FUNCTIONAL KNOWLEDGE
Demonstrates and applies knowledge, skills, and abilities required to complete core job functions; works to develop additional relevant knowledge and skills, makes few functional errors, and requires no unusual oversight.

WORK QUALITY
Demonstrates the ability to prioritize and complete work with accuracy, attention to detail, and thoroughness in work output; consistent delivery of quality work product; maintains accountability for work responsibilities, with a commitment to producing timely, polished, and professional outcomes; identifies ways to improve and promote the quality of work.

PROFESSIONALISM AND INCLUSION
Demonstrates compassion, integrity, and respect for others; demonstrates a commitment to carrying out professional responsibilities and an adherence to ethical principles; treats individuals within and outside the University community with respect; maintains a climate of inclusiveness and sensitivity to diversity in gender, age, culture, race, religion, disabilities, and sexual orientation.

SERVICE ORIENTATION
Demonstrates a commitment to serving the Georgetown community both inside and outside the office. Employee provides excellent customer service to clients or guests, collaborates effectively with colleagues, and contributes to advancing the university mission. Employee exhibits these qualities by listening carefully to customer or stakeholder needs, actively works to resolve issues that conflict with university values, builds a positive reputation with campus partners, and supports internal growth.

INITIATIVE
Readily takes appropriate independent action consistent with responsibilities and objectives; searches out and/or accepts new tasks and expands abilities professionally; suggests methods to improve departmental operations; looks for opportunities to take action beyond core job functions and responsibilities. Demonstrates resourcefulness, independent action and professional judgement that are position-appropriate.

COMMUNICATION AND COLLABORATION
Communicates clearly and accurately with individuals at all levels both internally and externally; builds professional, respectful, and productive working relationships to solve problems and achieve shared goals; seeks to engage colleagues in collaborative work efforts to enhance the outcomes of the departmental and inter-departmental work and projects; takes appropriate and effective steps to manage conflicts.
EXCEPTIONAL
Performance exceeds expectations. Regularly produces superior quality work and has made exceptional or unique contributions towards department, school, and/or university goals and objectives. Contributions have tremendous and consistently positive value for the department and/or the university. An excellent resource for providing training, guidance, and support to others.

SUCCESSFUL
Performance consistently meets expectations and requirements. Consistently demonstrates the skills and abilities required to successfully perform all core position duties and functions. Contributes to the overall objectives of the department, school, and/or the university.

IMPROVEMENT NEEDED
Performance does not consistently meet expectations. Employee requires guidance and monitoring. Coaching, additional support resources, or training may be required in some areas for performance to meet expectations.

NOT MEETING EXPECTATIONS
Performance is consistently below expectations in essential areas of responsibility. Reasonable progress toward critical goals has not been achieved. Employee requires close guidance and direction in order to perform routine job duties. Performance may impede the work of others/unit.

SMART GOALS

SPECIFIC
What will be done? How? Why? And by whom?

MEASURABLE
Quantify the goal. How often? How many?

ATTAINABLE
Can it be done? Why or why not? Are there potential obstacles?

RELEVANT
How does this goal fit into the organization’s larger goals and the employee’s responsibilities?

TIME-BOUND
When should the goal be accomplished?

EXAMPLE

GOAL
Communicate announcements regularly with members of the community.

vs.

SMART GOAL
Produce and issue weekly newsletters to all students, staff and faculty every Monday via email, and update the News section of the website every Friday.
The Department of Human Resources is here to support you throughout the process. Training sessions will be available for Managers and Employees throughout the self-evaluation period.

hr.georgetown.edu/clientservices
Connect with your designated Client Services Partner (CSP)

hr.georgetown.edu/performancemanagement
For additional on-demand tools and resources

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**STAR FEEDBACK MODEL**

**SITUATION**
Use precise terms to describe what occurred. When? Who was involved?

**TASK**
What was expected of the employee?

**ACTION TAKEN**
Did the behavior meet expectations? Why? Or why not?

**RESULT**
What impact did the performance have on others and the organization as a whole? What is expected going forward?

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**EXAMPLES**

- "The registration for our upcoming student symposium was low. Jane spent extra time updating our communication materials and reaching out to potential registrants resulting in higher attendance. Great work, Jane!"

- "After securing interest with potential new grant funders, Jane did not adequately prepare for their first meeting, and now the funding is in jeopardy. We need Helen to do a run through of the presentation with Jane in advance of our next meeting to be sure she is prepared."

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**PROFESSIONAL DEVELOPMENT**

Professional Development describes the means by which you can build on or develop your professional knowledge, skills, and/or attributes in the upcoming year. This is an optional but strongly encouraged section of the Performance Management evaluation process. Employees are encouraged to include comments to specify further.

**EXAMPLE**

- Virtual conferences, talks, and workshops, certification courses, professional memberships, free courses on LinkedIn Learning, collaborate or lead a new project or initiative, shadow a colleague or establish a mentor etc.

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**ADDITIONAL RESOURCES**

The Department of Human Resources is here to support you throughout the process. Training sessions will be available for Managers and Employees throughout the self-evaluation period.