



# UNCW Full Cycle Performance

## SHRA INSTITUTIONAL GOALS

The University of North Carolina General Assembly establishes these institutional goals for all employees covered by the University SHRA Performance Appraisal Policy. These descriptions are written at the “meeting expectations” level of performance. [Click here](#) to see suggested expanded descriptions of the institutional goals. Please consult with the Office of Human Resources if you have any questions regarding the definition or application of these institutional goals.

### EXPERTISE

- Precision:** Produces work that is accurate, thorough, and demonstrates sufficient analysis and decision-making to meet the requirements of the employee’s position and profession.
- Resourcing:** Makes efficient and appropriate use of materials.
- Innovation:** Regularly looks for ways to improve efficiency or quality.
- Development:** Maintains technical skills and relevant professional credentials.

### ACCOUNTABILITY

- Productivity:** Completes required volume of work by established deadlines and stays productive throughout the workday.
- Autonomy:** Generally completes work with few reminders or infrequent oversight.
- Prioritizing:** Takes sufficient, appropriate measures to plan work, prioritize tasks, organize work flows, and set realistic goals.
- Coordination:** Proactively seeks out needed information in order to complete work.

### CUSTOMER-ORIENTED

- Clarity:** Actively listens to determine the most effective way to address customer needs and concerns.
- Awareness:** Shows a solid understanding of customer needs, seeks out customer input to better understand needs, and develops ideas to meet those needs.
- Attentiveness:** Follows through on commitments, despite time pressures or obstacles, and listens for and timely responds to customer requests.
- Diplomacy:** Maintains a professional and respectful tone and exhibits diplomacy when dealing with frustrated individuals or during sensitive or confrontational situations.

### TEAM-ORIENTED

- Collegiality:** Communicates and engages directly, clearly, and tactfully with colleagues.
- Collaboration:** Provides feedback and healthy dialogue on performance and operational issues, as requested. Willingly adapts to change and adheres to decided actions.
- Contribution:** Makes decisions with others in mind, and willingly performs additional duties when team members are absent, during times of increased workload, or as otherwise required by management to meet business needs.
- Attendance:** Absences are infrequent and do not place an undue burden on supervisor or colleagues.

### COMPLIANCE & INTEGRITY

- Compliance:** Complies with University personnel policies, including prohibitions on harassment, discrimination, and workplace violence, and protects of confidentiality of records.
- Safety:** Complies with all safety requirements for the position, including successful completion of training and proper use of personal protective equipment.
- Ethics:** Chooses ethical action, even under pressure, avoids situations that are inappropriate or present a conflict of interest, holds self and others accountable for ethical decisions, and addresses unethical actions directly.
- Respect:** Appreciates individual and cultural differences, treats all people with dignity and respect.

### LEADERSHIP (for supervisors)

- Oversight:** Provides adequate stewardship of assigned resources, including budget, space, equipment, and staffing.
- Goal-Setting:** Provides clear objectives that foster work unit development and align with University values and goals.
- Manage Talent:** Provides candid, timely, and constructive feedback on performance and behavior and hires individuals with the qualities and skillsets for success.
- Leading:** Serves as role model. Engenders trust, commitment, and civility.