		b	Displays effective time management skills.
		c	Coordinates activities effectively with other work units.
<input type="checkbox"/>	<b>Takes Responsibility</b>	a	Accountable for his/her own actions, decisions, and mistakes.
		b	Is quick to identify when delays or errors have occurred; focuses on fixing the problem.
		c	Possesses the capacity to self-assess and improve.
<input type="checkbox"/>	<b>Teamwork</b>	a	Demonstrates a high level of cooperation with team members; effectively problem-solves as part of the team.
		b	Maintains good working relationships with co-workers to support a positive work environment.
		c	Empowers team members through encouragement and coaching.
		d	Recognizes the contributions of team members.