

## Salaried Employee Performance Criteria

(For voluntary use in conjunction with the Salaried Employee Performance Assessment)  
The questions listed below each criterion are intended to illustrate aspects of the performance area. Not all questions will be applicable to every position. In addition, there may be other dimensions of a criterion which apply to some positions. The questions are intended to assist, but not to limit, the evaluation.

### A. Communications (oral and written):

How well does the employee express him / herself?

How well does employee communicate with direct / indirect reports, peers, students, and other professional contacts?

How well does the employee keep his / her supervisor informed?

### B. Job Knowledge:

Assess the employee's command of the knowledge base required to perform the job.

How well does employee understand job responsibilities?

How well does employee understand and adhere to policies and procedures?

Does employee consistently attempt to expand job knowledge and keep abreast of developments in the field?

### C. Organization and Planning:

Does employee reappraise procedures or techniques to insure efficiency?

Does employee define and arrange activities in a logical manner?

Does employee effectively use resources including staff, time, money, and materials?

### D. Leadership and Supervision:

Does employee set a good example for others?

Does employee delegate appropriate tasks to direct / indirect reports?

Does employee develop the capabilities of direct / indirect reports?

Does employee motivate direct / indirect reports so that they work together toward common objectives?

### E. Dependability:

Can the employee be relied on to fulfill job responsibilities in both routine and complex job situations?

Does employee observe and meet deadlines?

Is employee punctual for meetings?

What is the employee's attendance record?

### F. Initiative:

Does employee act independently when appropriate?

Does employee actively pursue or initiate projects for the benefit of the department and/or the University?

### G. Problem Solving and Creative Ability:

Does employee develop logical and creative solutions to problems and make effective decisions?

Can employee distinguish between significant and minor issues?  
Does the employee's work reflect creativity?

H. Adaptability:

Does employee adapt to changing work demands?  
Is employee receptive to new ideas and concepts?

I. Professional Attitude:

Does employee demonstrate interest in the job, the department and the University?  
Does employee emphasize the positive aspects of most situations?  
Does employee work effectively under pressure or in crisis situations?  
Is employee willing to work beyond normal expectations when work load and deadlines require it?

J. Productivity:

Does employee produce work at satisfactory levels?  
Is the employee's work timely, complete and accurate?

K. Relationship with Others:

Does employee have the confidence of others?  
Does employee work effectively with other people?