

**Achievement Criteria (listed in alphabetical order):**

All UC Berkeley Staff are accountable for non-highlighted behavioral indicators.

Supervisors and Managers are also accountable for the behavioral indicators highlighted in blue.



**Collaboration** - *Enhances individual work by soliciting contributions from others and enhances others' work by contributing to their success to more effectively meet unit goals.*

Needs Attention	Well Done	Stand Out
<ul style="list-style-type: none"> <li>Does not proficiently and clearly communicate with others in a professional and timely manner</li> </ul>	<ul style="list-style-type: none"> <li>Communication is clear, concise, audience appropriate, on time, and thoughtful</li> </ul>	<ul style="list-style-type: none"> <li>Communication is of the highest caliber; timely, clear, thoughtful, persuasive, accurate, and focused on the needs of specific individuals and groups</li> </ul>
<ul style="list-style-type: none"> <li>Does not acknowledge or appreciate others' contributions</li> <li>Does not volunteer to support team initiatives or projects</li> </ul>	<ul style="list-style-type: none"> <li>Provides acknowledgement and appreciation of others' contributions, volunteers to help with others' projects</li> </ul>	<ul style="list-style-type: none"> <li>Prioritizes teamwork to drive results and builds a culture of appreciation and recognition for effort and success</li> </ul>
<ul style="list-style-type: none"> <li>Fails to develop and maintain successful relationships with others</li> <li>Can be unduly inflexible and/or unconstructive</li> </ul>	<ul style="list-style-type: none"> <li>Maintains successful professional relationships with others</li> <li>Is flexible in supporting teamwork</li> <li>Provides thoughtful and constructive perspective to enhance results</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates remarkable interpersonal skills, is respected by others, and is sought after to participate in or lead cross-team and cross-organizational workgroups</li> </ul>
<ul style="list-style-type: none"> <li>Is reluctant to participate in cross-organizational initiatives or work groups</li> <li>Causes interpersonal conflicts when participating in such initiatives</li> <li>Does not credit others for their contributions and accomplishments</li> </ul>	<ul style="list-style-type: none"> <li>Actively and effectively contributes to the success of work partners and the organization</li> <li>Participates on cross-functional initiatives within their work group and cross-organizational initiatives</li> <li>Credits others for their contributions and accomplishments</li> </ul>	<ul style="list-style-type: none"> <li>Consistently develops opportunities for self and work partners to improve work outcomes</li> <li>Takes the lead in involving others and in promoting a spirit of mutual support in cross-functional and cross-organizational initiatives</li> <li>Promotes high visibility of shared contributions to goals</li> </ul>
<ul style="list-style-type: none"> <li>Values own interests above others' or shuts down lines of communication across groups</li> </ul>	<ul style="list-style-type: none"> <li>Represents own interest while being fair to and partnering with others to get work done</li> </ul>	<ul style="list-style-type: none"> <li>Creates culture of balancing own interests with others' while facilitating open dialogue with a wide variety of contributors and stakeholders</li> </ul>
<ul style="list-style-type: none"> <li>Does not hold people accountable for prioritization of tasks, follow through on commitments, and responsiveness to workplace communication or requests</li> </ul>	<ul style="list-style-type: none"> <li>Consistently holds people accountable for prioritization of tasks, follows through on collaborative commitments, and responsiveness to workplace communications and requests</li> </ul>	<ul style="list-style-type: none"> <li>Always holds people accountable for successful prioritization of tasks, follows through above expected outcomes on collaborative commitments, and excellence in responsiveness to workplace communications</li> </ul>

<ul style="list-style-type: none"> <li>• Does not consistently demonstrate interest in or ability to share information with others to deliver results</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures employees coordinate individual work with that of others to achieve improved outcomes</li> <li>• Shares ideas, information, skills, and knowledge; listens to others</li> </ul>	<ul style="list-style-type: none"> <li>• Anticipates information needed and stimulates sharing information and current trends</li> <li>• Enables team members to improve</li> </ul>
<ul style="list-style-type: none"> <li>• Creates unconstructive and/or unproductive conflict</li> <li>• Does not facilitate conflict resolution among team members</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitates constructive conflict resolution among team members</li> </ul>	<ul style="list-style-type: none"> <li>• Creates an environment in which team members and workgroup collaborators can independently and constructively resolve conflict through meaningful dialogue and use of appropriate resources</li> </ul>

**Goal Accomplishment** - *Achieves individual goals that contribute to unit priorities.*

Needs Attention	Well Done	Stand Out
<ul style="list-style-type: none"> <li>• Fails to consistently achieve expected goals, within scope of control, in planned timelines</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently achieves all goals within control, within planned timelines</li> <li>• May often exceed planned results</li> </ul>	<ul style="list-style-type: none"> <li>• Always exceeds expectations on all goals within control, in planned timelines</li> <li>• Always contributes value-added opportunities for new responsibilities and challenges</li> </ul>
<ul style="list-style-type: none"> <li>• Does not focus on critical issues, manages time ineffectively, and/or fails to use appropriate resources to achieve quality output</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently and proficiently analyzes and prioritizes critical issues</li> <li>• Manages time effectively, stays focused until issues are successfully resolved to achieve quality output</li> </ul>	<ul style="list-style-type: none"> <li>• Always proficiently anticipates, analyzes, and effectively prioritizes critical issues to mitigate concerns or problems</li> <li>• Models and shares resource and time management skills with the organization to achieve stand out results</li> </ul>
<ul style="list-style-type: none"> <li>• Does not align individual and team's goals with unit priorities</li> <li>• Fails to hold the team accountable to achieving organizational, department, and individual expected goals in planned timelines</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently aligns individual and team goals with unit priorities and holds the team accountable to achieving goals within planned timelines</li> </ul>	<ul style="list-style-type: none"> <li>• Always models effective individual and team alignment with unit priorities, goals, and initiatives</li> <li>• Consistently ensures that the team exceeds expectations on all goals within control, in planned timelines</li> <li>• Consistently contributes value-added opportunities for new responsibilities and challenges for members of the team</li> </ul>
<ul style="list-style-type: none"> <li>• Makes little to no effort to identify or enable employees to achieve work goals</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively collaborates with employees to identify work goals, provides resources and support, and assists with remedying problems and barriers that impede goal achievement</li> </ul>	<ul style="list-style-type: none"> <li>• Enables employees to explore and consistently achieve high value contributions to the organization</li> </ul>

**Inclusion & Belonging** – Demonstrates respect for people and their differences, regardless of race, ethnicity, class, gender identity and expression, sexual orientation, socioeconomic status, ability, country of origin, cultural, political, religious, or other affiliations. Understands the benefits of a diverse workforce, is trusted and respected by others, includes and welcomes others, and works to understand the perspective of others.

Needs Attention	Well Done	Stand Out
<ul style="list-style-type: none"> <li>Does not demonstrate inclusiveness</li> <li>Fails to recognize the value of differences</li> </ul>	<ul style="list-style-type: none"> <li>Respects, includes, and values differences</li> </ul>	<ul style="list-style-type: none"> <li>Highly inclusive, seeks-out, encourages, recognizes, and incorporates diverse points of view</li> </ul>
<ul style="list-style-type: none"> <li>Discourages different points of view</li> <li>Becomes defensive when asked to consider new or different ideas</li> </ul>	<ul style="list-style-type: none"> <li>Seeks to understand and incorporate different points of view</li> </ul>	<ul style="list-style-type: none"> <li>Promotes equity and inclusion by actively seeking ideas and insights from diverse groups</li> </ul>
<ul style="list-style-type: none"> <li>Expects everyone to adapt to their way of thinking and communicating</li> </ul>	<ul style="list-style-type: none"> <li>Applies others’ diverse experiences, styles, backgrounds, and perspectives to get results</li> </ul>	<ul style="list-style-type: none"> <li>Ensures that different experiences, styles, backgrounds, and perspectives are leveraged appropriately</li> </ul>
<ul style="list-style-type: none"> <li>Lacks curiosity and interest in different people’s backgrounds, perspectives and ideas in work and decision making</li> </ul>	<ul style="list-style-type: none"> <li>Is sensitive to cultural norms, expectations, ways of communicating and biases that can impact work and decision making</li> </ul>	<ul style="list-style-type: none"> <li>Senses how differences will play out in terms of needs, values, motivators and seeks diverse views and opinions in work and decision making</li> </ul>
<ul style="list-style-type: none"> <li>Uses language or behavior that is exclusionary or offensive in nature</li> </ul>	<ul style="list-style-type: none"> <li>Uses language or behavior that is inclusive and non-offensive</li> </ul>	<ul style="list-style-type: none"> <li>Creates a respectful workplace and does not tolerate insensitivity, including exclusionary language or behaviors</li> </ul>
<ul style="list-style-type: none"> <li>Does not hold members of the team accountable to the behaviors listed above</li> </ul>	<ul style="list-style-type: none"> <li>Make a visible effort to hold all members of the team accountable to the behaviors listed above</li> </ul>	<ul style="list-style-type: none"> <li>Is sought out as subject matter expert, mentor, and advisor, resulting in exceptional performance from all team members to the behaviors listed above</li> </ul>

**Innovation** - Uses knowledge, skills, and professional experience to seek efficiencies and improve work outcomes.

Needs Attention	Well Done	Stand Out
<ul style="list-style-type: none"> <li>● Fails to demonstrate flexibility in adapting to change within the organization</li> </ul>	<ul style="list-style-type: none"> <li>● Proactively identifies opportunities to improve efficiencies and work outcomes</li> <li>● Engages others to accept and adopt changes</li> </ul>	<ul style="list-style-type: none"> <li>● Consistently excels in creative thinking and developing new perspectives</li> <li>● Challenges conventional and low value practices, and encourages and sometimes leads changes that enhance effectiveness</li> </ul>
<ul style="list-style-type: none"> <li>● Has a narrow perspective that prevents planning ahead or considering alternative solutions that would improve operations</li> </ul>	<ul style="list-style-type: none"> <li>● Demonstrates an open mind and is welcoming of new ideas and opportunities for improvement</li> <li>● May champion or initiate change</li> </ul>	<ul style="list-style-type: none"> <li>● Anticipates, initiates, and champions changes and innovations to maximize engagement and work results</li> </ul>
<ul style="list-style-type: none"> <li>● Discourages the diverse and creative initiatives of others</li> </ul>	<ul style="list-style-type: none"> <li>● Encourages diverse thinking to promote and nurture innovation</li> </ul>	<ul style="list-style-type: none"> <li>● Finds and champions the most diverse and creative ideas and actively proposes implementation</li> </ul>
<ul style="list-style-type: none"> <li>● Stays within a comfort zone rather than experimenting with new ways of looking at things</li> <li>● Tends to be critical of others' original ideas</li> </ul>	<ul style="list-style-type: none"> <li>● Comes up with useful ideas that are new, better, or unique and can put creative ideas into practice</li> </ul>	<ul style="list-style-type: none"> <li>● Moves beyond traditional ways of doing things, pushes past the status quo, and tries multiple, varied approaches to seek efficiencies and improve work outcomes</li> </ul>
<ul style="list-style-type: none"> <li>● Creates an environment of discouragement of creative and diverse ideas and/or initiatives of others</li> </ul>	<ul style="list-style-type: none"> <li>● Creates an environment that encourages creative and diverse thinking, employee change, brainstorming, and appropriate risk-taking</li> </ul>	<ul style="list-style-type: none"> <li>● Enables employees and team to explore and actively implement diverse and creative value-added opportunities, change management, engaging in thought partnerships, and obtaining outstanding results through appropriate risk-taking</li> </ul>

**Job Mastery** - Demonstrates the knowledge, skills, and abilities that result in high performance and contributions within the scope of the employee's job description.

Needs Attention	Well Done	Stand Out
<ul style="list-style-type: none"> <li>Does not consistently demonstrate core job knowledge, skills, and competencies required to perform job functions effectively</li> </ul>	<ul style="list-style-type: none"> <li>Consistently demonstrates core job knowledge, skills, and competencies to effectively perform job functions</li> <li>May occasionally exceed expected performance of work against the employee's current job description</li> </ul>	<ul style="list-style-type: none"> <li>Consistently demonstrates expertise of core job knowledge and functions, responsibilities, competencies, and consistently proposes enhancement recommendations in current job and new work opportunities</li> </ul>
<ul style="list-style-type: none"> <li>Makes little to no effort to improve current skills or obtain new skills, resulting in unsatisfactory performance contributions</li> </ul>	<ul style="list-style-type: none"> <li>Takes direction to pursue opportunities to improve current skill set or obtain new skills and applies them to enhance performance contributions</li> </ul>	<ul style="list-style-type: none"> <li>Effectively pursues opportunities to improve current skill set or obtain new skills and applies them to enhance performance contributions without manager intervention</li> </ul>
<ul style="list-style-type: none"> <li>Does not make decisions within the scope of role and expected guidelines of job description</li> </ul>	<ul style="list-style-type: none"> <li>Makes sound decisions within the scope of the role and expected guidelines of the job description</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates expert decision making and consistently promotes and enables sound decision making both up-stream and down-stream from current role</li> </ul>
<ul style="list-style-type: none"> <li>Consistently unresponsive and/or not receptive to direction, coaching, feedback, and/or development</li> <li>Does not fulfill commitments and goals</li> </ul>	<ul style="list-style-type: none"> <li>Consistently responsive and/or receptive to direction, coaching, feedback, and/or development</li> <li>Consistently fulfills commitments and goals</li> </ul>	<ul style="list-style-type: none"> <li>Takes ownership of development, embraces and seeks feedback, highly coachable, anticipates guidance and direction, improves performance through ongoing continuous improvement</li> <li>Consistently exceeds expectations when commitments and goals are made</li> </ul>
<ul style="list-style-type: none"> <li>Does not effectively manage, actively develop, or support application of job-related learning to improve the performance of members of the team</li> </ul>	<ul style="list-style-type: none"> <li>Effectively pursues and encourage opportunities to improve the skill set of members of the team</li> </ul>	<ul style="list-style-type: none"> <li>Is sought out as subject matter expert, mentor, and advisor, resulting in exceptional performance contributions</li> <li>Excels as a coach, resulting in consistent outstanding performance contributions of the team</li> </ul>
<ul style="list-style-type: none"> <li>Makes little to no effort to engage or enables employees</li> <li>Does not observe or discuss performance and development goals</li> </ul>	<ul style="list-style-type: none"> <li>Effectively engages and enables employees by managing individuals and team performance, accountability, change, development, and recognition</li> </ul>	<ul style="list-style-type: none"> <li>Consistently manages and enables team and organization to the highest levels of employee engagement: work satisfaction, performance, contributions, and commitments to the organization</li> <li>Leads and motivates by example</li> <li>Inspires staff to perform at their best</li> </ul>