Employee Values and Characteristics for all Staff (Previously called Traits and Characteristics)

- **Communication**
  - Demonstrates ability to express clear written and verbal thoughts, openly shares appropriate information, actively listens and seeks information. Participates in dept./division/committee meetings by sharing and assimilating information.

- **Collaboration**
  - Works cooperatively with others in the department and institution to achieve common goals while demonstrating a sensitivity to others’ needs, and offering assistance, support, and feedback. Recognizes, respects, and appreciates differences in background, lifestyles, viewpoints, and the needs of others.

- **Customer Service**
  - Actively works to be welcoming and treats all people professionally and with dignity while determining their needs, resolving issues, and offering accurate, complete and timely service in all interactions.

- **Adaptability**
  - Shifts priorities when necessary, open to change, thinks about and communicates ideas for improvement, receptive to others ideas for improvements, modifies work habits when necessary, and problem solves.

- **Judgment**
  - Makes sound and appropriate decisions and consults others for direction and advice when necessary. Analyzes situations, problem solves, and makes objective, responsible decisions that benefit the department and College. Uses time efficiently, looks for and implements methods to be more productive and efficient. Understands when change is needed or directed and makes positive contributions to change.

- **Learning**
  - Shows a commitment to learning by being open to feedback, taking advantage of professional development opportunities, learning new methods to work, researching and implementing more efficient/effective work methods, and sharing knowledge and information with others.

- **Integrity**
  - Demonstrates and communicates high regard for the institution and department, adheres to policies and procedures, accepts responsibility for actions/decisions, respectful of human and capital assets, adheres to safety protocols and procedures and keeps confidential information.

**Behavior Characteristics for Supervisors**

- **Management**
  - Plans strategically and builds employees’ skills and capabilities to support department/division/institution goals. Seeks to recruit and engage a diverse group and strives to support equal opportunity goals. Builds employee skills and delegates appropriately. Encourages and supports professional development of direct reports. Seeks input and ideas from their employees and colleagues.

- **Evaluation**
  - Takes the time to effectively plan and evaluate employee performance. Provides candid, respectful, and constructive feedback and coaching. Completes evaluations in a timely manner and with their employees establishes thoughtful, relevant goals. Follows up on performance and goals.

**Compared to Previous**

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<th>All</th>
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**#’s Comparison**

- **A-Communication**
- **A-Teamwork**
- **O-Leadership**
- **A-Customer Service**
- **O-Planning/Organization**
- **O-Versatility**
- **A-Dependability**
- **A-Judgment**
- **S-Supervision/Delegation**
- **A-Discretion**
- **A-Safety/Security**
- **S-Evaluation**

**Previous Not Included**

- A-Job Knowledge
- A – Quality Work
- A – Quantity Work (evaluated in Position Duties)
- A – Punctuality (Code of Conduct Issue)

College of Charleston - Performance Management