



Staff Performance Review
Core Commitments & Job Performance
Evaluation Guide



Annual Staff Performance Review Process

In order for the Baylor Staff Performance review to be considered complete within the system, all of the following steps must be taken:

- employee self-evaluation
- manager evaluation
- employee/manager discussion and manager release of document to employee
- manager signs off in Ignite that discussion with employee is completed
- employee also confirms in Ignite the discussion was completed

Purpose of this Guide

This guide is designed to be used by staff employees in the preparation of their annual Staff Performance Review self-evaluations, as well as by supervisors in the preparation of their annual review of the performance of their direct reports.

Staff Performance Review Details

Baylor's Staff Performance Review is based upon an employee's Job Performance and the University's six Core Commitments, with each portion accounting for 50% of the final rating.

Both employees and supervisors, are strongly encouraged to provide a few sentences in support of each rating. Such as major accomplishments, details of regular job performance, and areas of needed development should be stated succinctly with specificity. When the highest or lowest rating is assigned, supporting comments and examples are expected.

Core Commitments - 50%

The University has identified six Core Commitments as common expectations shared by positions across the University. The commitments are not just measures by which we evaluate performance but are expectations every employee should strive to meet daily through their work efforts. For the Performance Review, comments supporting the ratings for the Core Commitments should describe "how" the employee performed their duties. For more information regarding the Core Commitments, including definitions, please refer to page 4 of this document.

Job Performance - 50%

Whereas the Core Commitments are "how" work was performed, the Job Performance portion of the Staff Performance Review is the section to detail "what" work was performed. A good approach to this section is to briefly explain how performance met expectations, including major accomplishments, goals, projects, etc. that were completed.

Overall Summary

A final overall summary section allows for both staff employees and managers to add a summary of the employee's performance. The overall score for this section is automatically calculated. This section is beneficial to add highlights and accomplishments that might not have been covered in the Core Commitments or Job Performance sections. While adding comments in this section is not required, summary comments are strongly recommended.

The Ratings Scale

Based upon feedback from staff managers and employees, the rating labels have been updated for 2024 in order to provide greater clarity of the ratings, and to foster greater consistency in performance ratings across the University. However, this is only a change in name; the underlying measures have not changed. Updated general guidelines and examples for Job Performance and each of the six Core Commitments are provided in this guide. A general summary of the rating scale is provided below.

- *Consistently Exceeds Expectations*: This rating should be reserved for instances of outstanding performance or achievement that merits special recognition.
- *Consistently Meets Expectations*: Employees who regularly perform well and as expected in all the essential functions of their role.
- *Inconsistently Meets Expectations*: Employee's performance varies and falls below expected standards. Areas for additional development should be identified and stated.
- *Does Not Meet Expectations*: This rating should be reserved for situations where an employee's work product is unacceptable.

***Additional resources to guide performance discussions can be found on the Baylor HR performance management website.

ACCOUNT FOR STEWARDSHIP OF TIME, RESOURCES, & SELF

We allocate time, efforts, and University funds in a manner that supports best the fulfillment of the University's mission and manages the risks to the University.

KEY ATTRIBUTES:

Discernment

Deliver Results

Plan & Organize

| Does Not Meet Expectations | Inconsistently Meets Expectations | Consistently Meets Expectations | Consistently Exceeds Expectations |
|---|---|--|---|
| <ul style="list-style-type: none"> • Inefficient time management and poor prioritization • Does not work well independently even on tasks requiring a basic skill level • Demonstrates a lack of discernment and judgment in the use of time and available resources/job aids • Does not balance personal commitments with work commitments | <ul style="list-style-type: none"> • Prioritizes work well some of the time, but often needs additional guidance or input • Has challenges minimizing distractions during work hours • Does not fully consider and understand impact of decisions and behaviors on work outcomes | <ul style="list-style-type: none"> • Effectively manages work schedule and sets priorities well • Organizes resources and processes to accomplish the work of the department • Exercises discernment, and identifies and accounts for potential risks (physical, financial, reputational) for the department/University | <ul style="list-style-type: none"> • Demonstrates ability to effectively manage multiple projects/assignments simultaneously. • Implements clear decision-making strategies and provides effective communication to all pertinent individuals and department in a timely manner • Achieves results ahead of established timelines and takes initiative to contribute beyond scope of required job duties and expectations. • Anticipates challenges and opportunities, and provides clear plan for adjustment without delay |

BUILD RELATIONSHIPS & WORK COLLABORATIVELY

The overall employment experience and effectiveness of the University reaches its fullest potential when we work collaboratively within our units and more broadly within the University through relationships built on trust.

KEY ATTRIBUTES: Relationship Management Respect Diversity Teamwork & Collaboration

| Does Not Meet Expectations | Inconsistently Meets Expectations | Consistently Meets Expectations | Consistently Exceeds Expectations |
|---|--|--|--|
| <ul style="list-style-type: none"> • Does not account for how their actions hinder building trusting relationships • Lacks respect and empathy, or shows dismissiveness, for differing viewpoints • Does not seek feedback of key stakeholders and teammates input on important decisions • Behavior is disruptive or counterproductive to fostering teamwork | <ul style="list-style-type: none"> • Sometimes struggles to build strong, mutually beneficial working relationships with constituents and coworkers • Occasionally demonstrates challenges in evaluating how decisions and actions impact others • Encounters difficulty at times managing interpersonal interactions with coworkers/stakeholders due to communication style • Passive in team discussions and interactions, and only participates when prompted | <ul style="list-style-type: none"> • Builds relationship within, across, and outside the organization while working collaboratively with internal and external partners to achieve team/department goals • Proactively seeks clarification and feedback from individuals with diverse perspectives • Recognizes the support of teammates and partners' contributions • Effective team player who adds complementary skills, and contributes valuable ideas, opinions, and feedback | <ul style="list-style-type: none"> • Champions inclusiveness and diverse viewpoints; involves others to improve results and increase support • Encourages, recognizes, and incorporates diverse points of view • Effectively creates solutions that offer a "win-win" and strengthens relationships • Identifies opportunities and encourages colleagues to contribute and share relevant information with the team/department |

COMMIT TO UNIVERSITY/DEPARTMENT MISSION & VISION

By committing to Baylor's and your Departments mission and vision, we respect the values and direction of our leaders and engage in supporting the University's goals through our work.

KEY ATTRIBUTES: Integrity Organizational/Departmental Commitment Organizational Compliance & Safety

| Does Not Meet Expectations | Inconsistently Meets Expectations | Consistently Meets Expectations | Consistently Exceeds Expectations |
|---|---|---|---|
| <ul style="list-style-type: none"> • Actions are contrary to or impede the department's execution of mission and values • Does not share information in a forthright manner and may violate University policies and procedures • Does not complete required trainings on time and does not actively incorporate compliance lessons into work product • Attempts to avoid accepting responsibility for mistakes or actions causing lack of trust from partners and coworkers | <ul style="list-style-type: none"> • Does not proactively evaluate how actions and decisions align with University mission and values • Demonstrates occasional lack of awareness of how actions and behaviors reflect upon the reputation of the department and University • Lacks sense of urgency in completing required organizational compliance and safety trainings | <ul style="list-style-type: none"> • Acts in accordance with University policies and completes required trainings by due date • Conveys a high level of concern for the well-being of others, helping to ensure that both their needs and those of the University are met • Takes personal ownership for staying up to date on matters related to compliance and safety and shows an awareness of potential risk concerns • Displays a high level of integrity in performing responsibilities and takes ownership of personal decisions and actions | <ul style="list-style-type: none"> • Considered an ambassador for the department/University and models University's values in all work interactions • Viewed by others as a source matter expert on educating others on departmental and University mission, values, and core commitments • Frequently finds ways to implement the University's Core Commitments in the work of the team/department • Proactively identifies possible concerns related to safety and compliance and proposes alternate work options and solutions to address these concerns |

PURSUE EXCELLENCE THROUGH CONTINUOUS IMPROVEMENT

In pursuit of excellence, we continuously seek opportunities to improve processes and quality of work.

KEY ATTRIBUTES:

Adapt to Change

Creativity & Innovation

Problem-Solve

Quality Focus

| Does Not Meet Expectations | Inconsistently Meets Expectations | Consistently Meets Expectations | Consistently Exceeds Expectations |
|---|--|---|---|
| <ul style="list-style-type: none"> • Does not review work for accuracy or thoroughness often leading to the need for revision and rework • Resists change and acts in a manner that is counterproductive to new processes or initiatives in the department • Unable to adapt when challenges or obstacles are encountered • Inability to view a situation or problem from multiple perspectives | <ul style="list-style-type: none"> • Slow to adapt to change, incorporate new information, and adopt new processes • Does not actively participate in discussions about process improvement and infrequently proposes solutions • Occasionally lacks attention to detail, or fails to gather all relevant information, resulting in adjusted or missed deadlines, or inferior final work outcomes • Struggles to overcome challenges without assistance and guidance | <ul style="list-style-type: none"> • Adjusts quickly and effectively to changing conditions and demands • Sees opportunities for creative problem solving while staying within the parameters of best practices • Has established track record of work that is highly accurate and demonstrates attention to detail • Engages in process improvement discussions and actively seeks ideas and recommends enhancements | <ul style="list-style-type: none"> • Models flexibility for others by quickly adopting new practices and processes • Proactively uses analysis to change common practices and provide solutions to complex problems • Anticipates and takes action to avoid complications • Advocates and develops best practices to continually enhance the quality of work performed by team/department • Thinks in innovative and creative ways to achieve strategic objectives that align with University objectives and goals |

SEEK LEARNING & APPLY KNOWLEDGE

We develop career goals and pursue learning to continuously improve performance and prepare for future roles and responsibilities.

KEY ATTRIBUTES:

Continual Learning

Professional Knowledge

| Does Not Meet Expectations | Inconsistently Meets Expectations | Consistently Meets Expectations | Consistently Exceeds Expectations |
|--|--|--|--|
| <ul style="list-style-type: none"> • Unable to apply past experience to current job situations • Does not apply current knowledge or job experience to effectively problem solve. Performance does not demonstrate technical competence. • Reluctant or unwilling to share knowledge with others and is outwardly unsupportive of team members increasing skills • Appears dismissive of or disinterested in new learning opportunities, training, or lacks initiative in developing personal professional knowledge | <ul style="list-style-type: none"> • Requires ample direction and guidance in identifying areas of learning and skill development • Struggles in applying new information, skills, and processes to current job duties • Attends required trainings but passively observes and does not proactively participate in discussions and activities | <ul style="list-style-type: none"> • Demonstrates ownership of self-development by soliciting feedback, setting priorities, and pursuing opportunities to enhance skills and knowledge • Puts new skills and knowledge to use in a timely and effective manner • Seeks opportunities for additional duties and assignments to prepare for future responsibilities • Frequently demonstrates the ability to incorporate past job experience and apply technical knowledge to current duties | <ul style="list-style-type: none"> • Models best practice applying technical knowledge and prior experience to job situations and is sought out as a resource to provide advice and solutions • Highly knowledgeable in career field and applies skills and knowledge in ways that enhance department and University effectiveness • Regularly shares new knowledge and new information with others and openly seeks opportunities for self and team to increase skills to enhance outcomes • Anticipate future consequences and trends accurately and continuously explores and creates new processes in order to be at the leading edge of innovation in the workplace |

SERVE OTHERS RESPECTFULLY

We create a welcoming experience for the entire Baylor family and its constituents by providing excellent service to students, parents, and community members, as well as internal and external colleagues.

KEY ATTRIBUTES: Communicate Effectively Constituent Service

| Does Not Meet Expectations | Inconsistently Meets Expectations | Consistently Meets Expectations | Consistently Exceeds Expectations |
|--|---|---|---|
| <ul style="list-style-type: none"> • Poor responsiveness to constituent needs or when following up with coworkers/supervisor • Demonstrates poor active listening: interrupts others, struggles to focus attention, and/or misstates information regularly • Lacks tactfulness and is inconsiderate of others. Uses inappropriate tone and is not considerate in word choice when communicating with others • Speaks negatively about others and/or engages in office gossip | <ul style="list-style-type: none"> • Lacks proactive follow up to ensure constituent concerns were satisfactorily addressed • Communication style is inappropriately casual and lacks proper respect • Does not demonstrate a sense of urgency in addressing constituent concerns • Unresponsive or slow to respond at times and/or provide necessary information | <ul style="list-style-type: none"> • Displays tact and is considerate in all communications • Communicates timely and appropriately and uses sound judgment as to what to communicate and to whom • Takes responsibility for constituent satisfaction and loyalty • Practices active listening and allows others to speak without unnecessary interruptions | <ul style="list-style-type: none"> • Proactively communicates in a manner that is easily understood by a wide variety of constituents • Displays a high degree of professionalism and communicates with patience, tact, and courtesy, even with others who are demanding or difficult to work with • Goes beyond service expectations and craft creative solutions • Excels at seeking information and working to understand the needs and perspectives of others |

JOB DUTIES & PERFORMANCE

KEY ATTRIBUTES:

Job Skills

Professional Knowledge

Work Performance

| Does Not Meet Expectations | Inconsistently Meets Expectations | Consistently Meets Expectations | Consistently Exceeds Expectations |
|---|---|--|---|
| <ul style="list-style-type: none"> • Quality of work is unprofessional/unacceptable • Requires constant oversight • Not developing expected knowledge or skill(s) at appropriate pace • Does not display acceptable behaviors, attitude, or engagement • Does not meet deadlines or fulfill work commitments | <ul style="list-style-type: none"> • Quality of work performance is inconsistent and varies from needing improvement to acceptable • Required more supervision than should be required for level of expected experience • To meet expectations, additional areas of development have been identified • Requires prompting to learn and apply new knowledge and skills • Struggles with meeting deadlines and commitments on occasion | <ul style="list-style-type: none"> • Regularly produces high quality work in a timely manner • Works well with minimal oversight and asks for help/feedback appropriately • Demonstrates engagement and competency in required skills and knowledge • Has a professional demeanor and presence • Regularly meets deadlines and follows through on commitments | <ul style="list-style-type: none"> • Work product and performance are exceptional and indicate potential for additional responsibilities • Independently exercises professional judgment and successfully leads projects/major tasks • Seeks additional opportunities for growth and responsibility, and develops new skills • Collaborates skillfully with key stakeholders across the department/University • Considered a source matter expert in the position/department |