achieve together	Needs Attention	Well Done	Stand Out
Collaboration	**All Non-Rep Employees**		
	- Does not volunteer to support others - Inflexible or unconstructive - Shuts down communication and/or collaboration among employees	- Volunteers to support others - Flexible and constructive - Consistently communicates openly and partners effectively to get work done	- Prioritizes volunteering to support others - Sought after to lead or participate in collaboration - Always facilitates open dialogue among appropriate contributors and is a role model for collaborative work
	Manager/Supervisor		
	- Does not hold team accountable for follow-through - Does not share information with others - Does not facilitate conflict resolution	- Consistently holds team accountable for collaborative expectations - Ensures team coordinates shared work - Facilitates conflict resolution	- Always ensures team follows through above collaborative expectations - Anticipates needed information and stimulates knowledge exchange - Develops skills for collaborators to constructively resolve conflict
Goal Accomplishment	**All Non-Rep Employees**		
	- Does not achieve goals - Does not focus on critical issues - Does not use resources appropriately (tangible or intangible)	- Achieves goals - Consistently prioritizes critical issues - Uses resources (tangible or intangible) appropriately	- Exceeds goal expectations - Always prioritizes critical issues - Models effective use of resources (tangible or intangible) for self and others
	Manager/Supervisor		
	- Does not align individual/team goals with unit priorities - Does not enable team to achieve goals	- Consistently aligns individual/team goals with unit priorities - Consistently enables team to achieve goals	- Always models effective individual/team goal alignment with unit priorities - Enables team to exceed goal expectations
Inclusion & Belonging	**All Non-Rep Employees**		
	- Does not value, encourage, or adapt to different perspectives - Lacks sensitivity of other cultural norms or ways of communicating - Uses language and behavior that is exclusionary or offensive	- Values differences and applies others' perspectives to get results - Sensitive to cultural norms, expectations, and ways of communicating - Uses inclusive and non-offensive language and behaviors	- Appropriately encourages and incorporates diverse points of view for enahcned results - Senses how and takes action related to how differences impact needs, values, and motivators - Creates a culture of inclusion that does not tolerate exclusionary language and behavior
	Managers/Supervisor		
	- Does not not hold team accountable to the inclusion-belonging indicators for non-rep staff	- Makes known effort to hold team accountable to the inclusion-belonging indicators for non-rep staff	- Sought out as subject matter expert, mentor, and advisor, resulting in stand out performance in the inclusion-belonging indicator for non-rep staff
Innovation	**All Non-Rep Employees**		
	- Does not flexibly adapt to change or seek efficiencies - Discourages diverse and creative initiatives of others - Does not experiment with new ways of thinking or doing	- Seeks efficiencies and adapts to change - Encourages diverse thinking to nurture innovation - Comes up with useful ideas that are better or unique	- Challenges low-value practices and leads changes that enhance effectiveness - Finds and champions the most diverse and creative ideas and proposes action - Moves beyond traditional practices and pushes beyond the status quo
	Manager/Supervisor		
	- Creates environment that discourage creative and diverse ideas or initiatives	- Creates environment that encourages creative and diverse initiatives	- Enabables team to actively implement diverse and creative value-add opportunities
Job Mastery	**All Non-Rep Employees**		
	- Does not perform job functions effectively - Does not make decisions within scope of role and job description guidelines - Not receptive to direction, coaching, feedback, and development - Is not up to date on Foundational Skills required training.	- Performs job functions effectively and may exceed work expectations - Makes sound decisions within scope of role and job description guidelines - Responsive to direction, coaching, feedback, and development - Is fully up to date with Foundational Skills required training.	- Always demonstrates expertise in completing job functions - Always demonstrates effective decision making with scope of role and enables sound decision-making up/down stream from role - Takes ownership of development, seeks feedback, highly coachable, anticipates and accepts guidance and direction - Is fully up to date with Foundational Skills required training.
	Manager/Supervisor		
	- Does not effectively manage, develop, or support learning to improve performance - Does not engage team or observe/discuss performance/development goals - Does not align teamwork with unit priorities	- Effectively pursues improvement of team skill sets - Effectively engages team via managing performance, change, and appreciation - Ensures teamwork is equitably distributed and aligned with unit priorities	- Excels as a coach, resulting in outstanding team performance contributions - Always manages and empowers to the highest levels of employee engagement - Demonstrates consistent promotion of self/team's responsibility over scope of roles

NOTE: All UC Berkeley Staff are accountable for the all non-rep employee behavioral indicators. Supervisors and Managers are also accountable for the Manager/Supervisor behavioral indicators.