



# **Performance Review Core Commitment Matrix**



## What is this document?

This document describes the behaviors associated with Baylor's Core Commitments in terms of the performance categories. Baylor University is a long standing institution with a proud heritage founded on Christian values. Our Core Commitments were developed to ensure that, as we look to the future, these values are maintained at the core of who we are, how we work, and what we want to model to the students whom we are called to serve. An organization can articulate the key behaviors supporting its strategic direction through a commitment (competency) framework. This creates a shared vision, a strong identity and culture. It also supports people management practices, such as recruitment and selection, learning and development, managing performance, and career development.

## How should this document be used?

The Core Commitments establish expectations of employees which fosters Baylor's caring community in support of Pro Futuris. These Core Commitments cut across the roles within the University and provide some focus as to potential areas of development that may be relevant for individual members of staff. The behaviors provide a frame work for determining a performance category and organizing specific feedback. They do not constitute a comprehensive list. This document should be used as a supplemental resource. Additional resources to guide performance discussions can be found on the [Baylor HR performance management website](#).

## **KEY DESCRIPTORS OF AREAS IN RELATION TO PERFORMANCE STANDARDS:**

Area of Concern	Area of Needed Development	Area of Competence	Area of Mastery
<ul style="list-style-type: none"><li>• Needed correction in performance</li><li>• Lack of essential knowledge</li><li>• Lack of intentionality</li><li>• Lack of engagement</li><li>• Failure to grasp concepts</li><li>• Fails to adapt to change</li><li>• Inconsistent performance</li><li>• In need of constant oversight</li><li>• Lacks needed level of confidence in work</li></ul>	<ul style="list-style-type: none"><li>• Potential for growth</li><li>• Developmental opportunities within area of need</li><li>• Additional time needed to learn and/or apply knowledge</li><li>• Has desire to learn and apply knowledge</li><li>• Learning but some needed oversight while continuing to develop</li><li>• Seeks information and is learning best practices</li><li>• Gaining confidence in work</li></ul>	<ul style="list-style-type: none"><li>• Engaged in work</li><li>• Engaged with team/dept.</li><li>• Needs little to no supervision in current responsibilities</li><li>• Seeks opportunities to learn more and work with others</li><li>• Adapts to change and/or new responsibilities</li><li>• Quality of work aligns with level of experience</li><li>• Contributes to team performance</li><li>• Looks for positive in change</li><li>• Accepts and provides feedback</li></ul>	<ul style="list-style-type: none"><li>• Has mastered current responsibilities and is ready for next step professionally</li><li>• Seeks to grow beyond position and apply expertise beyond departmental objectives</li><li>• High level of confidence in responsibilities and how position impacts University objectives</li><li>• Sought out as expert in area</li><li>• Leads collaborative projects</li></ul>

## Why should we use this?

Employees: Accurately determining performance for each Core Commitment assists in identifying your strengths and areas for development.

Managers: Differentiating performance is challenging. A shared understanding of performance allows for clear and direct feedback to every member of the team.

**Questions:** Contact your HR Consultant. To identify your HR Consultant, please logon to BaylorCompass or call askHR at (254) 710-2000.

## ACCOUNT FOR STEWARDSHIP OF TIME, RESOURCES, & SELF

We allocate time, efforts, and University funds in a manner that supports best the fulfillment of the University's mission and manages the risks to the University.

KEY ATTRIBUTES:

Discernment

Deliver Results

Plan & Organize

Area of Concern	Area of Needed Development	Area of Competence	Area of Mastery
<ul style="list-style-type: none"> <li>Does not understand physical, financial, reputational risks within department and the University in performance of duties.</li> <li>Consistently needs additional information to accomplish tasks delaying results.</li> <li>Consistently "jumps to conclusions" based on no, or minimal, evidence; does not take time to collect facts before decision-making.</li> <li>Results are frequently delayed and timelines require constant adjustment.</li> <li>Does not meet productivity standards, deadlines, and work schedules.</li> <li>Inability to manage own time.</li> </ul>	<ul style="list-style-type: none"> <li>Due to complexity of position, additional development needed to understand impacts of decisions and/or delays.</li> <li>Growth potential in area of planning and organizing with additional exposure to work processes.</li> <li>Is continuing to learn organization of work to become more efficient.</li> <li>Is learning to utilize resources available and seeking additional resources as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Identifies, analyzes and controls the risks (physical, financial, reputational) in department and the University.</li> <li>Takes prompt action to accomplish objectives, even when information is limited or unclear.</li> <li>Achieves results within established timelines.</li> <li>Comes to work on time, and meets productivity standards, deadlines, and work schedules, effectively manages own time.</li> <li>Overcomes obstacles to achieve results.</li> <li>Organizes resources and processes to effectively accomplish the work of the department.</li> <li>Anticipates potential challenges and opportunities, and adjusts plans as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Implements clear decision-making strategies and provides effective communication to all affected individuals and departments in a timely manner.</li> <li>Achieves results ahead of established timelines and takes initiative to contribute beyond scope of required job duties or expectations.</li> <li>Searches for and implements continuous quality improvement to processes and policies.</li> <li>Anticipates challenges and opportunities, and provides clear plan for adjustment without delay.</li> <li>Seeks opportunities to teach, mentor, and find resources to add value to team, department, and/or university.</li> </ul>

## **BUILD RELATIONSHIPS & WORK COLLABORATIVELY**

The overall employment experience and effectiveness of the University reaches its fullest potential when we work collaboratively within our units and more broadly within the University through relationships built on trust.

KEY ATTRIBUTES:            Relationship Management            Respect Diversity            Teamwork & Collaboration

Area of Concern	Area of Needed Development	Area of Competence	Area of Mastery
<ul style="list-style-type: none"> <li>• Withholds information or expertise intentionally or unintentionally that corrodes the trust and cohesiveness of the team.</li> <li>• Does not meet communication expectations set forth and necessary to complete job duties. Not interested in supporting or often contradicts the presence of differing viewpoints or work styles in the work place resulting in disunity of the team.</li> <li>• Inability to recognize the value of differences.</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration efforts improving with additional knowledge of duties and/or need for shared information.</li> <li>• Is gaining understanding of shared work and need for contributions of others and for others.</li> <li>• Continued learning in how to support others and pull together resources for project completion.</li> <li>• Tendency to participate as a means to self-promotion vs to strengthen the team.</li> <li>• Struggles to build strong, mutually beneficial working relationships with constituents and coworkers.</li> <li>• Struggles to involve and support all team members; struggles to share credit for good ideas and successes.</li> </ul>	<ul style="list-style-type: none"> <li>• Builds relationships within, across and outside the organization while working collaboratively with internal and external partners to reach the goals of the department.</li> <li>• Works through difficult or awkward interpersonal situations in a positive manner.</li> <li>• Gives and receives appropriate feedback to help accomplish goals and establish confidence among partners.</li> <li>• Demonstrates a genuine interest in the thoughts, opinions, values, and needs of co-workers, and constituents.</li> <li>• Recognizes and supports employees' and partners' contributions.</li> <li>• Is an effective team player who adds complementary skills, contributes valuable ideas, opinions, and feedback.</li> <li>• Can be counted upon to fulfill commitments made to the team</li> </ul>	<ul style="list-style-type: none"> <li>• Champions inclusiveness; involves others to improve results and increase support all within a timely manner.</li> <li>• Resolves conflicts in ways that strengthen relationships and the organization; creates "win-win" results.</li> <li>• Identifies opportunities and encourages colleagues to share relevant and appropriate information with others.</li> <li>• Encourages, recognizes, and incorporates diverse points of view.</li> </ul>

## **COMMIT TO UNIVERSITY/DEPARTMENT MISSION & VISION**

By committing to Baylor's and your Departments mission and vision, we respect the values and direction of our leaders and engage in supporting the University's goals through our work.

KEY ATTRIBUTES: Integrity Organizational/Departmental Commitment Organizational Compliance & Safety

<b>Area of Concern</b>	<b>Area of Needed Development</b>	<b>Area of Competence</b>	<b>Area of Mastery</b>
<ul style="list-style-type: none"> <li>• Actions do not demonstrate understanding of department's commitments and vision.</li> <li>• Frequently blames others for mistakes and rarely takes personal responsibility.</li> <li>• Actions impede the department's progress and/or change in mission, purpose, or values. Does not demonstrate respect for University/Dept resources.</li> <li>• Does not follow University policy and/or complete required trainings on time.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued growth in understanding departmental/university overall goals in relation to work performed.</li> <li>• Need to gain more knowledge in University/Departmental vision and goals and how it impacts work within position.</li> </ul>	<ul style="list-style-type: none"> <li>• Acts in ways that demonstrate personal integrity and serves as a positive example of why others should trust the motives of the organization.</li> <li>• Views self as a reflection of the organization by following through on commitments and accepting ownership of any mistakes he or she might make.</li> <li>• Conveys a high level of concern for the well-being of others, helping to ensure that both their needs and those of the organization are met.</li> <li>• Acts in accordance with University policies and completes required trainings by date due</li> <li>• Takes responsibility for campus property, intellectual property, and University-related data.</li> <li>• Adheres to the University's code of conduct and ethics.</li> </ul>	<ul style="list-style-type: none"> <li>• Preserves and is sought out to educate others about the dept mission, core values and commitments.</li> <li>• Demonstrates constant review of University resources and speaks of stewardship in relation to work.</li> <li>• Reflects the University's best intentions in all work interactions; considered an ambassador for the University/Dept.</li> <li>• Raises awareness of safety/compliance topics related to work of department.</li> <li>• Frequently finds ways to implement commitments within work of department/University and shares with others.</li> </ul>

## PURSUE EXCELLENCE THROUGH CONTINUOUS IMPROVEMENT

In pursuit of excellence, we continuously seek opportunities to improve processes and quality of work.

KEY ATTRIBUTES:

Adapt to Change

Creativity & Innovation

Problem-Solve

Quality Focus

Area of Concern	Area of Needed Development	Area of Competence	Area of Mastery
<ul style="list-style-type: none"> <li>• Unable to distinguish between critical and noncritical issues.</li> <li>• Unable to analyze and prioritize problems resulting in a tendency to focus on simple operational issues and avoiding complex tasks essential for job success.</li> <li>• Fails to identify the need for a different approach or solution when one is required.</li> <li>• Inability to view a problem from multiple perspectives.</li> <li>• Draws conclusions without conducting a thorough analysis.</li> <li>• Frequently produces work that falls below expectations of quality, contains errors and requires rework.</li> <li>• Avoids learning techniques to improve or implement changes to one's work.</li> </ul>	<ul style="list-style-type: none"> <li>• Continues to see progress towards problem solving techniques as duties are more learned/developed.</li> <li>• Understands change but needed focus on change management processes and problem-solving.</li> <li>• Ability to adapt but continual focus on quality of work desired.</li> <li>• Looks for opportunities but still needed focus on details of current duties.</li> <li>• Takes initiative to look at current processes and possible change but may not pause to gather all relevant information.</li> <li>• Struggles in accepting new ideas, opinions; reluctant to adapt one's behavior.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Adjusts quickly and effectively to changing conditions and demands.</li> <li>• Discusses change as a necessary and inevitable aspect of organizational life and as an opportunity to learn new things.</li> <li>• Identifies the need for a different approach or solution.</li> <li>• Stays up-to-date on long-term University objectives and information that affects individual job and dept.</li> <li>• Sees opportunities for creative problem solving while staying within the parameters of best practice.</li> <li>• Thinks in terms of desired outcomes; generates practical solutions to difficult problems.</li> <li>• Has established a track record of producing work that is highly accurate and demonstrate attention to detail.</li> <li>• Accurately checks processes and tasks for complete information and opportunities for improvement.</li> <li>• Ensures quality by comparing finished product to expected outcome.</li> </ul>	<ul style="list-style-type: none"> <li>• Quickly masters new ideas and leads others through challenges or change.</li> <li>• Understands the value of continuous improvement and seeks information and takes the lead to facilitate the growth.</li> <li>• Ability to project the outcomes of a project and predict the best possible solution for the team.</li> <li>• Proactively uses analysis to change common practices, and provide solutions to complex problems.</li> <li>• Anticipates and takes action to avoid complications.</li> <li>• Thinks in innovative and creative ways to achieve strategic objectives for Department in alignment with University objectives and goals.</li> <li>• Leads in development of best practices to continually improve quality efforts.</li> </ul>

## **SEEK LEARNING & APPLY KNOWLEDGE**

We develop career goals and pursue learning to continuously improve performance and prepare for future roles and responsibilities.

KEY ATTRIBUTES:

Continual Learning

Professional Knowledge

Area of Concern	Area of Needed Development	Area of Competence	Area of Mastery
<ul style="list-style-type: none"> <li>• Unable to incorporate past experiences to current job situations.</li> <li>• Does not apply current knowledge or job experience to effectively problem solve. Performance does not demonstrate technical competence.</li> <li>• Resistant to continuous learning; does not take initiative in attending training or developing working knowledge or skill set to enhance job skills.</li> <li>• Reluctant or unwilling to share knowledge with others; is outwardly unsupportive of team members increasing skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Progress is being made in gaining appropriate skills and knowledge but continued learning is needed.</li> <li>• Takes initiative to learn and apply knowledge but needed development in specific areas still sought.</li> <li>• Has basic professional knowledge of position but needed growth in relation to University or Departmental expectations.</li> <li>• Demonstrates a willingness and eagerness to learn new things but needs guidance in application of learning to functions of position.</li> </ul>	<ul style="list-style-type: none"> <li>• Makes it a practice to take charge of self-development by soliciting feedback, setting priorities, and then acquiring or strengthening skills and knowledge.</li> <li>• Puts new skills and knowledge to use on the job in a timely and effective manner.</li> <li>• Seeks out and attends learning and development programs when possible.</li> <li>• Willingly takes jobs and assignments that will prepare for future responsibilities.</li> <li>• Consistently stays abreast of current developments and trends in areas of expertise and higher education.</li> <li>• Maintains awareness of and applies University policies relevant to professional responsibilities.</li> <li>• Stays up-to-date on long-term University objectives and information that affects individual job and dept.</li> <li>• Frequently demonstrates the ability to incorporate past job experience and apply technical knowledge to current job situations.</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively applies vast technical knowledge and prior experiences to job situations; is sought out as an expert to provide advice or solutions.</li> <li>• Highly knowledgeable in field; applies skills and knowledge in ways that enhance department and organizational effectiveness.</li> <li>• Regularly engages self and others in training and development opportunities, enhancing job performance and overall productivity of the unit.</li> <li>• Consistently shares knowledge with others and openly seeks opportunities for self and peers to increase skills where enhanced outcomes are demonstrated.</li> <li>• Can anticipate future consequences and trends accurately; is a go-to person for best practices in his/her department or function.</li> <li>• Continuously experiments with and creates new processes in order to be at the leading edge of innovation in the workplace.</li> </ul>

## **SERVE OTHERS RESPECTFULLY**

We create a welcoming experience for the entire Baylor family and its constituents by providing excellent service to students, parents, and community members, as well as internal and external colleagues.

KEY ATTRIBUTES:

Communicate Effectively

Constituent Service

Area of Concern	Area of Needed Development	Area of Competence	Area of Mastery
<ul style="list-style-type: none"> <li>• Does not communicate to the appropriate individuals effectively.</li> <li>• Unable to adjust or correctly respond to behavioral cues of others.</li> <li>• Does not demonstrate active listening: interrupts others, loses attention, and/or misstates information.</li> <li>• Doesn't display tactfulness and is inconsiderate to other parties on a consistent basis; does not select the right approach or tone of voice for the situation or audience.</li> <li>• Frequently does not anticipate or respond timely to constituent needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Is starting to demonstrate understanding of how work involves others or crosses functional areas.</li> <li>• Continued growth needed in learning how to effectively communicate needs of position.</li> <li>• With continued development will learn complexity of work in relation to other units/departments.</li> <li>• Confidence in performance of work is being developed with continued exposure.</li> </ul>	<ul style="list-style-type: none"> <li>• Communicates effectively and appropriately; uses good judgment as to what to communicate to whom.</li> <li>• Tactful toward and considerate of all parties;</li> <li>• Identifies and anticipates constituent needs and expectations, and responds to them in a timely and effective manner.</li> <li>• Takes responsibility for constituent satisfaction and loyalty</li> <li>• Practices active listening: Allows others to speak without unnecessarily interrupting them.</li> <li>• Displays professionalism by: Maintaining composure, convey competence, establish positive relationships, meets service and quality expectations of clients.</li> </ul>	<ul style="list-style-type: none"> <li>• Knows and understands complexity of work and involves the appropriate constituents at appropriate times and without delay.</li> <li>• Presents information in a format that is easily understood by a wide variety of constituents with great confidence.</li> <li>• Goes beyond service expectations to help implement complete solutions.</li> <li>• Consistently displays professionalism and effectively responds with patience, tact, and grace, even to others who are difficult or demanding</li> <li>• Actively seeks information and consistently works to understand others' perspectives.</li> </ul>



## **JOB DUTIES & PERFORMANCE**

KEY ATTRIBUTES:

Job Skills

Professional Knowledge

Work Performance

Area of Concern	Area of Needed Development	Area of Competence	Area of Mastery
<ul style="list-style-type: none"> <li>• Does not demonstrate the ability to complete job functions as expected.</li> <li>• Does not perform job functions in line with supervisor's expectations.</li> <li>• Inability to complete tasks or impedes the flow of work processes.</li> <li>• Relies on others to complete own work.</li> </ul>	<ul style="list-style-type: none"> <li>• Shows potential in skills and desire continued growth.</li> <li>• Due to time within position may have continued areas to develop to gain proficiencies.</li> <li>• Displays desire to learn but still needed knowledge of position and/or how position works within team.</li> <li>• Acts in ways that demonstrates an understanding for job functions while learning more intricate details of responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Job functions are performed in line with the supervisor's expectations.</li> <li>• Tasks are completed and contributes to work processes flowing smoothly.</li> <li>• Achieves an accomplished level of technical and professional skill or knowledge in position-related areas</li> <li>• Applies own talents to work assignments, and hones the competencies needed in current job</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates a mastery of supervisor's expectations and shares this knowledge to positively impact the work environment.</li> <li>• Ensures task completion and requests to participate in additional projects/tasks as appropriate.</li> <li>• Due to mastery of position, is often looked to provide mentoring both within and external to department.</li> </ul>