EPAS Core Criteria: Supplemental Rubric

Examples for 2 and 4 ratings have intentionally been left blank to allow Evaluators to exercise professional judgment in defining intermediate performance behaviors.

Communication	5	4	3	2	1	N/A
a) Clearly exchanges	Elicits ideas, messages and		Clearly exchanges ideas,		Habitually negligent in	
ideas, messages and	information – both verbally		messages and information –		exchanging ideas, messages	
information – both	and in writing.		both verbally and in writing.		and information – both	
verbally and in writing.					verbally and in writing.	
b) Actively listens to	Actively listens to		Actively listens to understand.		Rarely listens to understand.	
understand.	understand; anticipates					
	potential issues and asks					
	clarifying questions.					
c) Is generally understood	Checks to verify that they		Is generally understood and		Is often misunderstood and	
and provides clear	are well understood to		provides clear direction or		frequently provides confusing	
direction or	provide clear direction or		expectations – allowing		direction or expectations –	
expectations – allowing	expectations – supporting		others to deliver the desired		setting others up to fail in	
others to deliver the	others to deliver the		result.		delivering the desired result.	
desired result.	desired result.				_	
d) Is approachable;	Seeks others out; engages		Is approachable; exhibits		Frequently unapproachable;	
exhibits open and	in open and receptive		open and receptive verbal		exhibits closed and	
receptive verbal and	verbal and non-verbal		and non-verbal		unreceptive verbal and non-	
non-verbal	communication.		communication.		verbal communication.	
communication.						
Leadership	5	4	3	2	1	N/A
a) Effectively leads	Highly effective in leading		Effectively leads through		Retreats through times of	
through times of	through times of change;		times of change; identifies		change; identifies obstacles	
change; identifies	identifies opportunities		opportunities associated with		associated with change.	
opportunities	associated with change and		change.		_	
associated with	engages others to					
change.	participate.					
b) Professionally and	Professionally and		Professionally and effectively		Unprofessional and	
			1		ineffective in approaches to	
effectively approaches conflict resolution.	effectively approaches conflict resolution; assists		approaches conflict resolution.		conflict resolution.	
conflict resolution.	others in successfully doing		resolution.		conflict resolution.	
	so.					
c) Builds consensus and	Builds consensus and		Builds consensus and		Undermines consensus and	
commitment for	commitment for achieving		commitment for achieving		commitment for achieving	
achieving the	the organization's vision;		the organization's vision.		the organization's vision.	
organization's vision.	leads others in the process.		the organization 3 vision.		the organization 3 vision.	
organization 3 vision.	reads others in the process.					
d) Motivates others; takes	Inspires others;		Motivates others; takes		Demotivates others; avoids	
measurable steps to	implements steps within		measurable steps to develop		taking steps to develop the	
develop the mutual	department to develop the		the mutual trust and respect		mutual trust and respect	
trust and respect	mutual trust and respect		necessary for a productive,		necessary for a productive,	
necessary for a	necessary for a productive,		positive work environment.		positive work environment.	
productive, positive	positive work environment.					
work environment.						
e) Serves as a role model	Serves as a role model by		Serves as a role model by		Acts as a detractor by setting	
by setting a personal	setting a personal example		setting a personal example of		a personal example of what is	
example of what is	of often contributing more		what is expected.		not expected or acceptable.	
expected.	than what is expected.		·			
Equal Opportunity	5	4	3	2	1	N/A
& Diversity						
a) Treats all individuals	Treats all individuals fairly,		Treats all individuals fairly,		Does not treat all individuals	
fairly, equitably and	equitably and without		equitably and without regard		fairly, equitably and without	
without regard to	regard to legally protected		to legally protected		regard to legally protected	
	. Spara to regarily protected				3 / 1	

legally protected categories [Race, Sex, Veteran Status, Color, National Origin, Sexual Orientation (including gender expression and identity), Religion, Age, Marital Status, Disability, Creed and Genetic Information]. b) Values and respects different cultures, backgrounds and orientations of others.	categories and supports others in doing so [Race, Sex, Veteran Status, Color, National Origin, Sexual Orientation (including gender expression and identity), Religion, Age, Marital Status, Disability, Creed and Genetic Information]. Creates a workplace environment that values and respects different cultures, backgrounds and orientations of others.		categories [Race, Sex, Veteran Status, Color, National Origin, Sexual Orientation (including gender expression and identity), Religion, Age, Marital Status, Disability, Creed and Genetic Information]. Values and respects different cultures, backgrounds and orientations of others.		categories [Race, Sex, Veteran Status, Color, National Origin, Sexual Orientation (including gender expression and identity), Religion, Age, Marital Status, Disability, Creed and Genetic Information]. Makes derogatory comments that suggest a lack of value and respect for different cultures, backgrounds and orientations of others.	
c) Supports diversity related policies and initiatives, and incorporates into work as appropriate.	Innovates to develop diversity related policies and initiatives, and seeks to incorporate into department work as appropriate.		Supports diversity related policies and initiatives, and incorporates into work as appropriate.		Ignores diversity related policies and initiatives, and fails to incorporate into work as appropriate.	
Policy Compliance/	5	4	3	2	1	N/A
a) Demonstrates a working understanding of the rules, processes and regulations that govern administrative functions.	Demonstrates a thorough understanding of the rules, processes and regulations that govern administrative functions.		Demonstrates a working understanding of the rules, processes and regulations that govern administrative functions.		Fails to demonstrate a working understanding of the rules, processes and regulations that govern administrative functions.	
b) Follows established regulations and University policies.	Creates systems that align with established regulations and University policies.		Follows established regulations and University policies.		Does not follow established regulations and University policies.	
c) Seeks and incorporates consultation from appropriate subject matter experts when needed.	Seeks and incorporates consultation from appropriate subject matter experts to improve performance outcomes.		Seeks and incorporates consultation from appropriate subject matter experts when needed.		Fails to seek and incorporate consultation from appropriate subject matter experts when needed.	
d) Seeks necessary change when policy/ procedure/rules are non-existent, obsolete, ineffective or non- compliant.	Develops necessary change when policy/procedure/rules are non-existent, obsolete, ineffective or non-compliant.		Seeks necessary change when policy/procedure/rules are non-existent, obsolete, ineffective or non-compliant.		Does not seek necessary change when policy/procedure/rules are non-existent, obsolete, ineffective or non-compliant.	
Customer Service	5	4	3	2	1	N/A
a) Spends time to educate the customer as appropriate.	Consistently spends additional time to educate the customer as appropriate.		Spends time to educate the customer as appropriate.		Fails to spend time to educate the customer as appropriate.	
b) Is considered approachable and courteous.	Is considered highly approachable and courteous, modeling excellent customer service.		Is considered approachable and courteous.		Is not considered approachable and courteous.	
c) Responsive to customer communications.	Anticipates concerns and is highly responsive to customer communications.		Responsive to customer communications.		Not responsive to customer communications.	

Job Knowledge	5	4	3	2	1	N/A
a) Maintains knowledge	Models knowledge and		Maintains knowledge and		Fails to maintain knowledge	
and skills required for	skills required for		skills required for successfully		and skills required for	
successfully carrying out job responsibilities.	successfully carrying out job responsibilities.		carrying out job responsibilities.		successfully carrying out job responsibilities.	
b) Applies most efficient	Innovates to develop most		Applies most efficient and		Does not apply most efficient	
and effective methods	efficient and effective		effective methods in		and effective methods in	
in completing job	methods in completing job		completing job duties and		completing job duties and	
duties and	duties and responsibilities.		responsibilities.		responsibilities.	
responsibilities.	duties and responsibilities.		·		·	
c) Maintains knowledge	Engages in acquiring		Maintains knowledge of		Fails to maintain knowledge	
of general profession	greater knowledge of		general profession trends.		of general profession trends.	
trends.	specialized profession					
Productivity	trends.	4	3	2	1	N/A
a) Identifies long and	Anticipates long and short	-	Identifies long and short term		Fails to identify long and short	14/ 🔼
short term work	term work priorities; work		work priorities; work is		term work priorities; work is	
priorities; work is	is highly organized and		organized and prioritized		not organized and prioritized	
organized and	prioritized appropriately.		appropriately.		appropriately.	
prioritized	prioritized appropriately.					
appropriately.						
b) Assignments and	Assignments and projects		Assignments and projects are		Assignments and projects are	
projects are completed	are completed well ahead		completed within specified		not completed within	
within specified time	of specified time frame;		time frame; deadlines are		specified time frame;	
frame; deadlines are	deadlines are consistently		consistently met.		deadlines are frequently	
consistently met.	achieved ahead of				missed.	
	schedule.					
c) Volume of work	Volume of work		Volume of work assemblished		Volume of work accomplished	
accomplished is			Volume of work accomplished			
appropriate.	accomplished consistently		is appropriate.		is not appropriate.	
арргорпасс.	exceeds expectation.					
d) Delegates work when	Delegates work when		Delegates work when		Does not delegate work when	
appropriate; consults	appropriate; consults with		appropriate; consults with		appropriate; fails to consult	
with manager	manager regarding		manager regarding		with manager regarding	
regarding department	department workload		department workload		department workload	
workload management	management on a		management when		management when	
when necessary.	proactive basis.	Α	necessary.	1	necessary.	NI/A
Integrity a) Interacts honestly and	5 Sets an example for	4	3 Interacts honestly and	2	1 Fails to interact honestly and	N/A
ethically with	interacting honestly and		ethically with colleagues,		ethically with colleagues,	
colleagues, students	ethically with colleagues,		students and the community.		students and the community.	
and the community.	students and the		stadents and the community.		stadents and the community.	
,	community.					
	Community.					
b) Uses appropriate	Models appropriate		Uses appropriate discretion in		Does not use appropriate	
discretion in	discretion in		communicating with others.		discretion in communicating	
communicating with	communicating with				with others.	
others.	others.					
c) Maintains	Creates a work culture that		Maintains confidentiality as		Does not maintain	
confidentiality as	maintains confidentiality as		appropriate and is considered		confidentiality as appropriate	
appropriate and is	appropriate and is		trustworthy.		and is not considered	
considered	considered highly		,		trustworthy.	
trustworthy.	trustworthy.					
	·					
d) Is considered fair,	Is considered fair		Is considered fair, someone		Is not considered fair or	
someone who actively	throughout the		who actively listens to all		someone who actively listens	
listens to all sides	department, someone who		sides concerned; makes		to all sides concerned; makes	
concerned; makes	seeks out information from		decisions only after		decisions before considering	
decisions only after	other departments and		considering all the facts.		all the facts.	
considering all the	actively listens to all sides					
facts.	concerned; makes					

decisions only after			
considering all the facts			
from multiple stakeholders.			

EPAS Additional Criteria: Supplemental Rubric

Engagement	5	4	3	2	1	N/A
a) Actively involved with	Highly actively involved		Actively involved with team		Not actively involved with	
team and/or	with team and/or		and/or department; works		team and/or department;	
department; works	department; innovates		with colleagues to improve		does not work with	
with colleagues to	with colleagues to improve		performance within the job		colleagues to improve	
improve performance	performance within the job		for the benefit of WWU.		performance within the job	
within the job for the	for the benefit of WWU.				for the benefit of WWU.	
benefit of WWU.						
b) Exhibits commitment	Models commitment to		Exhibits commitment to and a		Fails to exhibit commitment	
to and a positive	and a positive attitude		positive attitude towards		to and a positive attitude	
attitude towards WWU	towards WWU and its'		WWU and its' values.		towards WWU and its' values.	
and its' values.	values.					
c) Networks and builds	Engages others in actively		Networks and builds positive		Does not network and build	
positive relationships	networking and building		relationships with colleagues,		positive relationships with	
with colleagues,	positive relationships with		students and community		colleagues, students and	
students and	colleagues, students and		members.		community members.	
community members.	community members.		_	_	-	
Information Sharing	5	4	3	2	1	N/A
a) Consistently and	Highly consistent and		Consistently and accurately		Inconsistently and	
accurately exchanges	accurate in proactively		exchanges information		inaccurately exchanges	
information between	exchanging information		between appropriate		information between	
appropriate	between appropriate		faculty/staff and		inappropriate faculty/staff	
faculty/staff and	faculty/staff and		administration.		and administration.	
administration.	administration.					
b) Appropriately keeps	Proactively and		Appropriately keeps team		Fails to appropriately keep	
team members and/or	appropriately keeps team		members and/or		team members and/or	
management informed.	members and/or		management informed.		management informed.	
	management informed.					
N						
c) Consistently maintains	Highly consistent in		Consistently maintains		Inconsistently maintains	
confidentiality and/or	maintaining confidentiality		confidentiality and/or uses		confidentiality and/or fails to	
uses appropriate	and/or models appropriate		appropriate discretion.		use appropriate discretion.	
discretion.	discretion.	_		_		21/2
Innovation	5	4	3	2	1	N/A
a) Exhibits and	Engages others in		Exhibits and encourages		Rarely exhibits and	
encourages creativity	exhibiting and encouraging		creativity and is willing to		encourages creativity and is	
and is willing to	creativity and seeks		experiment.		unwilling to experiment.	
experiment.	opportunities to					
h) Challanges the status	experiment.		Challenges the status are		Door not challenge the status	
b) Challenges the status	Invites others to challenge		Challenges the status quo,		Does not challenge the status	
quo, supports change and takes appropriate	the status quo, support change and take		supports change and takes appropriate risks.		quo, support change and take appropriate risks.	
risks.	appropriate risks.		αρριομπατε πολο.		αρριομιαίε πολο.	
c) Receptive to new ideas	Highly receptive to new		Receptive to new ideas and		Not receptive to new ideas	
and collaborative	ideas and collaborative		collaborative problem solving.		and collaborative problem	
problem solving.	problem solving.		conductive problem solving.		solving.	
Professional Attitude	5	4	3	2	1	N/A
a) Demonstrates a	Demonstrates and engages	+	Demonstrates a positive	_	Fails to demonstrate a	N/A
positive attitude about	others in a positive attitude		attitude about the job and		positive attitude about the	
the job and the work	about the job and the work		the work environment.		job and the work	
environment.	environment.		the work environment.		environment.	
b) Attitude inspires co-	Attitude inspires and		Attitude inspires co-workers,		Attitude undermines co-	
workers, fostering a	engages co-workers,		fostering a positive work		workers, fostering a negative	
positive work	fostering a positive work		environment.		work environment.	
environment.	environment.		CHAITOHIHEHL.		WOIN ENVIRONMENT.	
environment.	CHVIIOIIIIEIIC.					

c) Maintains composure and professionalism in stressful situations.	Highly skilled at maintaining composure and professionalism in extremely stressful situations.		Maintains composure and professionalism in stressful situations.		Does not maintain composure and professionalism in stressful situations.	
Pursues Excellence	5	4	3	2	1	N/A
a) Independently pursues a high level of performance and quality in programs managed or services provided.	Independently cultivates a high level of performance and quality in programs managed or services provided.		Independently pursues a high level of performance and quality in programs managed or services provided.		Does not independently pursue a high level of performance and quality in programs managed or services provided.	
 b) Anticipates and plans by regularly reviewing the need for change in the design and delivery of programs and services. 	Highly effective in anticipating and planning by frequently reviewing the need for change in the design and delivery of programs and services.		Anticipates and plans by regularly reviewing the need for change in the design and delivery of programs and services.		Fails to anticipate and plan by regularly reviewing the need for change in the design and delivery of programs and services.	
c) Consistently self- evaluates to improve performance and identify opportunities for growth.	Consistently and proactively self-evaluates to improve performance and identify opportunities for growth.		Consistently self-evaluates to improve performance and identify opportunities for growth.		Does not consistently self- evaluate to improve performance and identify opportunities for growth.	
Teamwork	5	4	3	2	1	N/A
a) Demonstrates a high level of cooperation with team members; effectively problem- solves as part of the team.	Demonstrates a high level of cooperation with team members; proactively problem-solves as part of the team.		Demonstrates a high level of cooperation with team members; effectively problem-solves as part of the team.		Rarely demonstrates a high level of cooperation with team members; does not effectively problem-solve as part of the team.	
b) Maintains good working relationships with co-workers to support a positive work environment.	Cultivates good working relationships with co-workers to support a positive work environment.		Maintains good working relationships with co-workers to support a positive work environment.		Does not maintain good working relationships with coworkers to support a positive work environment.	
c) Empowers team members through encouragement and coaching.	Empowers and inspires team members through continuous encouragement and coaching.		Empowers team members through encouragement and coaching.		Fails to empower team members through encouragement and coaching.	
d) Recognizes the contributions of team members.	Celebrates the contributions of all team members.		Recognizes the contributions of team members.		Does not recognize the contributions of team members.	