

Perf Factor	Factor description	Level I profile	Level II profile	Level III profile	Level IV profile
Definitions		Demonstrates a high degree of expertise and mastery in all aspects of the position	Fully performs the entire range of duties in a professional manner.	Generally performs essential duties satisfactorily.	Does not perform essential duties in a satisfactory manner.
Leadership	Setting realistic standards; encouraging efficient, productive performance; providing good managerial example; inspiring enthusiasm for professional goals, interpersonal communications skills, etc.	Tackles tough issues strategically, decisively and fairly. Looks for common purpose in discussions and uses persuasion creatively and effectively to achieve results. Establishes high standards of performance and sets an example for others to follow. Follows through on commitments to others. Acts in an even handed manner to all staff.	Addresses difficult issues in a timely and judicious way. Stays cool under pressure, and keeps commitments to others. Is fair to staff and non-biased. Follows through in commitments to others.	Sets adequate standards of performance and a common sense of purpose. Addresses difficult or complex personnel and work problems in a timely way.	Has difficulty in decision making. Performance standards for staff are poorly done or not established at all.
Delegating	Consider areas such as utilizing capabilities of people and resources, distributing work and	Skilled in delegating assignments effectively, and always acknowledges the	Delegates effectively and is generally clear in defining roles and	Delegates duties consistently, fairly and effectively. Defines roles in the	Delegations are confused, inconsistent and ineffective. Improvement is needed in

	regulating work flow.	contributions of others. Is exceptional in defining roles and assignments to promote maximum efficiency. Collaborates in getting work accomplished based on sensitivity to and understanding of the talents and abilities of staff.	assignments. Is aware of talents of staff and uses them efficiently.	organization.	either micro-managing or taking too distant of a supervisory approach resulting in over/under delegations.
Development of subordinates	Rate aspects such as providing career development resources and offering guidance, communciating priorities, goals, and objectives, giving clear task instructions, and completing performance evaluations for staff.	Through strategic hiring and assignment of dutes, builds a diverse, talented and effective team of co-workers. Offers regular and constructive feedback, a complete performance management approach to evaluations, addresses and assists staff with their developmetnal needs, and challenges staff to grow and develop	Provides constructive feedback, regular performance evaluations, and encourages developmental needs of staff. Makes careful decisions on hiring competent staff and the assignment of new duties.	Gives performance related feedback and evaluations according to campus guidelines.	Inattentive to needs of staff. At times, evaluations are missed or incomplete and development needs of staff are overlooked.

		new skills and abilities.			
Managing	Consider areas such as insuring that assignments are completed accurately and on time, setting priorities, goals, and objectives, etc.	Sets clear, effective long and short term goals based on a good understanding of management practices. Establishes realistic priorities within available resources. Excels in managing complex projects and balancing workloads to achieve results. Uses quality management or other ways to continuously create new efficiencies.	Sets clear goals and priorities within available resources. Is able to effectively balance project needs with daily work assignments. Able to achieve key results in a timely way.	Sets satisfactory goals and delineates roles within the organization.	Does not set goals or use resources effectively. Improvement is needed in meeting deadlines, tracking details, and resolving conflicting use of staff and fiscal resources.