EPAS Core Criteria: Supplemental Rubric

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

	5	4	3	2	1	N/A
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].	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].		categories [Race, Sex, Veteran Status, Color, National Origin, Sexual Orientation (including gender expression and identity), Religion, Age, Marital Status, Disability, Creed and Genetic Information].		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.	Creates a workplace environment that values and respects different cultures, backgrounds and orientations of others.		Values and respects different cultures, backgrounds and orientations of others.		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/ Development	**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 and skills required for successfully carrying out job responsibilities.	Models knowledge and skills required for successfully carrying out job responsibilities.		Maintains knowledge and skills required for successfully carrying out job responsibilities.		Fails to maintain knowledge and skills required for successfully carrying out job responsibilities.	
b) Applies most efficient and effective methods in completing job duties and responsibilities.	Innovates to develop most efficient and effective methods in completing job duties and responsibilities.		Applies most efficient and effective methods in completing job duties and responsibilities.		Does not apply most efficient and effective methods in completing job duties and responsibilities.	
c) Maintains knowledge of general profession trends.	Engages in acquiring greater knowledge of specialized profession trends.		Maintains knowledge of general profession trends.		Fails to maintain knowledge of general profession trends.	
Productivity	5	4	3	2	1	N/A
a) Identifies long and short term work priorities; work is organized and prioritized appropriately.	Anticipates long and short term work priorities; work is highly organized and prioritized appropriately.		Identifies long and short term work priorities; work is organized and prioritized appropriately.		Fails to identify long and short term work priorities; work is not organized and prioritized appropriately.	
b) Assignments and projects are completed within specified time frame; deadlines are consistently met.	Assignments and projects are completed well ahead of specified time frame; deadlines are consistently achieved ahead of schedule.		Assignments and projects are completed within specified time frame; deadlines are consistently met.		Assignments and projects are not completed within specified time frame; deadlines are frequently missed.	
c) Volume of work accomplished is appropriate.	Volume of work accomplished consistently exceeds expectation.		Volume of work accomplished is appropriate.		Volume of work accomplished is not appropriate.	
d) Delegates work when appropriate; consults with manager regarding department workload management when necessary.	Delegates work when appropriate; consults with manager regarding department workload management on a proactive basis.		Delegates work when appropriate; consults with manager regarding department workload management when necessary.		Does not delegate work when appropriate; fails to consult with manager regarding department workload management when necessary.	
Integrity	5	4	3	2	1	N/A
a) Interacts honestly and ethically with colleagues, students and the community.	Sets an example for interacting honestly and ethically with colleagues, students and the community.		Interacts honestly and ethically with colleagues, students and the community.		Fails to interact honestly and ethically with colleagues, students and the community.	
b) Uses appropriate discretion in communicating with others.	Models appropriate discretion in communicating with others.		Uses appropriate discretion in communicating with others.		Does not use appropriate discretion in communicating with others.	
c) Maintains confidentiality as appropriate and is considered trustworthy.	Creates a work culture that maintains confidentiality as appropriate and is considered highly trustworthy.		Maintains confidentiality as appropriate and is considered trustworthy.		Does not maintain confidentiality as appropriate and is not considered trustworthy.	
d) Is considered fair, someone who actively listens to all sides concerned; makes decisions only after considering all the facts.	Is considered fair throughout the department, someone who seeks out information from other departments and actively listens to all sides concerned; makes		Is considered fair, someone who actively listens to all sides concerned; makes decisions only after considering all the facts.		Is not considered fair or someone who actively listens to all sides concerned; makes decisions before considering all the facts.	

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

	5	4	3	2	1	N/A
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 co-workers 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.	